



La formazione dei direttivi e dei semidirettivi degli uffici giudiziari in Europa

Scuola superiore della magistratura - Istituto di Informatica Giuridica e Sistemi Giudiziari, Consiglio Nazionale delle Ricerche, Sede di Bologna. Roma 2023

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Premessa

1. - Il conferimento degli uffici dirigenziali costituisce una delle attività più complesse svolte dal Consiglio superiore della magistratura (CSM), in ragione della delicatezza delle scelte cui il Consiglio è chiamato a effettuare, esercitando una specifica discrezionalità valutativa e di selezione dei candidati.

Ciò risulta particolarmente evidente a partire dall'attuazione delle riforme Castelli e Mastella (2005/2007) che hanno inteso superare il sistema del conferimento degli incarichi dirigenziali sulla base di una tendenziale anzianità senza demerito con l'attribuzione di incarichi senza termine. Il d.lgs. n. 160 del 2006 ha così determinato una vera e propria rivoluzione nel conferimento degli incarichi direttivi, introducendo la temporaneità delle funzioni e il superamento del mero criterio dell'anzianità quale parametro principale. Il criterio di riferimento è divenuto l'attitudine direttiva (art. 12, commi 10, 11 e 12), diversamente declinata a seconda della tipologia dell'incarico (funzioni semidirettive e direttive di merito, funzioni direttive di legittimità) e i cui indicatori sono individuati dal CSM d'intesa con il Ministro della giustizia (art. 10, comma 3, lett. d).

Se la frequenza di “corsi di formazione in materia organizzativa e gestionale” rappresenta uno dei parametri da considerare per il conferimento degli incarichi direttivi, particolare rilievo assumono le attività didattiche che la Scuola è chiamata a organizzare e che in base all'attuale disciplina risultano obbligatorie per chiunque aspiri al conferimento di un incarico di primo o di secondo grado.

La materia ha subito numerose modifiche nel corso degli anni che hanno via via incrementato i compiti della Scuola. Ciò che risulta costante è la competenza della Scuola a organizzare attività di formazione per coloro che ricoprono funzioni di responsabilità organizzativa.

2. - Riguardo ai dirigenti degli uffici giudiziari, la Scuola è competente sia per la formazione dei magistrati titolari di funzioni direttive e semidirettive negli uffici giudiziari sia per l'organizzazione di corsi di formazione per i magistrati giudicanti e requirenti che aspirano al conferimento degli incarichi direttivi di primo e di secondo grado.

L'art. 26-bis del d.lgs. n. 26 del 2006, inserito nel provvedimento istitutivo della Scuola con il d.l. 29 dicembre 2009, n. 193 (convertito con modificazioni dalla l. 22 febbraio 2010, n. 24), nella sua versione originaria, nel riferirsi ai «corsi di formazione per i magistrati giudicanti e requirenti che aspirano al conferimento degli incarichi direttivi di primo e di secondo grado» (comma 1) prevedeva testualmente che «Possono concorrere all'attribuzione degli incarichi direttivi, sia requirenti che giudicanti, sia di primo che di secondo grado, soltanto i magistrati che abbiano partecipato al corso di formazione ...» (comma 5).

La stessa norma indicava genericamente il contenuto dei predetti corsi richiamando i «criteri di gestione delle organizzazioni complesse» e i «modelli di gestione delle risorse umane e materiali utilizzati dal Ministero della giustizia per il funzionamento dei propri servizi».

L'art. 12 del testo unico sulla dirigenza giudiziaria (Circolare n. P-14858-2015 del 28 luglio 2015 del CSM) nell'indicare gli elementi necessari alla valutazione per il conferimento degli incarichi direttivi prevede una formazione specifica in materia organizzativa, indicando che al riguardo assumono rilievo sia la partecipazione a corsi organizzati dalla Scuola superiore della magistratura per la formazione degli aspiranti dirigenti prevista dall'articolo 26 bis, comma 5, del decreto legislativo 30 gennaio 2006, n. 26, che la partecipazione a corsi organizzati dal CSM, le altre attività formative in materia gestionale, come specificate nell'art. 18 lett. d).

In data 22 dicembre 2021 è stato sottoscritto un protocollo d'intesa fra il Ministero della giustizia, il CSM e la SSM con il quale è stata prevista la realizzazione ogni anno di corsi della durata di tre settimane per coloro che già rivestivano incarichi direttivi e di due settimane per coloro che già rivestivano incarichi semidirettivi, con partecipazione riservata a coloro che erano stati nominati nel biennio antecedente alla realizzazione del corso. Si è, inoltre, precisato che almeno una sessione dei corsi deve essere dedicata ai

meccanismi finalizzati al raggiungimento degli obiettivi previsti dal Piano nazionale di ripresa e resilienza e ai sistemi di monitoraggio della produttività degli uffici anche in relazione allo smaltimento dell'arretrato.

Il quadro normativo è stato ulteriormente modificato con la l. 17 giugno 2022, n. 71. L'intervento ha integrato l'art. 26-bis del d.lgs. n. 26 del 2006 sotto vari profili.

È stata ampliata la platea dei partecipanti ai corsi, prevedendo una partecipazione obbligatoria anche per gli aspiranti ad incarichi semidirettivi (precedentemente non indicati dalla norma).

Inoltre, è stata espressamente individuata la durata dei predetti corsi (non indicata nell'originario testo dell'art. 26-bis e comunque parzialmente diversa anche da quella indicata nel citato protocollo di intesa) stabilita in tre settimane non consecutive per entrambe le categorie degli "aspiranti".

Il legislatore è anche intervenuto sull'ambito delle materie che debbono essere trattate nei corsi mediante richiami alla materia ordinamentale, all'acquisizione delle competenze riguardanti la capacità di analisi ed elaborazione dei dati statistici nonché alla conoscenza, all'applicazione e alla gestione dei sistemi informatici, materie che in tal modo si vanno ad aggiungere a quelle riguardanti i criteri di gestione delle organizzazioni complesse e i modelli di gestione delle risorse umane e materiali utilizzati dal Ministero della giustizia per il funzionamento dei propri servizi già previsti dalla normativa previgente.

Inalterata è rimasta la durata di validità di partecipazione al corso (5 anni) anche se sotto tale profilo è mutato il meccanismo di computo del termine.

La novella, infine, prevede la realizzazione di corsi aventi medesimi contenuti e durata riservati ai magistrati ai quali è stata conferita nell'anno precedente la funzione direttiva o semidirettiva.

3. - La novella pone alla SSM nuove importanti problematiche sia organizzative sia didattiche - a partire dalla decisione sulla opzione tra organizzazione di un unico corso per entrambe le categorie di discenti (direttivi e semi-direttivi) ovvero corsi diversificati - alcune delle quali potranno essere risolte solo attraverso un intervento regolamentare da parte del CSM.

Uno dei punti più critici ha riguardato l'aumento significativo dei partecipanti ai corsi in quanto, attualmente, i corsi debbono essere realizzati non solo per gli aspiranti agli incarichi direttivi ma anche per gli aspiranti agli incarichi semidirettivi. Mentre nel passato i corsi (per i soli "aspiranti direttivi") riguardavano una media di 30/40 discenti per ogni bando di concorso, il corso concluso a maggio 2023 ha coinvolto 241 discenti.

Grazie all'apporto di un gruppo di lavoro, cui hanno partecipato esperti di organizzazione giudiziaria, organizzazione aziendale e management pubblico, statistica, contrattualistica e dirigenti giudiziari in quiescenza, è stato varato un primo corso (20 marzo – 29 maggio 2023) articolato - anche in considerazione del numero significativo di partecipanti e della necessità di procedere speditamente - su tre settimane consecutive di formazione online, laddove possibile anche con una divisione in gruppi per funzione svolta, e tre giorni di attività in presenza (6 sessioni), dedicati alla trattazione degli aspetti organizzativi e di quelli connessi al PNRR.

A delimitare la platea dei partecipanti è intervenuto in seguito il decreto-legge 10 agosto 2023, n. 105 che ha aggiunto un secondo periodo nel comma 5 dell'art. 26-bis: «sono esonerati dalla partecipazione al corso di formazione i magistrati che, nel medesimo lasso di tempo abbiano svolto funzioni direttive o semidirettive, anche solo per una porzione del periodo indicato, salvo che il Consiglio superiore della magistratura abbia espresso nei loro confronti una valutazione negativa circa la conferma nelle funzioni».

Il secondo corso realizzato in attuazione della novella di cui alla legge 71 del 2022 si è svolto nella parte finale del 2023.

Traendo spunto dall'esperienza del primo corso, si è cercato di modulare le sessioni prevedendo dei moduli di formazione asincrona - che richiedono uno studio autonomo di materiali didattici - seguiti da

sessioni che si svolgono con webinar sui vari argomenti del corso per permettere approfondimenti e la formulazione di domande sia prima sia durante la sessione dal vivo con i docenti delle varie tematiche. In questo modo si è cercato di ottimizzare tempi e contenuti, riducendo il numero di sessioni ad orari fissi nella prospettiva di una maggiore flessibilità dei tempi di studio.

In tale contesto, la Scuola nazionale dell'amministrazione (SNA) e la SSM hanno concluso il 18 luglio 2023 un accordo quadro diretto a realizzare iniziative di collaborazione riguardanti attività di formazione, studi, organizzazione di seminari e conferenze sia per i magistrati, requirenti e giudicanti, sia per il personale dirigenziale tecnico-amministrativo.

4. - Per migliorare l'approccio alla formazione dei dirigenti giudiziari, la SSM ha deciso di realizzare, in collaborazione con la sede di Bologna dell'Istituto di Informatica Giuridica e Sistemi Giudiziari del Consiglio Nazionale delle Ricerche (CNR), uno studio comparato sui membri e gli osservatori della Rete europea di formazione giudiziaria (EJTN), che racchiude tutte le istituzioni della formazione dei magistrati dei 26 paesi dell'Unione Europea e dei candidati ad entrare nell'Unione.

La Rete europea di formazione giudiziaria (EJTN), all'interno del gruppo metodologie (*Judicial Training Methods*, JTM), ha avviato da alcuni anni specifici approfondimenti dedicati ai profili della *leadership* e che hanno portato anche all'elaborazione di un manuale di formazione nel 2019¹, oltre a diversi incontri e seminari di studio, mentre un programma specifico è dedicato agli scambi tra capi degli uffici.

Si tratta, tuttavia, di un approccio in parte diverso da quello prescelto dalla SSM, volendo la ricerca che qui si presenta far emergere il quadro complessivo dei percorsi di formazione di coloro che aspirano a ricoprire incarichi di responsabilità organizzativa o che sono stati investiti di tali funzioni, piuttosto che focalizzarsi su alcuni aspetti specifici legati alle qualità o alle competenze che i dirigenti dovrebbero in teoria possedere.

Accanto alla varietà delle esperienze, delle metodologie utilizzate, che privilegiano soprattutto profili partecipativi e a contenuto teorico-pratico, ciò che emerge in modo evidente dal presente rapporto di ricerca è l'assenza, in genere, di corsi obbligatori per tutti gli aspiranti a un incarico dirigenziale, mentre l'obbligatorietà della formazione riguarda coloro cui è stato effettivamente conferito un incarico di responsabilità direttiva.

In attesa di una eventuale rivisitazione della disciplina vigente, nel decreto-legge Milleproroghe, connesso alla manovra del 2024, è stato previsto il differimento al 31 dicembre 2024 dell'entrata in vigore delle disposizioni di cui all'articolo 26-bis, comma 5, del decreto legislativo 30 gennaio 2006, n. 26, relativo ai corsi di formazione per magistrati con funzioni direttive o semidirettive. Sino a tale data possono concorrere all'attribuzione degli incarichi direttivi e semidirettivi, sia requirenti che giudicanti, sia di primo che di secondo grado, i magistrati che abbiano frequentato il corso di formazione di cui all'articolo 26-bis del citato decreto legislativo o che abbiano presentato domanda di partecipazione al corso medesimo, nonché coloro che nei cinque anni precedenti al termine finale per la presentazione della domanda indicato nel bando di concorso abbiano svolto funzioni direttive o semidirettive, anche solo per una frazione del periodo indicato. Tali disposizioni si applicano anche ai bandi per il conferimento di funzioni direttive o semidirettive già pubblicati alla data di entrata in vigore del presente decreto. I magistrati cui sono conferite funzioni direttive o semidirettive sono tenuti a partecipare al corso di formazione entro sei mesi dal conferimento delle stesse, salvo che lo abbiano frequentato nei cinque anni precedenti o che abbiano svolto tali funzioni anche solo per una frazione del medesimo periodo.

Il Comitato direttivo

¹ https://www.ejtn.eu/Documents/News%20articles/EJTN_JTM_Guidelines_Leadership_Training_2019.pdf

La formazione dei direttivi e dei semidirettivi degli uffici giudiziari in Europa

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Introduzione

Nel maggio del 2023 è stato sottoscritto un contratto di collaborazione fra la Scuola Superiore della Magistratura (SSM) e la sede di Bologna dell'Istituto di Informatica Giuridica e Sistemi Giudiziari (IGSG-BO) del Consiglio Nazionale delle Ricerche (CNR) per la predisposizione, la raccolta, l'elaborazione dei dati e l'analisi delle risposte a due questionari (in allegato) sulla formazione alle funzioni direttive e semidirettive degli uffici giudiziari giudicanti e requirenti.

I questionari, in collaborazione con la SSM,² sono stati proposti online alle istituzioni nazionali di formazione giudiziaria³ che fanno parte dell'*European Judicial Training Network* (EJTN). La loro compilazione è avvenuta fra giugno e luglio 2023.

Le organizzazioni che fanno parte dell'EJTN, e quelle che hanno o non hanno risposto, sono elencate nella tabella successiva. Fra i 27 paesi che sono membri dell'EJTN, ben 23 hanno risposto al questionario per i presidenti di corte (non hanno risposto solo l'Estonia, la Lettonia, il Lussemburgo e la Slovacchia). Di questi alcuni hanno anche risposto al questionario per i direttivi requirenti, ai quali si sono aggiunte tre istituzioni (Finlandia, Lettonia e Svezia) che hanno strutture dedicate solo alla formazione dei pubblici ministeri. Il Belgio ha risposto solo al questionario per i direttivi requirenti, ma indicando che la selezione e la formazione sono identiche anche per i direttivi giudicanti. L'Italia ha fatto altrettanto correttamente l'opposto, rispondendo solo al questionario per presidenti perché, come è noto, la selezione e la formazione dei direttivi giudicanti e requirenti è comune.

Anche sette istituzioni europee di formazione dei giudici, o dei pubblici ministeri, con lo status di "osservatori" dell'EJTN hanno compilato il questionario. Nella tabella il doppio trattino indica che l'istituzione che ha risposto al questionario non svolge attività di formazione per i direttivi giudicanti o requirenti e pertanto non ha potuto rispondere.

Paese	Istituzione	Membro/ Osservatore	Risposte Direttivi giudicanti	Risposte Direttivi requirenti
Austria	Federal Ministry of Justice – Bundesministerium für Justiz	Member	Yes	No
Belgium	L'Institut de formation judiciaire (IFJ-IGO)	Member	Questionario comune giudicanti requirenti	Yes
Bulgaria	National Institute of Justice	Member	Yes	Yes

² Ringrazio il dott. Luigi Cutrì, dell'area informatica della SSM, per il suo contributo alla preparazione dei questionari online.

³ Gli organismi che in Europa si occupano istituzionalmente della formazione dei giudici e dei pubblici ministeri hanno spesso strutture di governo differenti; pertanto, non appare opportuno definirle in modo univoco "scuole", ma si è preferita la dizione "istituzione di formazione" oppure, per brevità, "istituzione".

Croatia	The Judicial Academy of Croatia	Member	Yes	--
Cyprus	Supreme Court of Cyprus	Member	Yes	--
Czech Republic	Judicial Academy	Member	Yes	Yes
Denmark	Court Administration / Domstolsstyrelsen	Member	Yes	--
Estonia	Supreme Court of Estonia, Training Department	Member	No	--
	Office of the Prosecutor General	Member	--	No
Finland	The National Courts Administration	Member	Yes	--
	National Prosecution Authority, The Office of the Prosecutor General	Member	--	Yes
France	The French National School for the Judiciary	Member	Yes	Yes
Germany	Federal Ministry of Justice - Bundesministerium der Justiz	Member	Yes	--
	Academy of European Law (ERA)	Member	--	--
Greece	National School of the Judiciary	Member	Yes	--
Hungary	National Office for the Judiciary	Member	Yes	--
	Office of the Prosecutor General	Member	--	Yes
Ireland	The Judicial studies Committee	Member	Yes	--
Italy	Scuola Superiore della Magistratura	Member	Yes	Questionario comune giudicanti/requirenti)
	Consiglio Superiore della Magistratura	Member	--	--
Latvia	Latvian Judicial Training Centre	Member	No	--
	The Prosecutor General's Office of the Republic of Latvia	Member	--	Yes
Lithuania	National Courts Administration	Member	Yes	--
	Office of the Prosecutor General of the Republic of Lithuania	Member	--	No
Luxembourg	Parquet général	Member	No	No
Malta	Judicial Studies Committee	Member	Yes	Yes
Netherlands	Studiecentrum Rechtspleging (SSR)	Member	Yes	Yes

Poland	National School of Judiciary and Public Prosecution	Member	Yes	Yes
Portugal	Centre For Judicial Studies	Member	Yes	Yes
Romania	National Institute of Magistracy	Member	Yes	Yes
Slovak Republic	Judicial Academy of the Slovak Republic	Member	No	--
Slovenia	Ministry of Justice of the Republic of Slovenia Judicial Training Centre	Member	Yes	--
Spain	Escuela Judicial Consejo General del Poder Judicial	Member	Yes	--
	Centro de Estudios Jurídicos	Member	--	Yes
Sweden	Judicial Training Academy	Member	Yes	--
	Swedish Prosecution Authority	Member	--	Yes
Albania	Shkolla e Magjistraturës	Observer	No	No
Bosnia and Herzegovina	Public Institution Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Observer	Yes	Yes
Georgia	High School of Justice	Observer	No	--
Kosovo	Academy of Justice	Observer	Yes	Yes
North Macedonia	Academy for Judges and Public Prosecutors	Observer	Yes	Yes
Moldova	National Institute of Justice	Observer	Yes	Yes
Montenegro	Judicial Training Centre	Observer	No	--
Norway	Norwegian Courts Administration - Domstoladministrasjonen	Observer	No	--
Serbia	Judicial Academy of the Republic of Serbia	Observer	Yes	Yes
Switzerland	Foundation for the continuous training of Swiss Judges	Observer	No	--
Ukraine	National School of Judges of Ukraine	Observer	Yes	--
	Prosecutor's Training Center of Ukraine	Observer	--	Yes
United Kingdom	England & Wales: Judicial College	Observer	Yes	--

	Northern Ireland: Judicial Studies Board for Northern Ireland	Observer	No	--
	Scotland: Judicial Institute for Scotland	Observer	No	--

Questo rapporto di ricerca si compone di tre parti, un'ampia appendice e alcuni file excel, trasmessi alla SSM, che contengono i dati, le relative elaborazioni con tabelle e figure, che possono essere utilizzati per ulteriori approfondimenti.

La prima parte è la sintesi dei risultati, che evidenzia gli aspetti ritenuti salienti emersi con questo studio e che, ovviamente a parere di chi scrive, possono risultare interessanti sotto il profilo comparatistico. Come noterà chi avrà la pazienza di leggere il rapporto nella sua interezza, la mole di informazioni raccolte è davvero notevole e la sintesi dei risultati è solo un estratto. I dati raccolti offrono molteplici possibilità di analisi con una pluralità di approfondimenti ed interpretazioni.

La seconda parte del rapporto propone un'analisi quantitativa dettagliata delle risposte alle domande chiuse ai due questionari somministrati, quello per i direttivi giudicanti e quello per i direttivi requirenti.

La terza parte è una sintesi ragionata delle risposte fornite dalle varie istituzioni nazionali responsabili della formazione soprattutto alle domande a risposta aperta. In questa parte si è cercato di evidenziare gli aspetti che sono risultati più interessanti per i singoli paesi, e che sono utili sia per l'ampliamento delle conoscenze sulle varie esperienze europee, sia per la progettazione di interventi formativi per i direttivi ed i semidirettivi.

L'appendice raccoglie, dopo un lavoro di sistemazione, analisi di coerenza ed eventuale chiarimento delle informazioni raccolte, il formato testuale delle risposte fornite. Si tratta di una raccolta ampia e originale di informazioni di base sui sistemi giudiziari europei e sulla formazione dei dirigenti degli uffici giudicanti e requirenti, che non ci risulta siano mai state prodotte e condivise.

È opportuno segnalare che l'analisi dei dati si basa sui dati forniti dalle istituzioni di formazione che hanno risposto ai questionari. Alcune verifiche di congruità con le risposte sono state fatte direttamente con le singole istituzioni, ma le domande, e ovviamente anche le relative risposte, sono sempre passibili di diverse interpretazioni e pertanto necessiterebbero di un ulteriore approfondimento qualitativo, che però non poteva rientrare nei tempi previsti per questo studio.

Questo rapporto non contiene valutazioni o raccomandazioni che sono doverosamente lasciate al Comitato direttivo della Scuola Superiore della Magistratura.

1. Sintesi dei risultati (*executive summary*)

Questo studio si basa sui dati raccolti attraverso due questionari proposti online alle istituzioni che si occupano della formazione dei giudici e dei pubblici ministeri che fanno parte dell'*European Judicial Training Network* (EJTN). I questionari, composti da 74 domande a risposta chiusa ed aperta (allegati in appendice), sono stati compilati fra giugno e luglio 2023. Successivamente, alle risposte fornite è stato effettuato un controllo di coerenza contattando le singole istituzioni. In alcuni casi sarebbe stata necessaria una verifica qualitativa ancora più approfondita ma che avrebbe richiesto tempi e risorse incompatibili con gli obiettivi di questo studio. Si segnala inoltre che le risposte fornite fanno quasi sempre riferimento all'assetto formale del sistema giudiziario e dei percorsi formativi intrapresi dalle istituzioni che hanno risposto. Anche in questo caso, una ricerca più approfondita sul funzionamento operativo e sulle prassi applicative sarebbe stata utile, ma avrebbe richiesto tempi e risorse ulteriori rispetto a quelle investite in questo primo studio. Come si vedrà, le informazioni raccolte e condivise sono di estremo interesse e molto utili, per esempio, per ampliare le conoscenze comparate sui sistemi giudiziari europei, progettare interventi formativi, proporre cambiamenti sull'articolazione dei corsi e sui metodi didattici.

Le risposte ai questionari forniscono l'ennesimo esempio della significativa variabilità delle strutture di governo dei sistemi giudiziari europei, che necessariamente influenzano anche le modalità di formazione dei dirigenti degli uffici giudicanti e requirenti.

Le informazioni raccolte indicano che per circa la metà dei trenta paesi che hanno risposto ai questionari, la procedura di selezione degli incarichi direttivi giudicanti e requirenti è considerata, più o meno, la stessa (Q3).

Anche i percorsi formativi per i dirigenti giudicanti e requirenti (Q5) sono gli stessi in circa metà dei paesi. Interessante notare come la scuola francese (*Ecole Nationale de la Magistrature*) indichi percorsi di selezione dei dirigenti diversi, ma percorsi formativi uguali per i dirigenti giudicanti e i requirenti.

Le nomine per gli incarichi direttivi giudicanti (Q7) sono prevalentemente effettuate dai Consigli di giustizia nazionali o locali, ma sono ben presenti anche le nomine ministeriali e l'elezione da parte dei colleghi (giudici) in soli tre paesi (Bosnia, Ucraina, e Portogallo, in quest'ultimo caso con l'esclusione degli uffici di primo grado).

Proprio la nomina degli incarichi direttivi requirenti (Q7PM) è l'elemento che più differenzia i sistemi giudiziari, anche fra quelli che prevedono processi di selezione e formazione uguali per giudicanti e requirenti. I dati mostrano come solo in due paesi (Belgio e Italia)⁴ la nomina del dirigente dell'ufficio requirente sia effettuata dallo stesso Consiglio di giustizia⁵ che governa anche i magistrati giudicanti. In tutti gli altri paesi la nomina è fatta da un apposito consiglio per i pubblici ministeri, dal procuratore generale, dal ministro, o dall'intervento di più istituzioni.

Secondo i dati raccolti, le modalità di selezione dei semidirettivi negli uffici giudicanti e requirenti è prevalentemente una prerogativa dei dirigenti dell'ufficio o del procuratore generale. In alcuni casi è una decisione del consiglio, unico o diverso per giudici e pubblici ministeri, in rari casi del ministro (Q9).

⁴ In Romania è il medesimo Consiglio a decidere, ma vi è una apposita "sotto-sezione" per i magistrati requirenti.

⁵ Come è noto, in Europa sono varie le composizioni, le funzioni ed i nomi che caratterizzano i "Consigli" che hanno competenze sul governo dei giudici e dei pubblici ministeri. In questo lavoro, laddove possibile, è stata utilizzata una traduzione letterale, in generale si è optato per la dizione "Consiglio di giustizia" che è quella scelta dal Consiglio Superiore della Magistratura https://www.csm.it/web/csm-international-corner/partecipazione-ad-organismi-internazionali/rete-europea-dei-consigli-di-justizia/cosa-e-encj?show=true&title=&show_breadcrumb=

Nella maggioranza dei paesi che hanno risposto, l'incarico direttivo può essere rinnovato (Q12). La scuola francese ha indicato che l'incarico non è rinnovabile. In Germania gli incarichi direttivi siano assegnati a giudici che hanno maturato una certa anzianità ed esperienza e solitamente li mantengono fino al pensionamento.

Gli incarichi direttivi, nella maggioranza dei casi, sono comunque soggetti ad una valutazione per il rinnovo (Q15), che è generalmente possibile per una sola volta (Q14).

I compiti dei dirigenti (Q17) sono, come è ovvio che sia, piuttosto vari. Per il loro dettaglio si deve necessariamente rinviare al rapporto. I principali compiti indicati dalle istituzioni sono comunque il monitoraggio delle prestazioni dell'ufficio, le segnalazioni per un illecito disciplinare, l'allocazione dei giudici, l'analisi della durata dei procedimenti.

Viene indicata la presenza di un dirigente amministrativo in quasi tutti gli uffici. Un certo numero di paesi, 13 su 27 (es. Danimarca, Finlandia, Germania, Italia, Repubblica Ceca), segnala alcune sovrapposizioni di competenze.

I questionari, relativamente alle domande sulla formazione, avevano due parti distinte. Una per raccogliere informazioni sugli eventuali corsi per giudici e pubblici ministeri che aspirano ad un incarico direttivo, ed un'altra per coloro che già ricoprono un incarico direttivo.

Sono solo dieci gli istituti di formazione (Q23), un terzo di quelle che hanno risposto, che hanno indicato di organizzare corsi per aspiranti direttivi giudicanti e requirenti (Danimarca, Bosnia-Herzegovina, Olanda, Romania, Germania, Portogallo, Serbia, Italia, Francia e Belgio).⁶

I corsi sono organizzati per tutte le posizioni dirigenziali (Q24), ma prevalentemente per gli incarichi di primo e di secondo grado.

I corsi di formazione sono indicati come obbligatori per coloro che aspirano a posizioni direttive giudicanti solo in due paesi: Italia e Portogallo. Per gli aspiranti ad incarichi direttivi requirenti a questi due paesi si aggiunge la Svezia (Q26).

La durata dei corsi è prevalentemente di non più di tre giorni (Q27). Solo in due casi si estendono fino a 21 giorni (Italia e Portogallo).

I corsi, nelle poche istituzioni che li organizzano, devono essere frequentati (Q28) solo una volta (Belgio, Danimarca, Olanda, Romania, Serbia) oppure anche più volte (Bosnia, Germania, Portogallo, Italia, Francia), ma questo dato dovrebbe essere ulteriormente indagato. Per esempio, in Italia, come è noto, la partecipazione al corso non deve essere ripetuta per i successivi cinque anni, anche se la risposta fornita, coerente con il dettato normativo, è che il corso per aspiranti deve essere frequentato più volte nel corso della carriera.

I corsi sono prevalentemente concentrati in pochi giorni, solitamente non più di tre, oppure diluiti nel tempo in quei paesi (es. Italia, Olanda, Portogallo) in cui la durata del corso è di alcune settimane (Q30).

Le modalità formative predilette per i corsi per direttivi giudicanti e requirenti sono in presenza (Q32). Circa la metà delle istituzioni ha indicato anche l'utilizzo di soluzioni miste in presenza online e, in misura minore, con interventi registrati.

⁶ L'istituzione di formazione belga ha compilato solo il questionario per i pubblici ministeri perché non ha indicato differenze fra la selezione e la formazione dei direttivi giudicanti e requirenti.

Le tecniche formative (Q35) vedono la leggera prevalenza delle tradizionali letture e delle discussioni/dibattiti, ma anche l'utilizzo di studio di caso, seminari per la risoluzione di problemi, simulazioni di ruolo.

Per la lista puntuale delle materie oggetto dei corsi di formazione si rimanda necessariamente al rapporto (Q38). Le materie che comunque sono maggiormente trattate nei corsi sia per direttivi giudicanti sia requirenti, con piccole differenze, sono il management, la comunicazione, le tecnologie dell'informazione e della comunicazione, l'etica e la deontologia.

I formatori impiegati sono prevalentemente colleghi giudici e pubblici ministeri (Q40), ma vi sono alcune istituzioni (e.g. Danimarca, Olanda) che prediligono come formatori dirigenti di altre pubbliche amministrazioni e del settore privato.

I formatori sono impiegati per lo specifico contributo al corso (Q42), in pochi casi (i.e. Romania, Serbia) le istituzioni indicano che si avvalgono di docenti distaccati a tempo parziale, e solo in un caso (i.e. Serbia) anche a tempo pieno per i corsi per direttivi requirenti.

Sono solo cinque le scuole (i.e. Bosnia, Olanda, Portogallo, Serbia, Italia) che indicano di effettuare una valutazione dei partecipanti che aspirano ad un incarico direttivo al termine del corso (Q44).

I numeri sono bassi, ma fra le istituzioni che hanno segnalato di effettuare una valutazione i metodi utilizzati sono una prova a risposta multipla, la redazione di un piano di azione, il colloquio (Q45).

Solo in due casi per gli uffici direttivi giudicanti e requirenti (i.e. Portogallo e Italia), e in due casi per i soli uffici requirenti (i.e. Svezia, Ungheria) viene indicato che la valutazione al termine del percorso formativo è utilizzata nel percorso di nomina dell'aspirante all'eventuale incarico direttivo (Q46).

A tutte le istituzioni, anche a quelle che non organizzano corsi di formazione per direttivi, è stato chiesto di indicare le materie che dovrebbero essere inserite nei corsi di formazione per gli aspiranti (Q48). Si rimanda necessariamente al rapporto per la lista completa, le priorità sono comunque il management, il benessere organizzativo, la gestione del conflitto e del personale e, le tecnologie dell'informazione e della comunicazione.

Le tecniche formative che si ritengono più appropriate per i corsi per direttivi sono quelle più coinvolgenti ed interattive, come discussione e dibattiti, seminari di risoluzione di problemi, studio di casi, le simulazioni di ruolo (Q50).

La seconda parte dei questionari ha riguardato i corsi per chi già esercita le funzioni direttive, con domande del tutto simili alle precedenti, ma indirizzate ad esplorare chi organizza corsi per già direttivi e quali ne sono le caratteristiche principali.

Le scuole che hanno risposto di organizzare corsi per coloro che già ricoprono le funzioni direttive e semidirettive giudicanti sono 23 su 29, a cui si aggiunge il Belgio, che ha utilizzato solo il questionario per i pubblici ministeri. La lista completa è ovviamente nel rapporto. Per quanto riguarda i direttivi requirenti, fra le 20 istituzioni che hanno risposto, 16 hanno indicato di organizzare i corsi per coloro che già ricoprono funzioni direttive (Q53).

Una differenza interessante fra i corsi per giudicanti e per requirenti emerge dalla risposta per le funzioni per le quali i corsi sono organizzati (Q53). Per gli uffici giudicanti i corsi, salvo rare eccezioni, riguardano le funzioni direttive, per gli uffici requirenti invece i corsi sembrerebbero essere organizzati anche per le funzioni semidirettive.

Fra le 22 istituzioni di formazione (21 dalle tabelle più il Belgio) che propongono corsi per i direttivi giudicanti, la metà li organizza dopo un determinato lasso di tempo (Q55). Fra le 16 istituzioni che

organizzano corsi per i direttivi requirenti, solo quattro indicano che lo fanno dopo un determinato lasso di tempo (i.e. Bosnia, Francia, Kosovo, Serbia).

La frequenza ai corsi sia per i giudicanti sia per i requirenti è prevalentemente (12 su 20) facoltativa (Q57). Otto scuole indicano che è obbligatoria (i.e. Bosnia, Rep. Ceca, Ungheria, Croazia, Olanda, Slovenia, Ucraina). Vi sono poi alcune soluzioni “miste” dettagliate nel rapporto.

La durata dei corsi (Q58) per tutti i direttivi tendenzialmente non supera i tre giorni, con alcune eccezioni. La durata è di circa una settimana in Rep. Ceca, Danimarca, Finlandia, Francia, Svezia e Ungheria; solo l'Italia e l'Olanda prevedono corsi della durata di circa tre settimane.

La formazione avviene prevalentemente in presenza (Q61). Gli argomenti trattati sono dettagliati nel rapporto, ma sono molto simili a quelli già indicati per i corsi per aspiranti direttivi sia giudicanti sia requirenti. Certamente gli argomenti prevalenti nel corso sono il management, la gestione dei conflitti, la comunicazione, l'etica e la deontologia (Q63). È interessante segnalare quanto è stato sviluppato dall'istituzione di formazione svedese per i direttivi requirenti, che propone dei gruppi di dialogo su base volontaria per un confronto confidenziale di conoscenze, esperienze e pratiche di lavoro. I gruppi devono essere costituiti da non più di otto persone. Per ogni incontro, solitamente non più di cinque all'anno, viene scelto un tema di discussione, che scaturisce da un'esperienza diretta nell'ufficio che si vuole condividere e discutere con i colleghi.

Come si poteva prevedere, i formatori dei corsi per direttivi giudicanti sono prevalentemente giudici, mentre in quelli requirenti prevalgono i pubblici ministeri (Q64). Seguono quindi per numerosità professori, ricercatori, dirigenti di organizzazioni pubbliche e private. Nei corsi per direttivi giudicanti sono previsti interventi anche dei dirigenti amministrativi. Interessante notare che l'istituzione belga ha indicato espressamente che la formazione è svolta da dirigenti di organizzazioni pubbliche e private, mentre quella svedese, che si occupa della formazione dei direttivi requirenti, ha indicato che la formazione è svolta da esperti di leadership esterni ma anche interni appositamente formati dall'istituzione di formazione.

Come per i corsi per aspiranti, i docenti sono prevalentemente nominati per ciascun corso, e solo in alcuni casi sono distaccati all'istituzione di formazione in part-time (Q65).

Anche le tecniche formative proposte (Q66) sono quelle che privilegiano l'interazione, ma con un utilizzo anche delle più tradizionali presentazioni indicate dalle istituzioni che formano direttivi giudicanti.

Al termine del corso solo quattro scuole indicano che viene effettuata una valutazione dei partecipanti per direttivi giudicanti e requirenti (i.e. Bosnia, Olanda, Serbia, Ucraina). La valutazione è effettuata prevalentemente con un test finale a risposta multipla oppure con la predisposizione di un piano di azione.

Coerentemente, gli argomenti che dovrebbero essere previsti in un corso per giudici o pubblici ministeri che già ricoprono posizioni direttive (Q73) non sono molto diversi da quelli già indicati per gli aspiranti. Gli argomenti prioritari per i direttivi giudicanti dovrebbero essere il management, l'etica e la deontologia, la gestione del conflitto, il benessere organizzativo. Per i dirigenti requirenti, oltre al management, vi sono la comunicazione, la gestione dei conflitti, quindi le tecnologie informatiche, la gestione del personale, il benessere organizzativo.

Anche le tecniche formative dovrebbero prediligere l'interazione, con discussioni e dibattiti, seminari sulla risoluzione di problemi e le simulazioni di ruolo.

In conclusione, e in estrema sintesi, lo studio mostra come siano poche le istituzioni di formazione giudiziaria europea che organizzano corsi per aspiranti direttivi e, ancora meno, per aspiranti semidirettivi. I corsi sono prevalentemente facoltativi e raramente obbligatori. La durata solitamente è di qualche giorno, in diversi casi si protrae per una settimana circa, in pochissimi casi è di più settimane.

Sono in numero maggiore le istituzioni che indicano di organizzare corsi per coloro che già ricoprono funzioni direttive. Anche in questo caso sono pochi i casi in cui i corsi sono obbligatori. La durata prevalente è di alcuni giorni, o di una settimana, raramente si protrae per più settimane.

Al di là delle modalità diverse di selezione dei dirigenti giudicanti e requirenti, i percorsi formativi nella loro struttura, nella durata e nelle tecniche utilizzate appaiono simili. Le modalità preferite per questo tipo di formazione sono quelle in presenza, anche perché si ritiene prioritario utilizzare tecniche che prevedano il coinvolgimento dei partecipanti come le discussioni, i seminari di risoluzione dei problemi, i casi di studio, le simulazioni di ruolo. Non è ovviamente possibile con questo primo studio entrare in maggiori dettagli sui contenuti dei corsi, che avrebbe richiesto un'analisi approfondita dei programmi e dei materiali formativi.

Solo in pochi casi il percorso formativo dei partecipanti è valutato, e non appare comunque mai utilizzato nel processo di eventuale rinnovo dell'incarico.

Questo studio è il primo sulla formazione dei dirigenti giudiziari a livello europeo. Come è noto, e come è emerso durante l'attività di ricerca, si tratta di un tema cruciale per il buon funzionamento degli uffici giudiziari, sempre più caratterizzati da una crescente complessità organizzativa e gestionale. La dirigenza deve avere una professionalità specifica, complementare a quella meramente giuridica, che deve essere appresa, valorizzata e condivisa attraverso degli specifici percorsi formativi che attualmente solo pochi paesi europei organizzano.

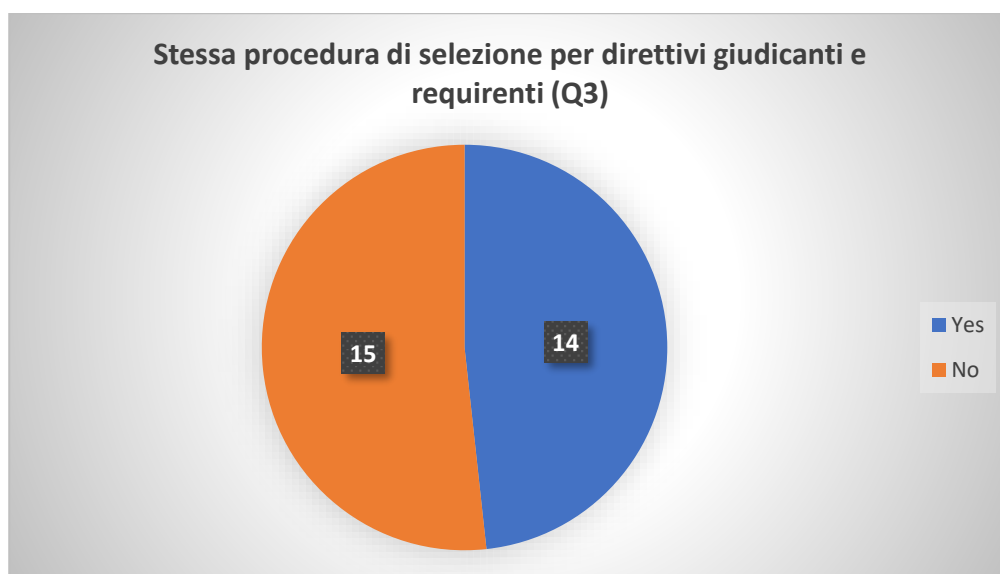
2. Dati di contesto sulla selezione e sui compiti dei direttivi giudicanti e requirenti nei sistemi giudiziari europei

La prima parte dei questionari ha riguardato la raccolta di alcune informazioni di base su alcune caratteristiche degli incarichi direttivi giudicanti e requirenti dei vari paesi europei per contestualizzare i percorsi formativi proposti.

Come è stato segnalato, i questionari predisposti sono stati due, seppure praticamente identici, uno per gli uffici giudicanti ed uno per gli uffici requirenti per adattare al meglio la raccolta delle informazioni ai vari ordinamenti europei.

La domanda n. 3 (Q3) del questionario chiedeva se la procedura di selezione dei dirigenti degli uffici fosse la stessa per i presidenti degli uffici giudicanti e per i procuratori di quelli requirenti. Le risposte al questionario sulla formazione dei direttivi degli uffici requirenti sono caratterizzate dal suffisso “PM”.

Le risposte ai due questionari sono riportate nelle figure e nelle tabelle di dettaglio seguenti.



Name of the training Institution in English:	Country:	Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?
Academy for judges and public prosecutors	North Macedonia	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
Academy of Justice	Kosovo	Yes
Judicial Academy	Croatia	Yes
Judicial Training Centre of Slovenia	Republic of Slovenia	Yes
National Institute of Justice	Bulgaria	Yes
National Institute of Magistracy - NIM	Romania	Yes
Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy	Germany	Yes

Ministry of Justice	Austria	Yes
National School of Judiciary and Public Prosecution	Poland	Yes
Greek School of Judiciary	Greece	Yes
Judicial Academy	Republic of Serbia	Yes
"The National Institute of Justice"	Republic of Moldova	Yes
Italian School for the Judiciary	Italy	Yes
The Danish Court Administration	Denmark	No
National Courts Administration	Finland	No
Judicial Academy	Czech Republic	No
Cyprus Judicial Training School	Cyprus	No
Hungarian Academy of Justice	Hungary	No
SSR	Netherlands	No
National School of Judges of Ukraine	Ukraine	No
Centre for Judicial Studies	Portugal	No
Judicial Training Academy	Sweden	No
National Courts Administration	Lithuania	No
"Judicial Council"	Ireland	No
"Judicial School of Spain"	Spain	No
Judicial College of England and Wales	United Kingdom	No
Judicial Studies Committee	Malta	No
ENM	France	No

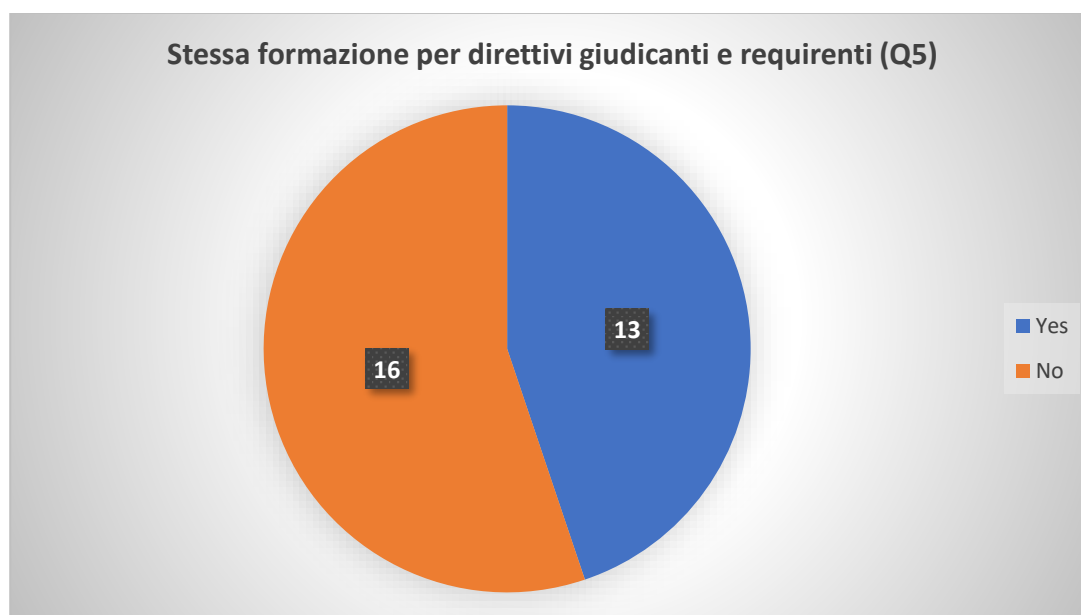
Si segnala che i numeri relativi alle istituzioni di formazione che hanno risposto alla stessa domanda del questionario per gli uffici requirenti sono diversi da quelli che hanno risposto al questionario per gli uffici giudicanti perché le risposte totali dei due sottoinsiemi sono diverse.



Name of the training Institution in English:	Country:	Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?
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Academy for judges and public prosecutors	North Macedonia	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
National Institute of Justice	Bulgaria	Yes
National Institute of Magistracy - NIM	Romania	Yes
Academy of Justice, Kosovo	Kosovo	Yes
National School of Judiciary and Public Prosecution	Poland	Yes
Judicial training institute	Belgium	Yes
Judicial Academy	Republic of Serbia	Yes
The National Institute of Justice	Moldova	No
Prosecutor General	Finland	No
Judicial Academy	Czech Republic	No
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	No
Training and Study Centre for the Judiciary (SSR)	The Netherlands	No
Swedish Prosecution Authority Training Unit	Sweden	No
Centre for Judicial Studies	Portugal	No
Prosecution Office of the Republic of Latvia	Latvia	No
The Prosecutor's Training Center of Ukraine	Ukraine	No
Center for Legal Studies	Spain	No
Judicial Studies Committee	Malta	No
ENM	France	No

La domanda successiva (Q5) ha chiesto se la formazione dei direttivi giudicanti e requirenti fosse congiunta.⁷

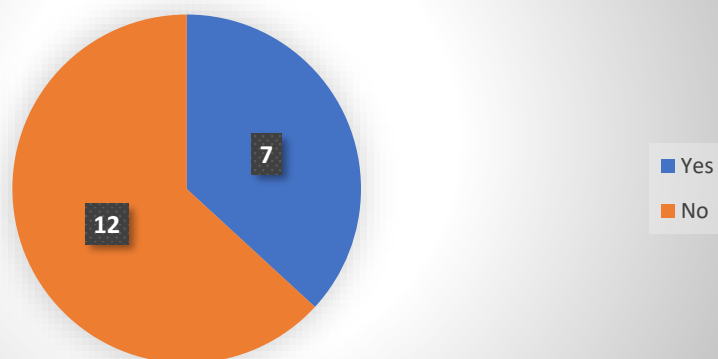


⁷ Solitamente ogni domanda del questionario era seguita da una domanda aperta per l'inserimento di ulteriori dettagli. Per questo la "domanda successiva" ha una numerazione che non è sempre immediatamente successiva alla domanda precedente.

Name of the training Institution in English:	Country:	Do the Presidents of courts and the Chief prosecutors have the same training?
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
Judicial Academy	Croatia	Yes
Judicial Training Centre of Slovenia	Republic of Slovenia	Yes
National Institute of Magistracy - NIM	Romania	Yes
Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy	Germany	Yes
Ministry of Justice	Austria	Yes
Centre for Judicial Studies	Portugal	Yes
National School of Judiciary and Public Prosecution	Poland	Yes
Greek School of the Judiciary	Greece	Yes
Judicial Academy	Republic of Serbia	Yes
The National Institute of Justice	Republic of Moldova	Yes
Italian School for the Judiciary	Italy	Yes
ENM	France	Yes
Academy for judges and public prosecutors	North Macedonia	No
The Danish Court Administration	Denmark	No
National Courts Administration	Finland	No
Judicial Academy	Czech Republic	No
Academy of Justice	Kosovo	No
Cyprus Judicial Training School	Cyprus	No
Hungarian Academy of Justice	Hungary	No
SSR	Netherlands	No
National Institute of Justice	Bulgaria	No
National School of Judges of Ukraine	Ukraine	No
Judicial Training Academy	Sweden	No
National Courts Administration	Lithuania	No
Judicial Council	Ireland	No
Judicial School of Spain	Spain	No
Judicial College of England and Wales	United Kingdom	No
Judicial Studies Committee	Malta	No

La medesima domanda è stata posta anche nel questionario per i direttivi degli uffici requirenti (Q5PM).

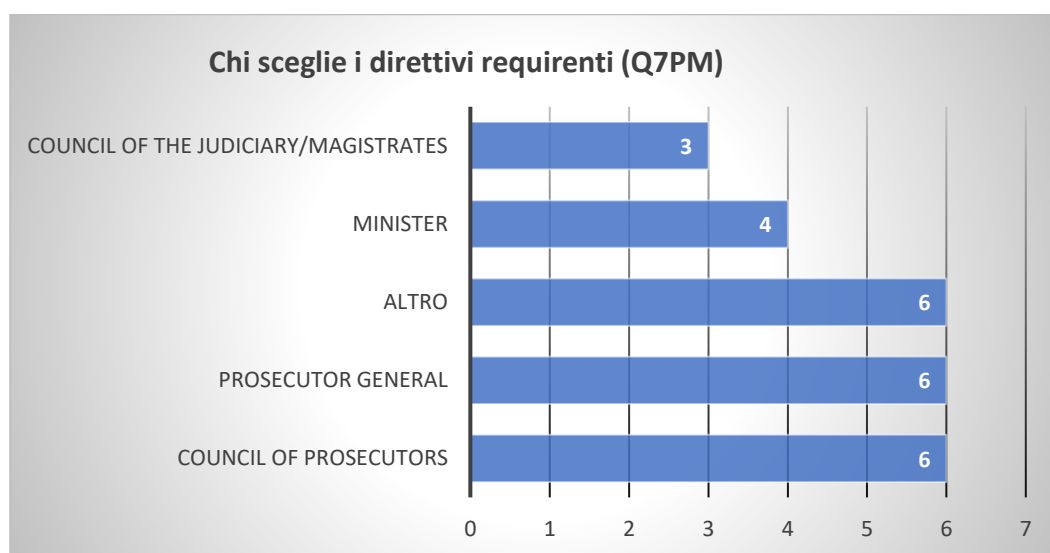
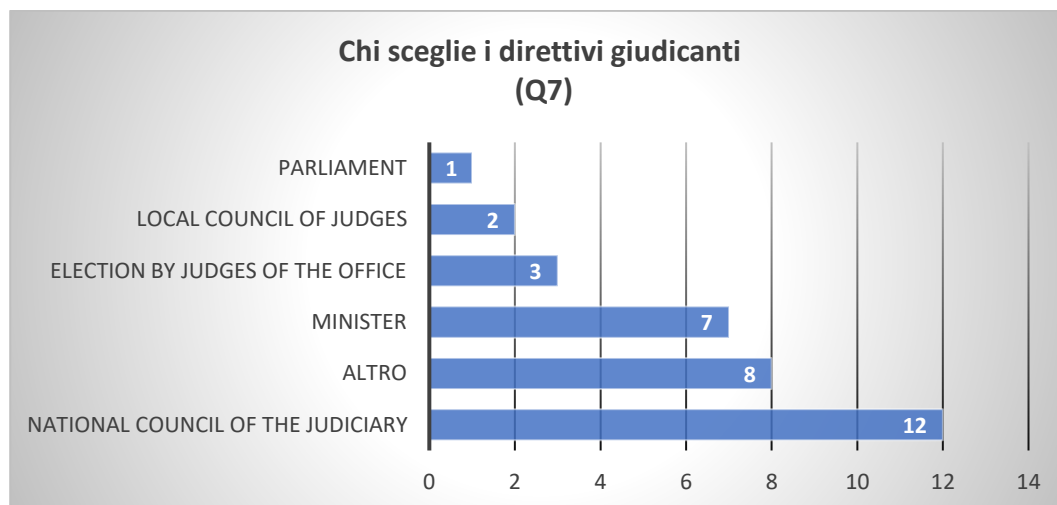
**Stessa formazione per direttivi requirenti e giudicanti
(Q5PM)**



Name of the training Institution in English:	Country:	Do the Chief prosecutors and the Presidents of courts have the same training?
National Institute of Magistracy - NIM	Romania	Yes
Academy of Justice, Kosovo	Kosovo	Yes
Centre for Judicial Studies	Portugal	Yes
National School of Judiciary and Public Prosecution	Poland	Yes
Judicial training institute	Belgium	Yes
Judicial Academy	Republic of Serbia	Yes
ENM	France	Yes
The National Institute of Justice	Moldova	No
Academy for judges and public prosecutors	North Macedonia	No
Prosecutor General	Finland	No
Judicial Academy	Czech Republic	No
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	No
National Institute of Justice	Bulgaria	No
Training and Study Centre for the Judiciary (SSR)	The Netherlands	No
Swedish Prosecution Authority Training Unit	Sweden	No
Prosecution Office of the Republic of Latvia	Latvia	No
The Prosecutor's Training Center of Ukraine	Ukraine	No
Center for Legal Studies	Spain	No
Judicial Studies Committee	Malta	No
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	No

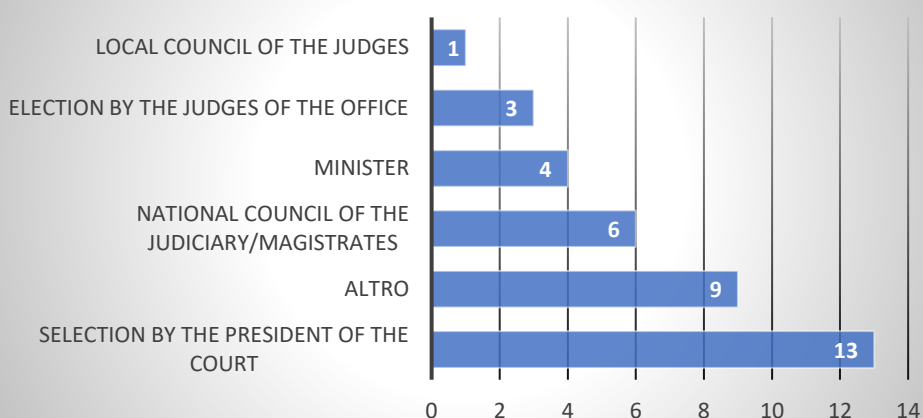
La successiva domanda (Q7) ha riguardato l'indicazione del soggetto o dei soggetti che scelgono i dirigenti degli uffici giudicanti e requirenti (Q7PM).

Si segnala che il numero complessivo delle risposte è superiore alle istituzioni perché si tratta di una domanda in cui era possibile indicare più risposte, ad esempio nel caso in cui vi sia l'intervento di più istituzioni nel processo di selezione.

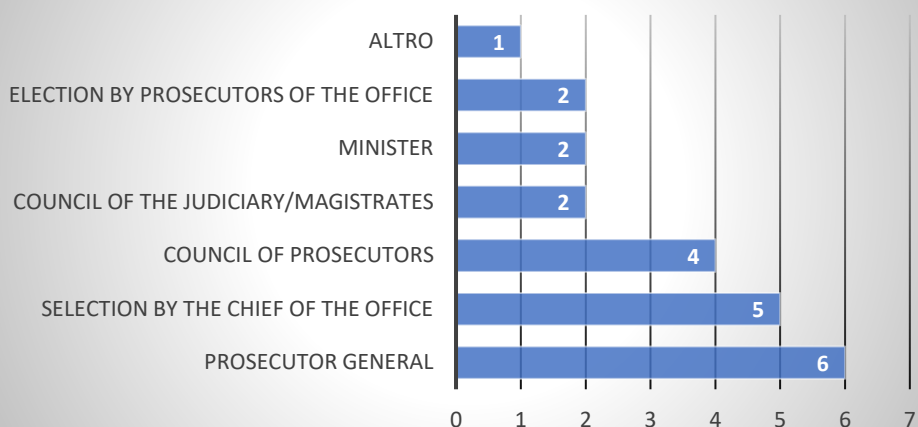


La stessa domanda è stata posta per la scelta degli incarichi semidirettivi (Q9).

Chi sceglie i semidirettivi giudicanti (Q9)



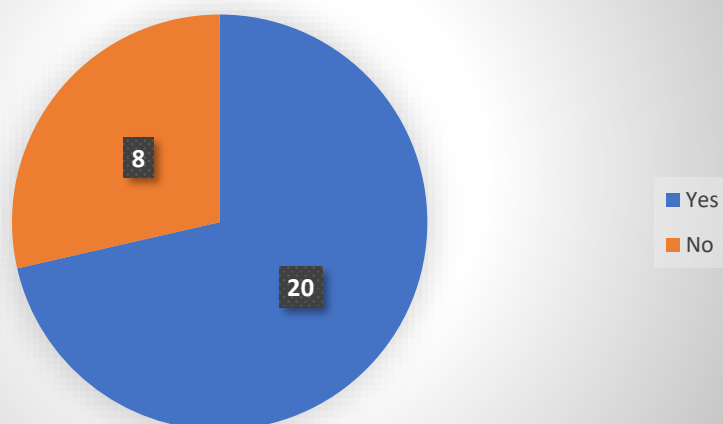
Chi sceglie i semidirettivi requirenti (Q9PM)



La durata dell'incarico direttivo giudicante (Q11) è molto variabile nei vari paesi europei. Un solo paese prevede una durata di due anni (Grecia), diversi altri tre, quattro, o cinque anni, pochi sette anni (e.g. Rep. Ceca), in alcuni paesi l'incarico giunge fino al pensionamento (e.g. Austria, Danimarca, Finlandia, Germania, Svezia). Per gli uffici requirenti la durata è altrettanto variabile, si va dai tre anni (e.g. Portogallo e Romania) ai sette anni (Francia), con molti paesi che si collocano su durate intermedie (solitamente cinque anni).

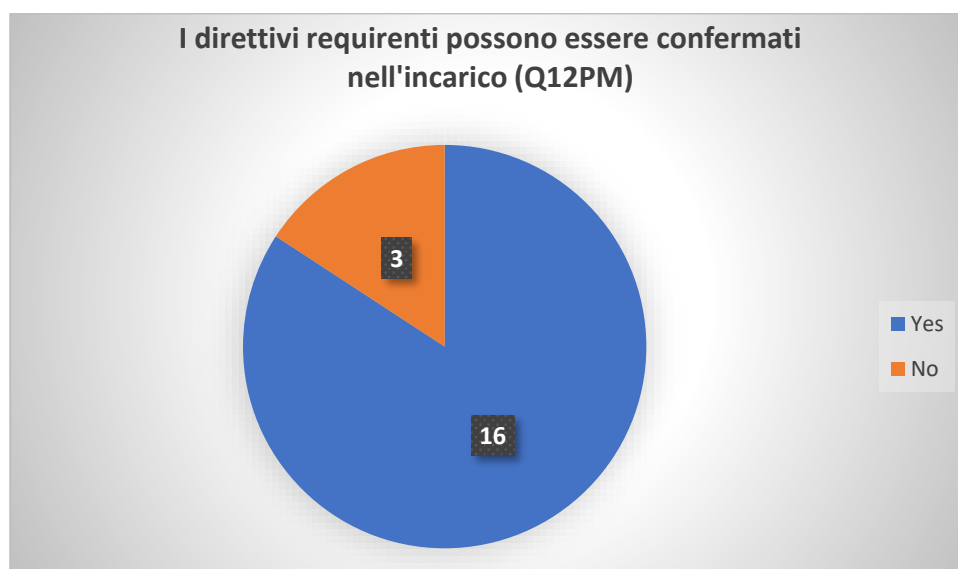
Le domande Q12 e Q12PM hanno chiesto se i direttivi possono essere confermati nell'incarico dopo un primo mandato.

**I direttivi giudicanti possono essere confermati
nell'incarico (Q12)**



Name of the training Institution in English:	Country:	Can the President of court be reappointed?
Academy for judges and public prosecutors	North Macedonia	Yes
The Danish Court Administration	Denmark	Yes
National Courts Administration	Finland	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
Hungarian Academy of Justice	Hungary	Yes
Judicial Academy	Croatia	Yes
SSR	Netherlands	Yes
Judicial Training Centre of Slovenia	Republic of Slovenia	Yes
National Institute of Justice	Bulgaria	Yes
National School of Judges of Ukraine	Ukraine	Yes
National Institute of Magistracy - NIM	Romania	Yes
Ministry of Justice	Austria	Yes
Centre for Judicial Studies	Portugal	Yes
National School of Judiciary and Public Prosecution	Poland	Yes
National Courts Administration	Lithuania	Yes
The National Institute of Justice	Republic of Moldova	Yes
Judicial School of Spain	Spain	Yes
Italian School for the Judiciary	Italy	Yes
Swedish Judicial Training Academy	Sweden	Yes
Judicial College of England and Wales	United Kingdom	Yes
Judicial Academy	Czech Republic	No
Academy of Justice	Kosovo	No
Cyprus Judicial Training School	Cyprus	No
Greek School of the Judiciary	Greece	No
Judicial Academy	Republic of Serbia	No

Judicial Council	Ireland	No
Judicial Studies Committee	Malta	No
ENM	France	No
Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy	Germany	
Judicial Training Academy	Sweden	

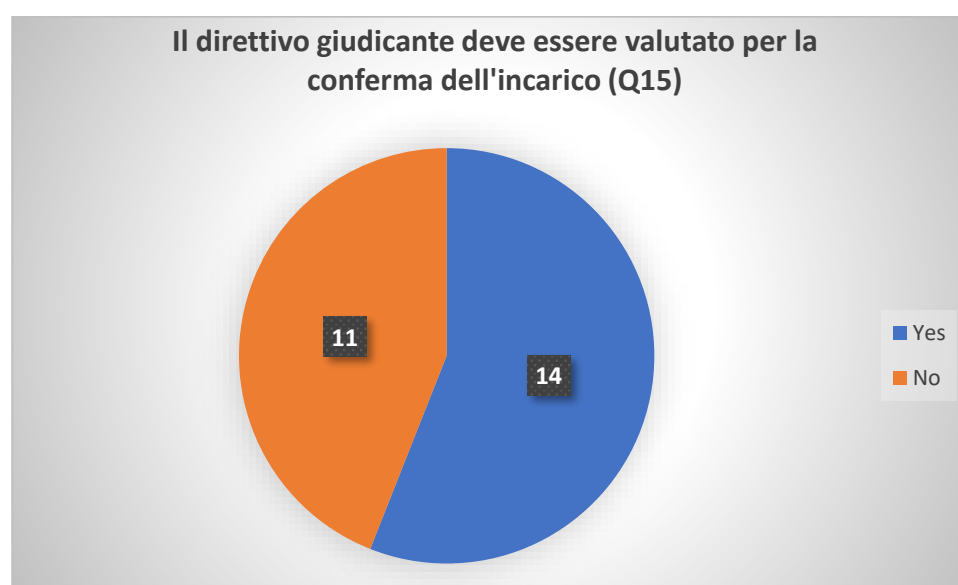


Name of the training Institution in English:	Country:	Can the Chief prosecutor be reappointed?
The National Institute of Justice	Moldova	Yes
Academy for judges and public prosecutors	North Macedonia	Yes
Prosecutor General	Finland	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
Judicial Academy	Czech Republic	Yes
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	Yes
National Institute of Justice	Bulgaria	Yes
National Institute of Magistracy - NIM	Romania	Yes
Academy of Justice, Kosovo	Kosovo	Yes
Training and Study Centre for the Judiciary (SSR)	The Netherlands	Yes
Swedish Prosecution Authority Training Unit	Sweden	Yes
Centre for Judicial Studies	Portugal	Yes
Prosecution Office of the Republic of Latvia	Latvia	Yes
The Prosecutor's Training Center of Ukraine	Ukraine	Yes
Judicial training institute	Belgium	Yes
Center for Legal Studies	Spain	Yes

National School of Judiciary and Public Prosecution	Poland	No
Judicial Academy	Republic of Serbia	No
ENM	France	No

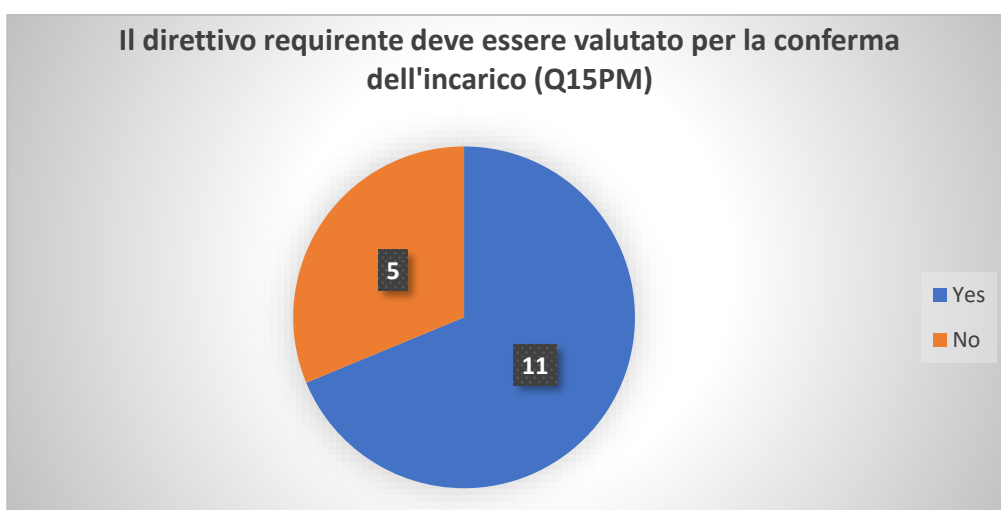
La domanda 14 (Q14 e Q14PM) ha chiesto quante volte l'incarico può essere confermato. Solitamente le istituzioni formative hanno indicato la possibilità di essere rinominati una sola volta nel medesimo ufficio. Ovviamente questa regola non si applica nei paesi in cui l'incarico è mantenuto fino alla pensione oppure nei pochi paesi in cui il direttivo viene eletto. Per i direttivi requirenti vigono in generale le stesse regole, ma con un numero cospicuo di paesi in cui non vi sono limiti al rinnovo (e.g. Portogallo, Rep. Ceca, Svezia, Ucraina, Ungheria).

La domanda successiva ha raccolto dati sulla possibilità del direttivo giudicante (Q15) o requirente (Q15PM) ad un'eventuale conferma dell'incarico previa valutazione.



Name of the training Institution in English:	Country:	Is the President re-appointment subject to evaluation?
Academy for judges and public prosecutors	North Macedonia	Yes
National Courts Administration	Finland	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
Hungarian Academy of Justice	Hungary	Yes
Judicial Academy	Croatia	Yes
SSR	Netherlands	Yes
Judicial Training Centre of Slovenia	Republic of Slovenia	Yes
National Institute of Justice	Bulgaria	Yes
National Institute of Magistracy - NIM	Romania	Yes
National School of Judiciary and Public Prosecution	Poland	Yes
National Courts Administration	Lithuania	Yes

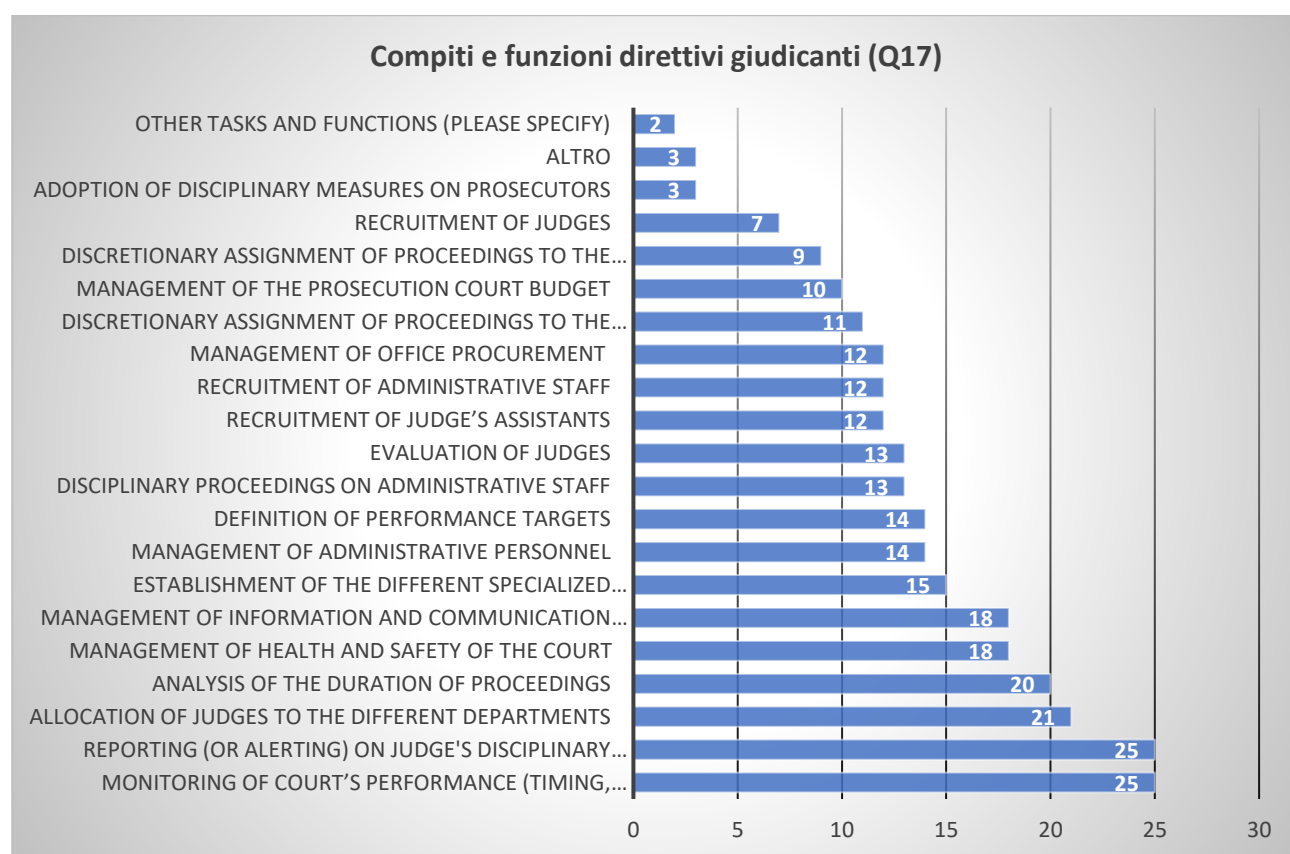
The National Institute of Justice	Republic of Moldova	Yes
Judicial School of Spain	Spain	Yes
Italian School for the Judiciary	Italy	Yes
The Danish Court Administration	Denmark	No
Judicial Academy	Czech Republic	No
Academy of Justice	Kosovo	No
Cyprus Judicial Training School	Cyprus	No
National School of Judges of Ukraine	Ukraine	No
Ministry of Justice	Austria	No
Centre for Judicial Studies	Portugal	No
Greek School of the Judiciary	Greece	No
Judicial Council	Ireland	No
Judicial College of England and Wales	United Kingdom	No
ENM	France	No
Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy	Germany	
Judicial Training Academy	Sweden	
Judicial Academy	Republic of Serbia	
Judicial Studies Committee	Malta	



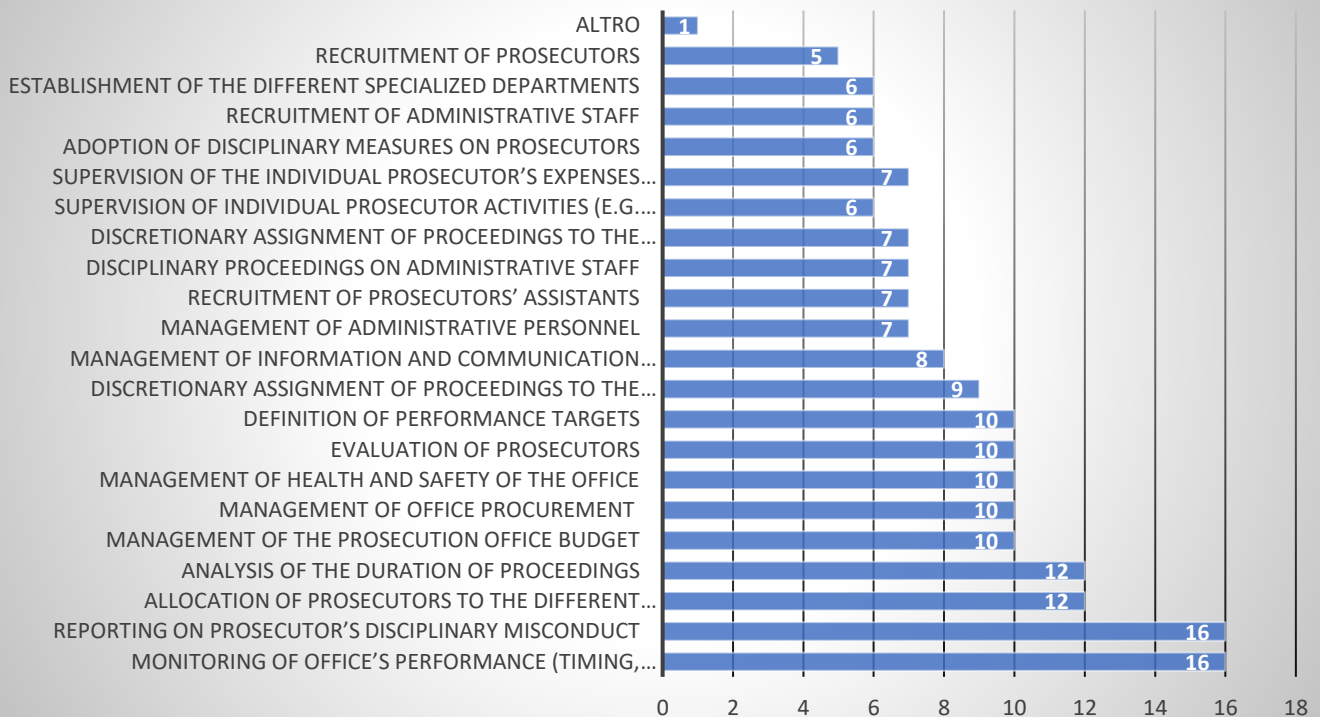
Name of the training Institution in English:	Country:	Is the Chief prosecutor reappointment subject to evaluation?
The National Institute of Justice	Moldova	Yes
Academy for judges and public prosecutors	North Macedonia	Yes
Prosecutor General	Finland	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
National Institute of Justice	Bulgaria	Yes
National Institute of Magistracy - NIM	Romania	Yes
Academy of Justice, Kosovo	Kosovo	Yes

Training and Study Centre for the Judiciary (SSR)	The Netherlands	Yes
Swedish Prosecution Authority Training Unit	Sweden	Yes
Prosecution Office of the Republic of Latvia	Latvia	Yes
Judicial training institute	Belgium	Yes
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	No
Centre for Judicial Studies	Portugal	No
The Prosecutor's Training Center of Ukraine	Ukraine	No
Center for Legal Studies	Spain	No
Judicial Academy	Republic of Serbia	No
Judicial Academy	Czech Republic	
National School of Judiciary and Public Prosecution	Poland	
Judicial Studies Committee	Malta	
ENM	France	

Le funzioni ed i compiti dei direttivi giudicanti (Q17) e requirenti (Q17PM) sono molto ampi e diversificati in tutti i paesi, i dati raccolti lo testimoniano.

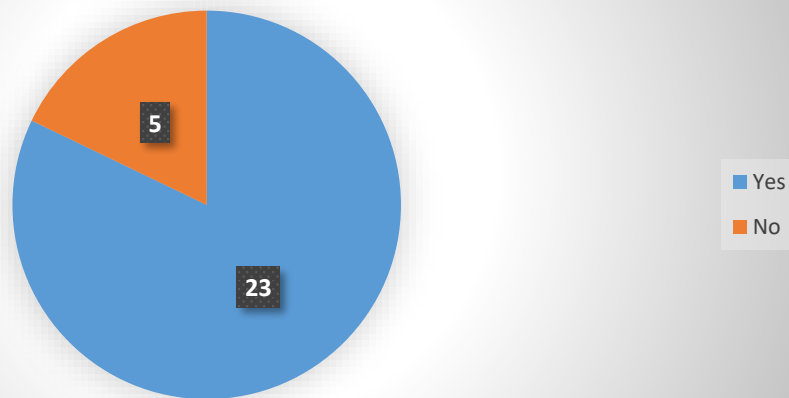


Compiti e funzioni direttivi requirenti (Q17PM)



I direttivi sono affiancati da un dirigente amministrativo in molti paesi (Q19 e Q19PM).

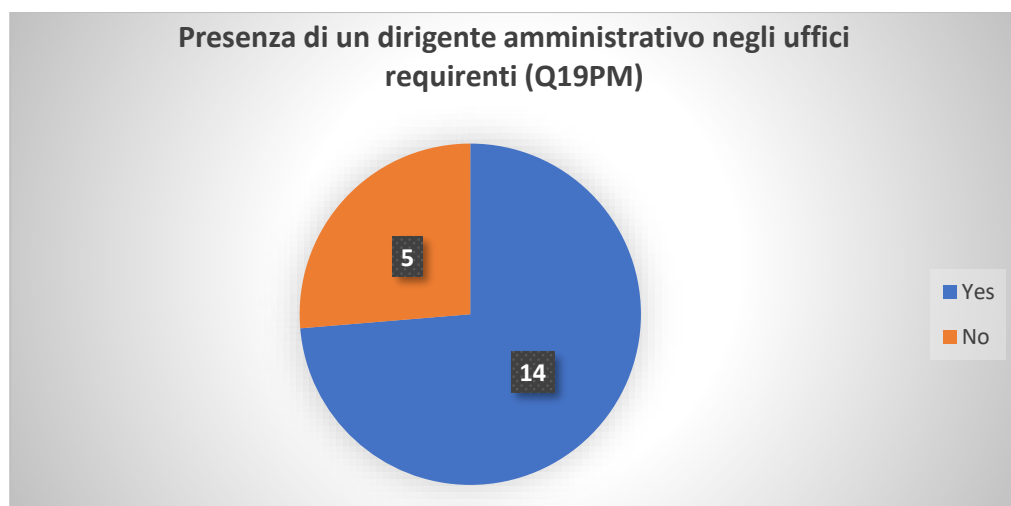
Presenza di un dirigente amministrativo (Q19)



Name of the training Institution in English:	Country:	Is there an Administrative manager alongside the President of the court?
Hungarian Academy of Justice	Hungary	No
Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy	Germany	No
Ministry of Justice	Austria	No

Greek School of the Judiciary	Greece	No
Judicial School of Spain	Spain	No
Academy for judges and public prosecutors	North Macedonia	Yes
The Danish Court Administration	Denmark	Yes
National Courts Administration	Finland	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
Judicial Academy	Czech Republic	Yes
Academy of Justice	Kosovo	Yes
Cyprus Judicial Training School	Cyprus	Yes
Judicial Academy	Croatia	Yes
SSR	Netherlands	Yes
Judicial Training Centre of Slovenia	Republic of Slovenia	Yes
National Institute of Justice	Bulgaria	Yes
National School of Judges of Ukraine	Ukraine	Yes
Centre for Judicial Studies	Portugal	Yes
Judicial Training Academy	Sweden	Yes
National School of Judiciary and Public Prosecution	Poland	Yes
National Courts Administration	Lithuania	Yes
Judicial Council	Ireland	Yes
The National Institute of Justice	Republic of Moldova	Yes
Italian School for the Judiciary	Italy	Yes
Judicial College of England and Wales	United Kingdom	Yes
Judicial Studies Committee	Malta	Yes
ENM	France	Yes
Judicial Academy	Republic of Serbia	Yes
National Institute of Magistracy - NIM	Romania	

Gli uffici del pubblico ministero vedono la presenza di un numero minore di dirigenti amministrativi che affiancano il procuratore della Repubblica (Q19PM).

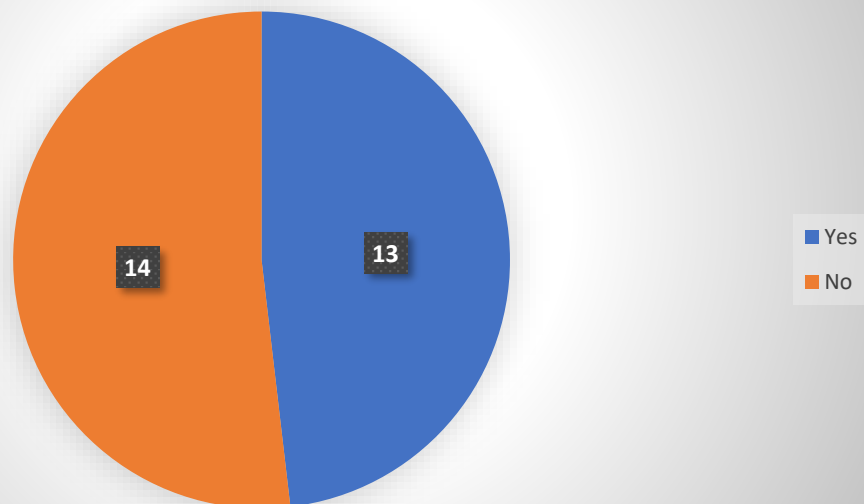


Name of the training Institution in English:	Country:	Is there an Administrative manager alongside the Chief prosecutor?
The National Institute of Justice	Moldova	Yes
Prosecutor General	Finland	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
Judicial Academy	Czech Republic	Yes
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	Yes
National Institute of Justice	Bulgaria	Yes
Academy of Justice, Kosovo	Kosovo	Yes
Training and Study Centre for the Judiciary (SSR)	The Netherlands	Yes
Swedish Prosecution Authority Training Unit	Sweden	Yes
Centre for Judicial Studies	Portugal	Yes
Judicial training institute	Belgium	Yes
Judicial Academy	Republic of Serbia	Yes
Judicial Studies Committee	Malta	Yes
ENM	France	Yes
Academy for judges and public prosecutors	North Macedonia	No
Prosecution Office of the Republic of Latvia	Latvia	No
National School of Judiciary and Public Prosecution	Poland	No
The Prosecutor's Training Center of Ukraine	Ukraine	No
Center for Legal Studies	Spain	No
National Institute of Magistracy - NIM	Romania	

È stato quindi chiesto se si manifestano delle sovrapposizioni fra le due funzioni (Q21 e Q21PM).

Come si evince dalla figura e dalla tabella, metà delle istituzioni che hanno risposto al questionario indicano effettivamente l'esistenza di sovrapposizioni fra le due funzioni. Sarebbe necessario un approfondimento per capire più in dettaglio quali sono, perché la domanda aperta che proponeva di indicare ulteriori informazioni non è stata utilizzata in maniera sufficiente per permettere questo approfondimento.

Sovrapposizione di compiti fra il presidente e il dirigente amministrativo (Q21)



Name of the training Institution in English:	Country:	If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?
Academy for judges and public prosecutors	North Macedonia	No
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	No
Cyprus Judicial Training School	Cyprus	No
SSR	Netherlands	No
National Institute of Justice	Bulgaria	No
National School of Judges of Ukraine	Ukraine	No
Ministry of Justice	Austria	No
Centre for Judicial Studies	Portugal	No
Greek School of the Judiciary	Greece	No
Judicial School of Spain	Spain	No
Judicial College of England and Wales	United Kingdom	No
Judicial Studies Committee	Malta	No
ENM	France	No
Judicial Academy	Republic of Serbia	No
The Danish Court Administration	Denmark	Yes
National Courts Administration	Finland	Yes
Judicial Academy	Czech Republic	Yes
Academy of Justice	Kosovo	Yes
Judicial Academy	Croatia	Yes
Judicial Training Centre of Slovenia	Republic of Slovenia	Yes

Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy	Germany	Yes
Judicial Training Academy	Sweden	Yes
National School of Judiciary and Public Prosecution	Poland	Yes
National Courts Administration	Lithuania	Yes
Judicial Council	Ireland	Yes
The National Institute of Justice	Republic of Moldova	Yes
Italian School for the Judiciary	Italy	Yes
Hungarian Academy of Justice	Hungary	
National Institute of Magistracy - NIM	Romania	

La stessa domanda nel questionario per direttivi delle procure ha raccolto le seguenti risposte.



Name of the training Institution in English:	Country:	If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?
Prosecutor General	Finland	Yes
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	Yes
Academy of Justice, Kosovo	Kosovo	Yes
Training and Study Centre for the Judiciary (SSR)	The Netherlands	Yes
Swedish Prosecution Authority Training Unit	Sweden	Yes
The National Institute of Justice	Moldova	No
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	No
National Institute of Justice	Bulgaria	No
Centre for Judicial Studies	Portugal	No
Prosecution Office of the Republic of Latvia	Latvia	No

National School of Judiciary and Public Prosecution	Poland	No
Judicial training institute	Belgium	No
Judicial Academy	Republic of Serbia	No
Judicial Studies Committee	Malta	No
ENM	France	No
Academy for judges and public prosecutors	North Macedonia	
Judicial Academy	Czech Republic	
National Institute of Magistracy - NIM	Romania	
The Prosecutor's Training Center of Ukraine	Ukraine	
Center for Legal Studies	Spain	

3. La formazione per gli incarichi direttivi e semidirettivi giudicanti e requirenti in Europa

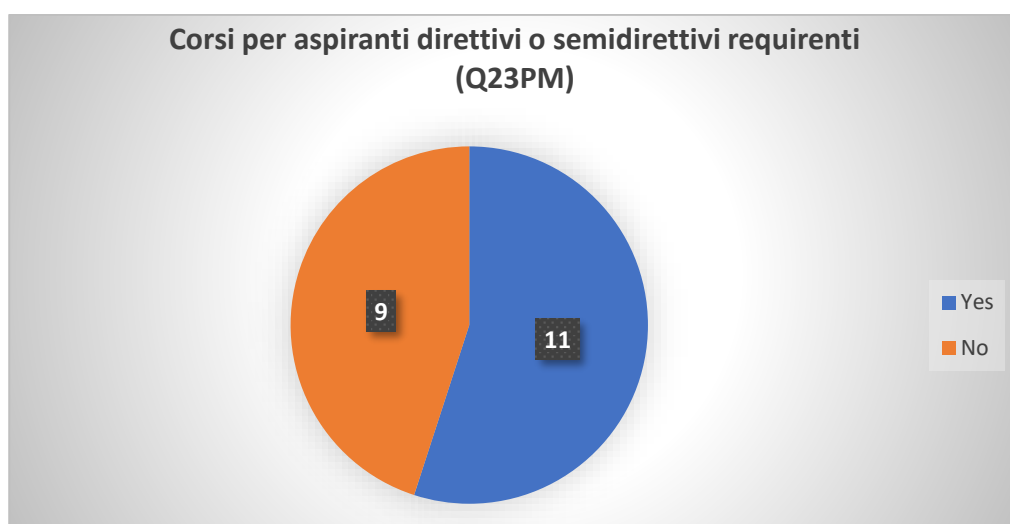
La prima domanda di questa seconda parte del questionario ha riguardato l'eventuale organizzazione di corsi per i giudici che aspirano a ricoprire funzioni direttive o semidirettive.

Come si evince dalla figura e dal grafico successivi sono 9 su 29 i paesi europei che dichiarano di organizzare corsi specifici per direttivi o semidirettivi.



Name of the training Institution in English:	Country:	Does the School organize training courses for ASPIRING Presidents of courts or middle management positions?
The Danish Court Administration	Denmark	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
SSR	Netherlands	Yes
National Institute of Magistracy - NIM	Romania	Yes
Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy	Germany	Yes
Centre for Judicial Studies	Portugal	Yes
Judicial Academy	Republic of Serbia	Yes
Italian School for the Judiciary	Italy	Yes
ENM	France	Yes
National Courts Administration	Finland	No
Academy for judges and public prosecutors	North Macedonia	No
Judicial Academy	Czech Republic	No
Academy of Justice	Kosovo	No
Cyprus Judicial Training School	Cyprus	No

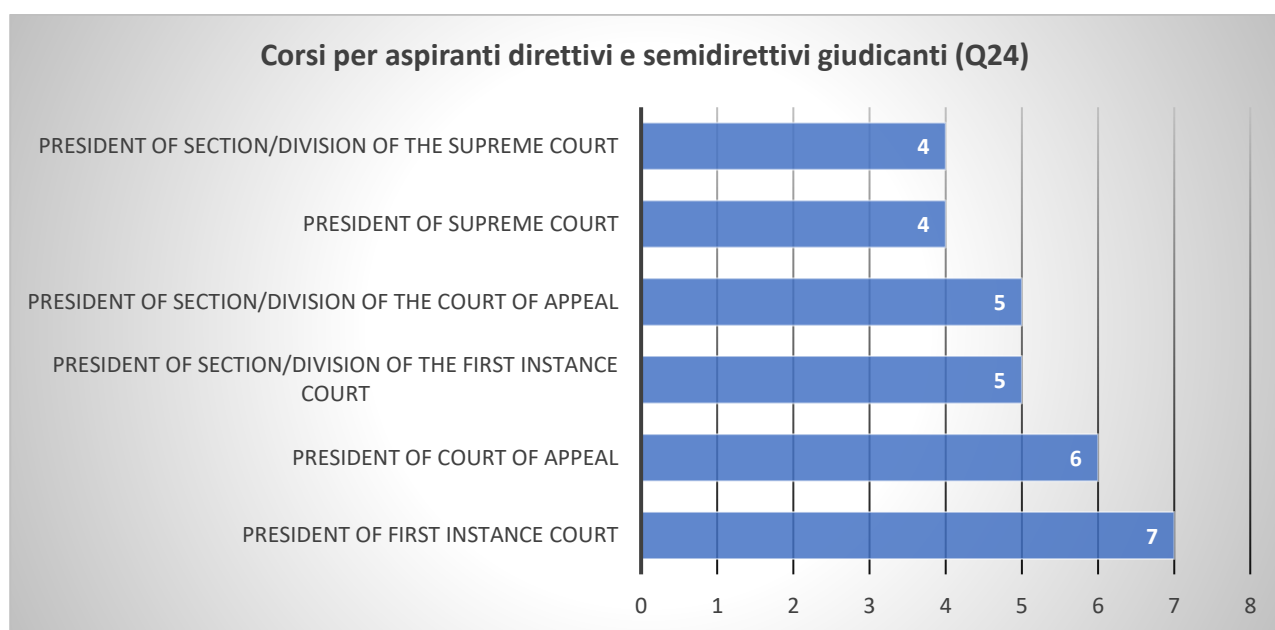
Hungarian Academy of Justice	Hungary	No
Judicial Academy	Croatia	No
Judicial Training Centre of Slovenia	Republic of Slovenia	No
National Institute of Justice	Bulgaria	No
National School of Judges of Ukraine	Ukraine	No
Ministry of Justice	Austria	No
Judicial Training Academy	Sweden	No
National School of Judiciary and Public Prosecution	Poland	No
Greek School of the Judiciary	Greece	No
National Courts Administration	Lithuania	No
Judicial Council	Ireland	No
The National Institute of Justice	Republic of Moldova	No
Judicial School of Spain	Spain	No
Judicial College of England and Wales	United Kingdom	No
Judicial Studies Committee	Malta	No



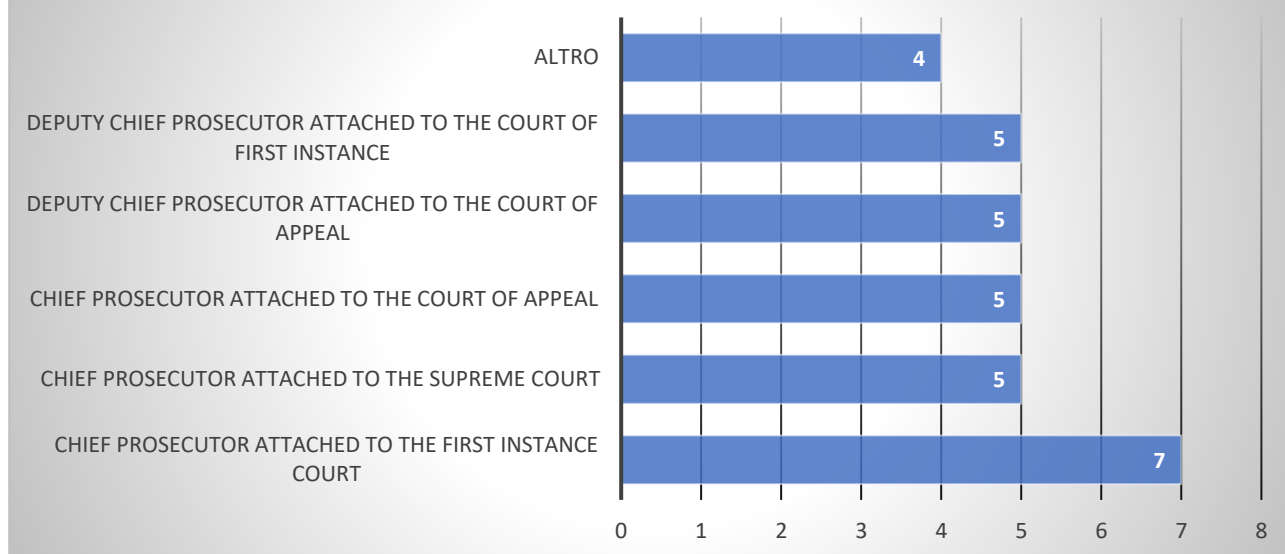
Name of the training Institution in English:	Country:	Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	Yes
National Institute of Magistracy - NIM	Romania	Yes
Academy of Justice, Kosovo	Kosovo	Yes
Swedish Prosecution Authority Training Unit	Sweden	Yes

Centre for Judicial Studies	Portugal	Yes
The Prosecutor's Training Center of Ukraine	Ukraine	Yes
Judicial training institute	Belgium	Yes
Center for Legal Studies	Spain	Yes
Judicial Academy	Republic of Serbia	Yes
ENM	France	Yes
The National Institute of Justice	Moldova	No
Academy for judges and public prosecutors	North Macedonia	No
Prosecutor General	Finland	No
Judicial Academy	Czech Republic	No
National Institute of Justice	Bulgaria	No
Training and Study Centre for the Judiciary (SSR)	The Netherlands	No
Prosecution Office of the Republic of Latvia	Latvia	No
National School of Judiciary and Public Prosecution	Poland	No
Judicial Studies Committee	Malta	No

Nei paesi in cui i corsi sono organizzati, lo sono per queste funzioni (Q24 e Q24PM).

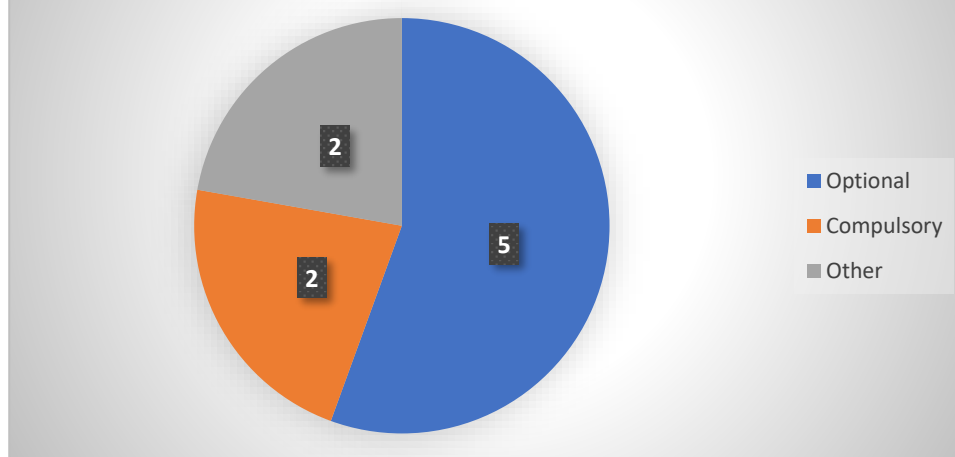


Corsi per aspiranti direttivi e semidirettivi requirenti (Q24PM)



La domanda Q26 ha chiesto se la formazione dei direttivi è obbligatoria o facoltativa. Come emerge dalla figura, ma soprattutto dalla tabella, dei nove paesi che hanno indicato di organizzare corsi di formazione per aspiranti direttivi, in soli due paesi (i.e. Italia e Portogallo) sono obbligatori, in cinque facoltativi, due indicano una situazione mista, anche se leggendo la risposta sembra non si tratti di corsi per aspiranti ma per già direttivi.

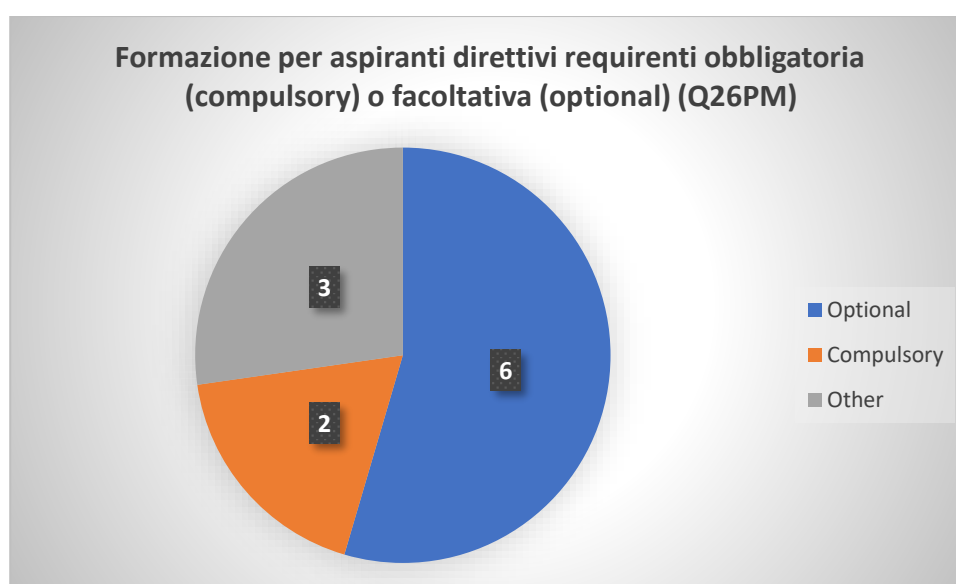
Formazione per aspiranti direttivi giudicanti obbligatoria (compulsory) o facoltativa (optional) (Q26)



Name of the training Institution in English:	Country:	The training courses for aspiring are
Centre for Judicial Studies	Portugal	Compulsory;
Italian School for the Judiciary	Italy	Compulsory;
The Danish Court Administration	Denmark	Optional;
SSR	Netherlands	Optional;
National Institute of Magistracy - NIM	Romania	Optional;

Judicial Academy ENM	Republic of Serbia France	Optional; Optional;
Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy	Germany	Optional; Compulsory; in some Länder, all the training is voluntary. In some Länder some training is compulsory. These are mainly introductory courses for court presidents and chief prosecutors.
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	They are compulsory for the presidents of the courts, for the presidents of the section just the first time after the appointment.

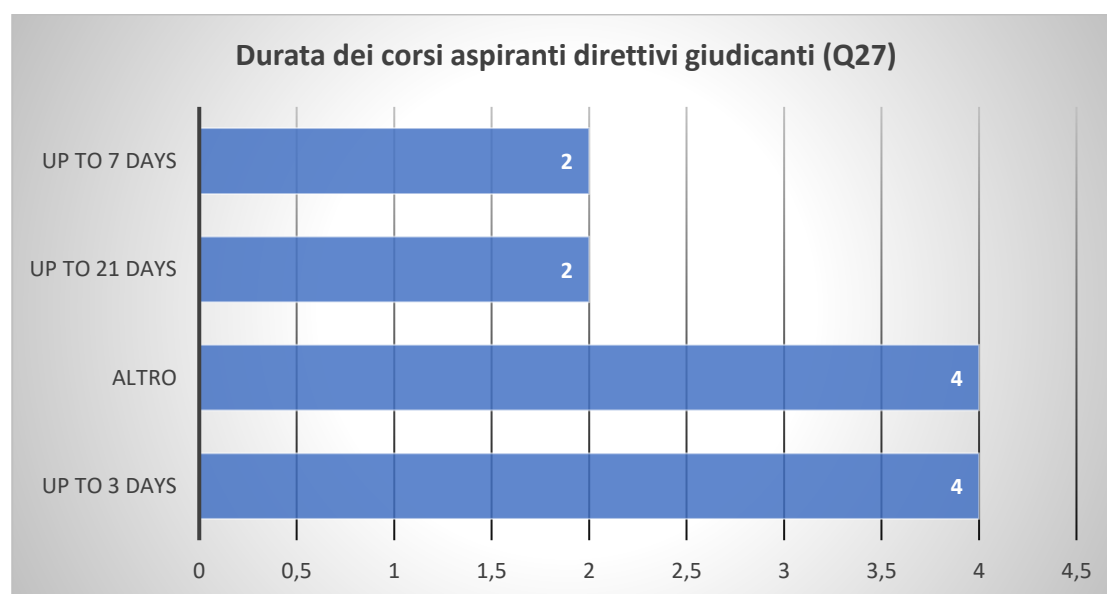
Lo stesso quesito è stato posto per la formazione dei capi degli uffici requirenti (Q26PM), con sole due istituzioni (Portogallo e Svezia) che dichiarano di organizzare corsi obbligatori, a cui si deve aggiungere l'Italia che ha correttamente compilato un solo questionario.



Name of the training Institution in English:	Country:	The training courses are
Swedish Prosecution Authority Training Unit	Sweden	Compulsory;
Centre for Judicial Studies	Portugal	Compulsory;
National Institute of Magistracy - NIM	Romania	Optional;
Academy of Justice, Kosovo	Kosovo	Optional;
Judicial training institute	Belgium	Optional;
Center for Legal Studies	Spain	Optional;
Judicial Academy	Republic of Serbia	Optional;

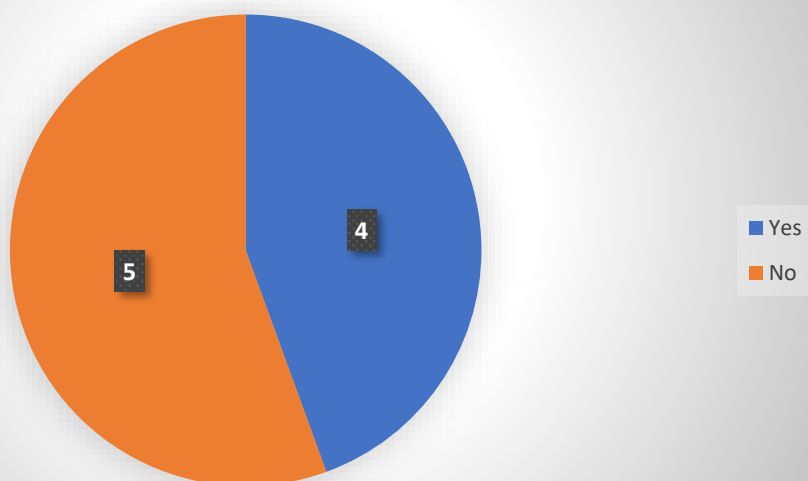
ENM	France	Optional;
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	Optional; Compulsory;
The Prosecutor's Training Center of Ukraine	Ukraine	According to the legislation, prosecutors must compulsorily attend trainings on professional ethics and anticorruption legislation. Training on other topics are optional;
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	They are compulsory for the chief prosecutors as well as the newly appointed prosecutors. For others they are optional.

La durata dei corsi (Q27 e Q27PM) si attesta prevalentemente sui tre giorni, solo alcune istituzioni organizzano corsi di durata superiore.



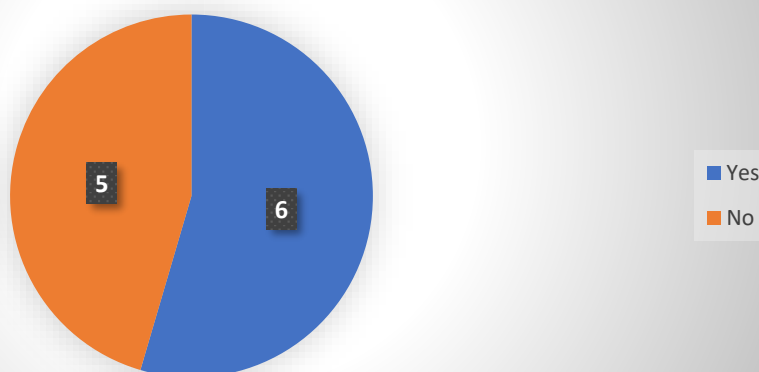
Le domande Q28 e Q28PM hanno chiesto se i corsi di preparazione all'incarico direttivo dovessero essere frequentati una sola volta dall'aspirante.

Corsi aspiranti direttivi giudicanti devono essere frequentati solo una volta (Q28)



Name of the training Institution in English:	Country:	Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?
The Danish Court Administration	Denmark	Yes
SSR	Netherlands	Yes
National Institute of Magistracy - NIM	Romania	Yes
Judicial Academy	Republic of Serbia	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	No
Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy	Germany	No
Centre for Judicial Studies	Portugal	No
Italian School for the Judiciary	Italy	No
ENM	France	No

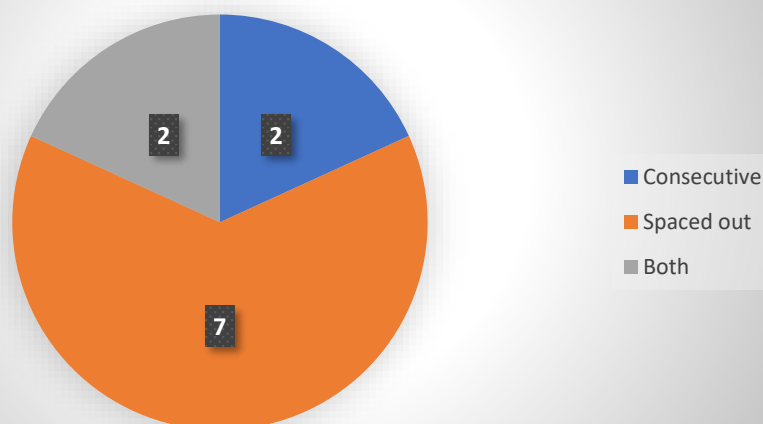
Corsi per aspiranti direttivi requirenti devono essere frequentati solo una volta (Q28PM)



Name of the training Institution in English:	Country:	Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?
National Institute of Magistracy - NIM	Romania	Yes
Academy of Justice, Kosovo	Kosovo	Yes
Swedish Prosecution Authority Training Unit	Sweden	Yes
Centre for Judicial Studies	Portugal	Yes
Judicial Academy	Republic of Serbia	Yes
Judicial training institute	Belgium	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	No
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	No
The Prosecutor's Training Center of Ukraine	Ukraine	No
Center for Legal Studies	Spain	No
ENM	France	No
The National Institute of Justice	Moldova	
Academy for judges and public prosecutors	North Macedonia	
Prosecutor General	Finland	
Judicial Academy	Czech Republic	
National Institute of Justice	Bulgaria	
Training and Study Centre for the Judiciary (SSR)	The Netherlands	
Prosecution Office of the Republic of Latvia	Latvia	
National School of Judiciary and Public Prosecution	Poland	
Judicial Studies Committee	Malta	

La domanda 30 (Q30 e Q30PM per i requirenti) ha chiesto se i corsi organizzati sono concentrati in giorni immediatamente successivi, oppure si articolano in uno spazio temporale più ampio. Come si nota dalle figure e dalle tabelle vi è la prevalenza di corsi che si articolano in più fasi temporali.

Corso in giorni solo successivi (consecutive) o distribuiti (spaced out) in un arco di tempo (Q30)



Name of the training Institution in English:	Country:	Please indicate if the training courses are
Academy of Justice Kosovo	Kosovo	Consecutive days/activities;
National Institute of Magistracy - NIM	Romania	Consecutive days/activities;
National Courts Administration	Finland	Consecutive days/activities; Spaced out periodically/distributed over time;
Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy	Germany	Consecutive days/activities; Spaced out periodically/distributed over time;
The Danish Court Administration	Denmark	Spaced out periodically/distributed over time;
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Spaced out periodically/distributed over time;
SSR	Netherlands	Spaced out periodically/distributed over time;
Centre for Judicial Studies	Portugal	Spaced out periodically/distributed over time;
Judicial Academy	Republic of Serbia	Spaced out periodically/distributed over time;
Italian School for the Judiciary	Italy	Spaced out periodically/distributed over time;

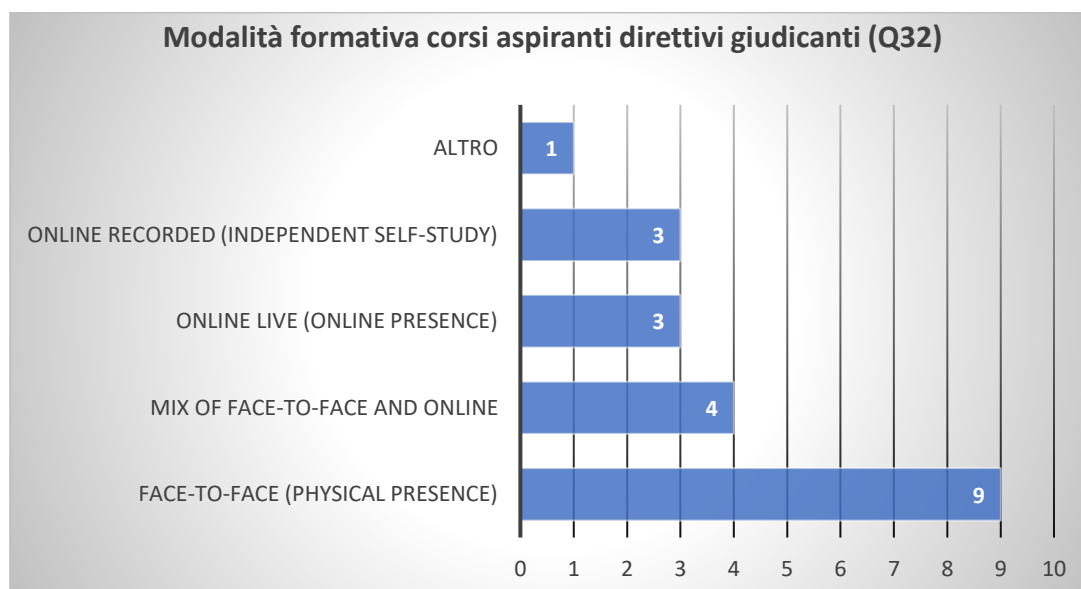
Per quanto riguarda gli uffici requirenti si segnala la risposta della istituzione di formazione spagnola, dove i corsi sembrerebbero solo online e registrati per permettere ai pubblici ministeri di seguirli a distanza quando vogliono.

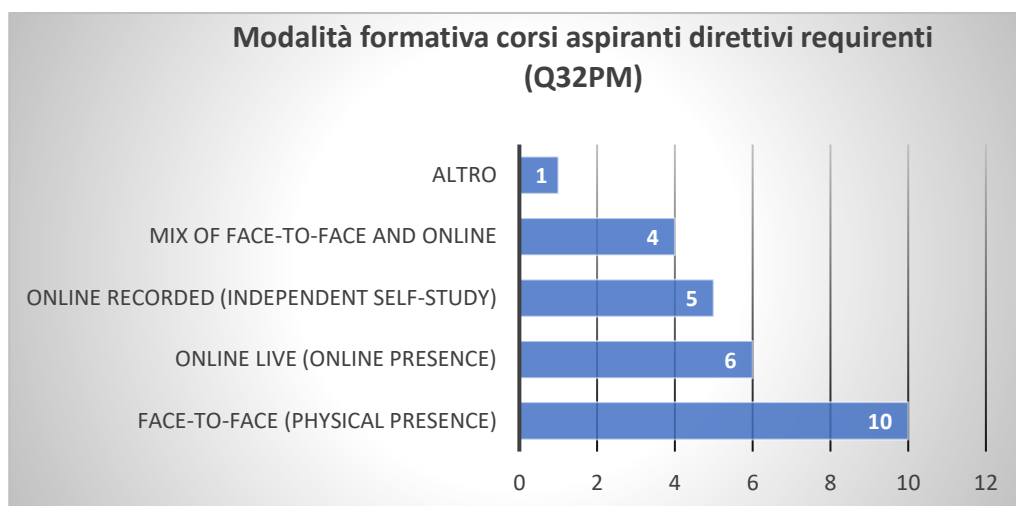


Name of the training Institution in English:	Country:	Please indicate if the training courses are
National Institute of Magistracy - NIM	Romania	Consecutive days/activities;
Academy of Justice, Kosovo	Kosovo	Consecutive days/activities;
The Prosecutor's Training Center of Ukraine	Ukraine	Consecutive days/activities;
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	Consecutive days/activities; Spaced out periodically/distributed over time;
Center for Legal Studies	Spain	on line, asynchronous. So, people that attend to them may organize their studying time;
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Spaced out periodically/distributed over time;

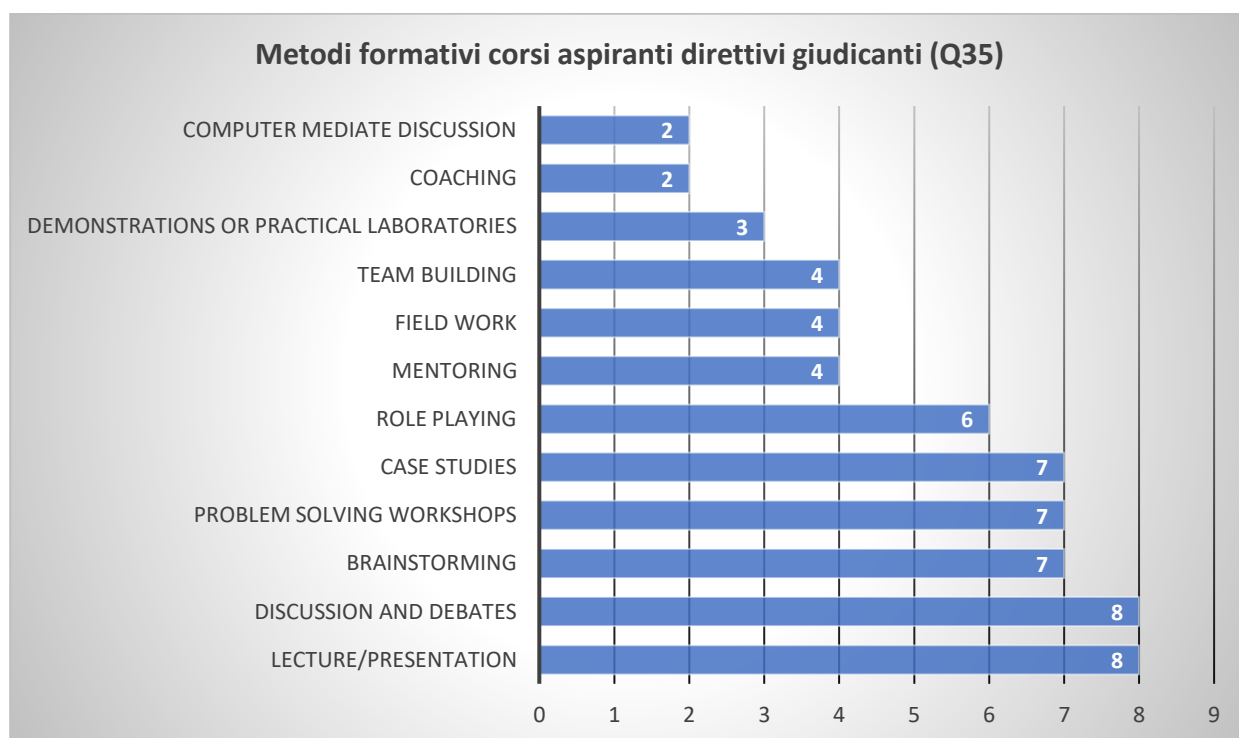
Swedish Prosecution Authority Training Unit	Sweden	Spaced out periodically/distributed over time;
Centre for Judicial Studies	Portugal	Spaced out periodically/distributed over time;
Judicial Academy	Republic of Serbia	Spaced out periodically/distributed over time;
ENM	France	Spaced out periodically/distributed over time;
Judicial training institute	Belgium	Spaced out periodically/distributed over time; Consecutive days/activities;

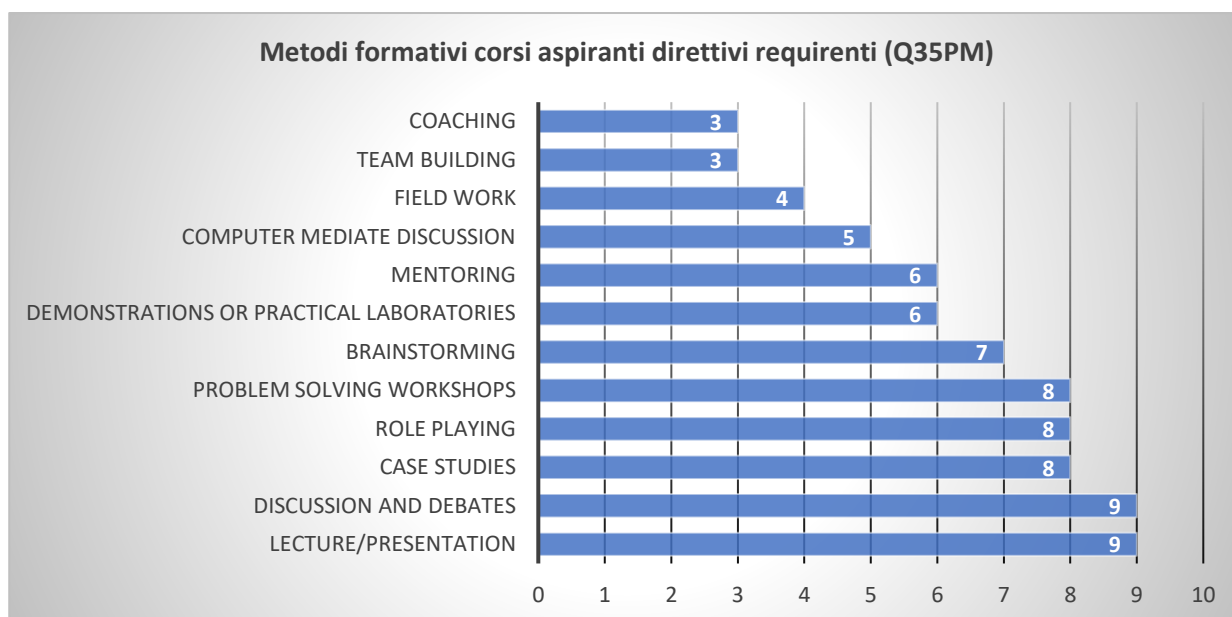
Le domande Q32 e Q32PM hanno esplorato le modalità formative. Come si evince dalle figure la modalità in presenza è quella più utilizzata.





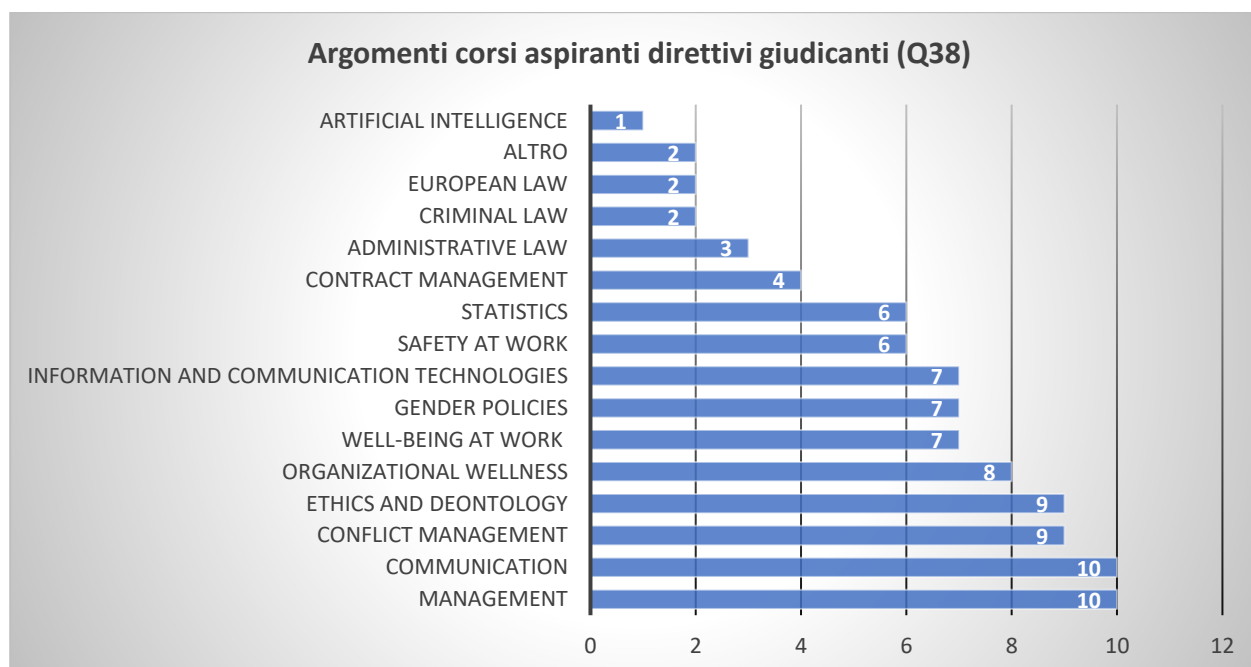
I metodi formativi impiegati nei corsi per direttivi giudicanti (Q35) e requirenti (Q35PM) sono vari e sono riportati nelle figure successive.





La domanda 36 (Q36) ha chiesto una stima delle percentuali delle varie tecniche formative utilizzate nei vari corsi ma le risposte non hanno fornito indicazioni utili. Le risposte dei vari paesi sono comunque presenti in appendice.

Le materie oggetto della formazione per direttivi giudicanti (Q38) e requirenti (Q38PM) indicate dalle varie istituzioni che organizzano questi corsi sono indicate nelle figure successive.

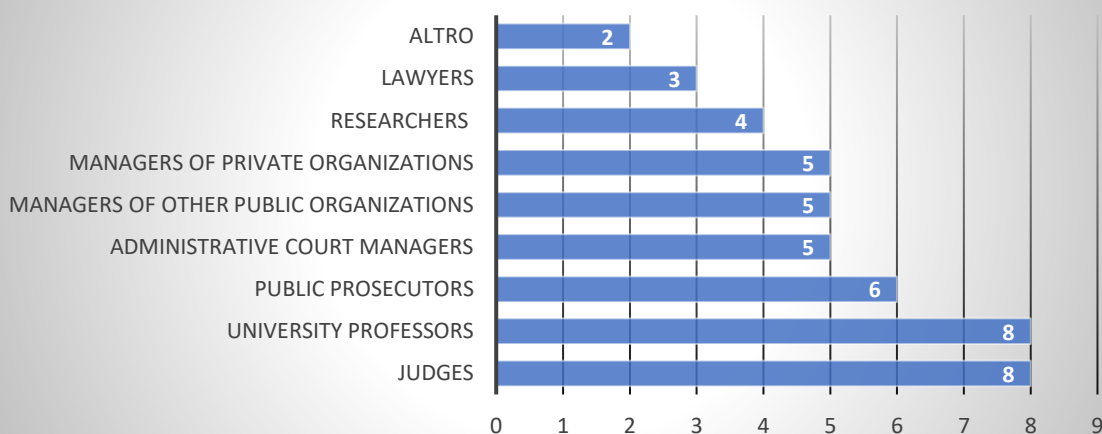


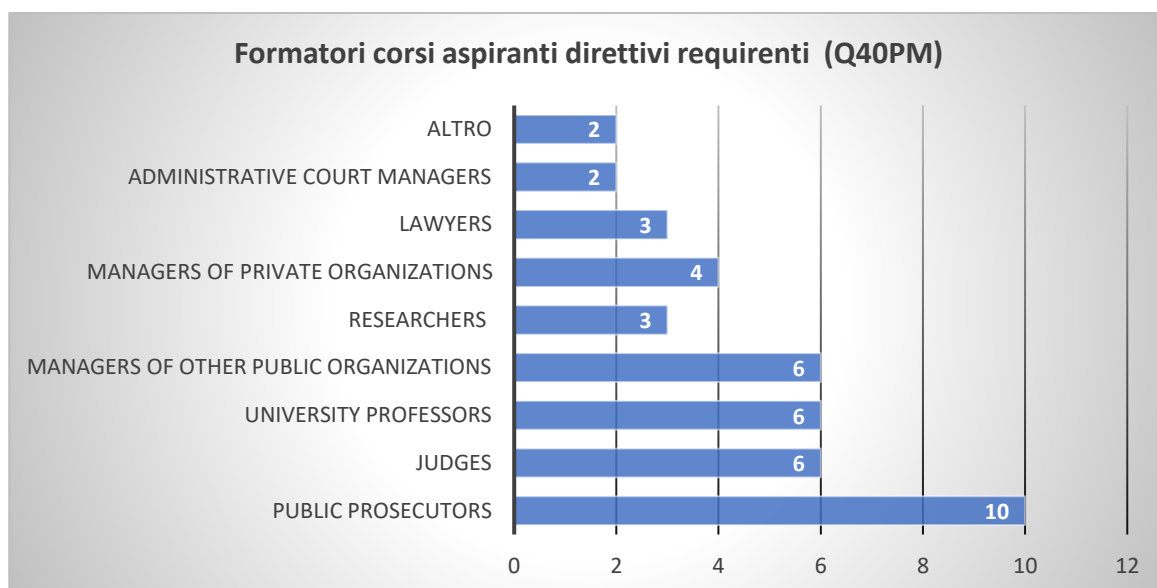
Argomenti corsi aspiranti direttivi requirenti (Q38PM)



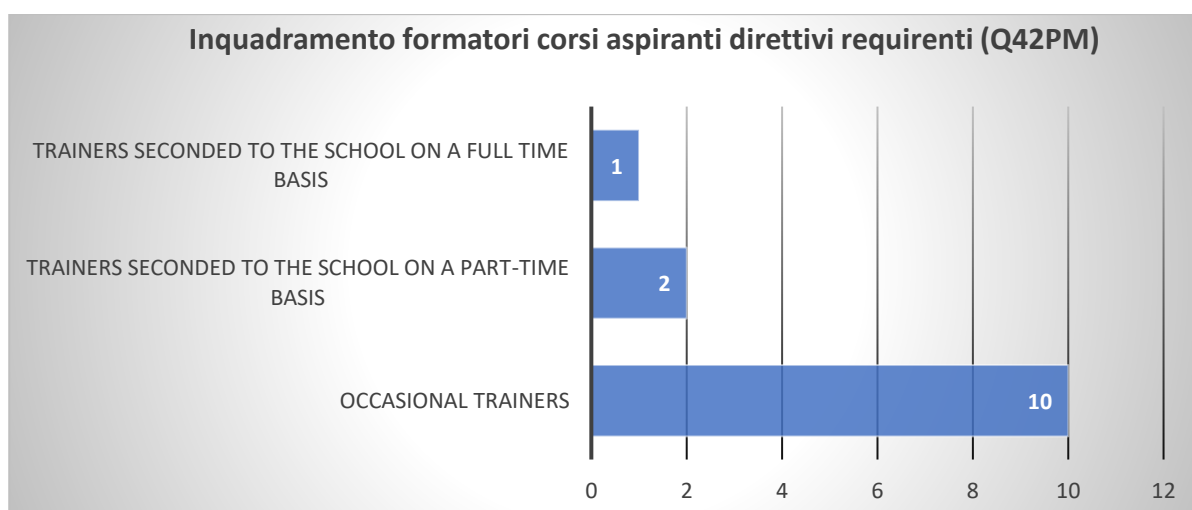
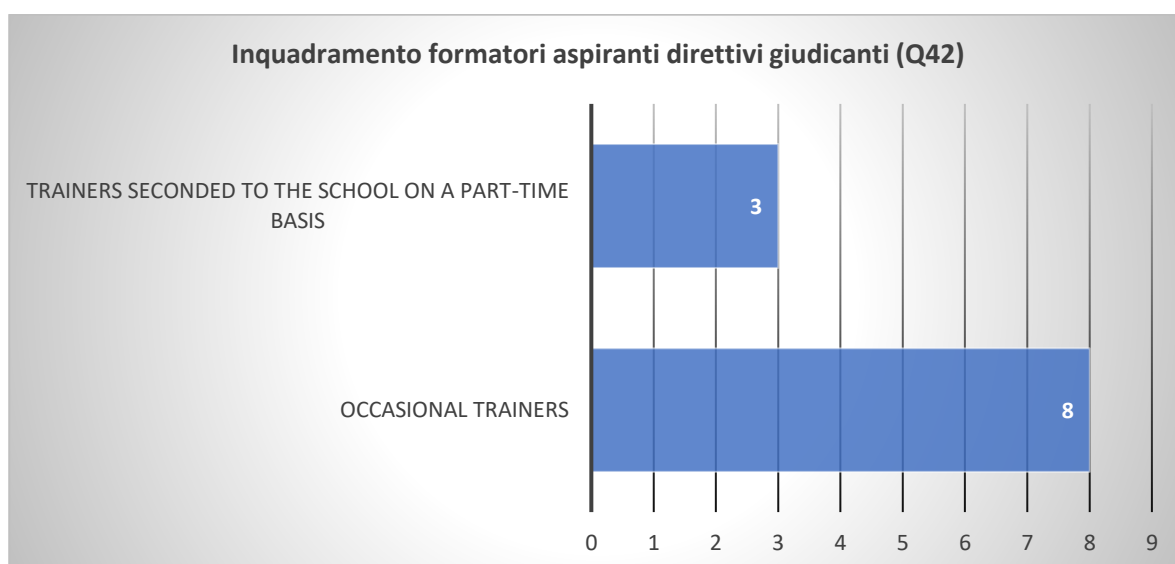
Le figure seguenti indicano i formatori impiegati nei corsi per i direttivi giudicanti (Q40) e requirenti (Q40PM).

Formatori corsi aspiranti direttivi giudicanti (Q40)



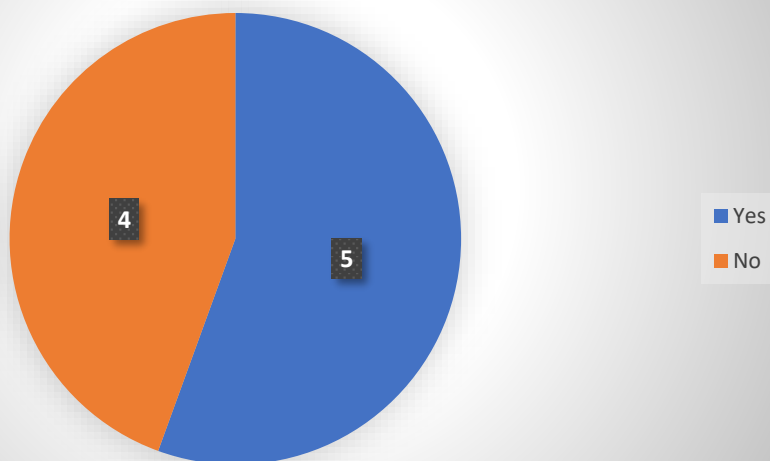


L'inquadramento dei formatori per i direttivi giudicanti (Q42) e requirenti (Q42PM) nell'ambito delle attività delle istituzioni è prevalentemente "a chiamata".

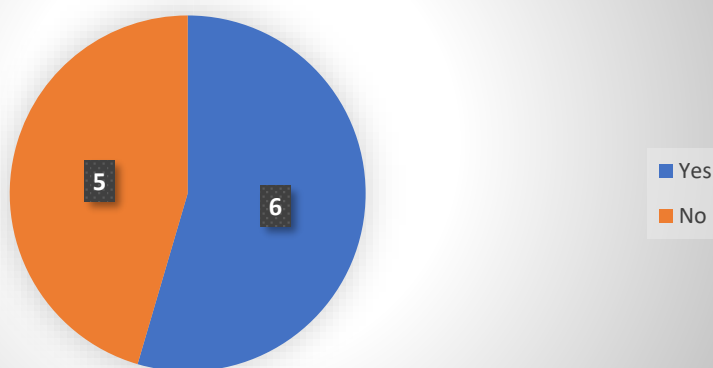


Nelle figure e, più in dettaglio, nelle tabelle sottostanti sono indicate le istituzioni che effettuano una valutazione degli aspiranti direttivi al termine del periodo di formazione per i direttivi giudicanti (Q44) e requirenti (Q44PM).

Valutazione degli aspiranti direttivi giudicanti dopo il corso (Q44)



Valutazione degli aspiranti direttivi requirenti dopo il corso (Q44PM)



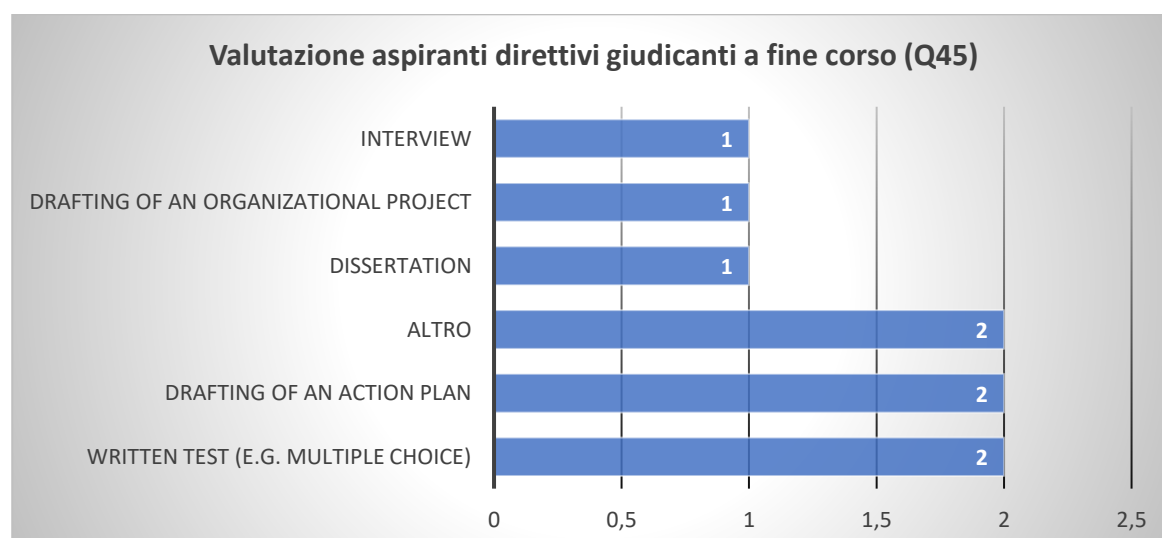
Name of the training Institution in English:	Country:	Are course participants evaluated at the end of the training course?
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
SSR	Netherlands	Yes
Centre for Judicial Studies	Portugal	Yes
Judicial Academy	Republic of Serbia	Yes
Italian School for the Judiciary	Italy	Yes
The Danish Court Administration	Denmark	No

National Institute of Magistracy - NIM	Romania	No
Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy	Germany	No
ENM	France	No
National Courts Administration	Finland	
Academy for judges and public prosecutors	North Macedonia	
Judicial Academy	Czech Republic	
Academy of Justice	Kosovo	
Cyprus Judicial Training School	Cyprus	
Hungarian Academy of Justice	Hungary	
Judicial Academy	Croatia	
Judicial Training Centre of Slovenia	Republic of Slovenia	
National Institute of Justice	Bulgaria	
National School of Judges of Ukraine	Ukraine	
Ministry of Justice	Austria	
Judicial Training Academy	Sweden	
National School of Judiciary and Public Prosecution	Poland	
Greek School of the Judiciary	Greece	
National Courts Administration	Lithuania	
Judicial Council	Ireland	
The National Institute of Justice	Republic of Moldova	
Judicial School of Spain	Spain	
Judicial College of England and Wales	United Kingdom	
Judicial Studies Committee	Malta	

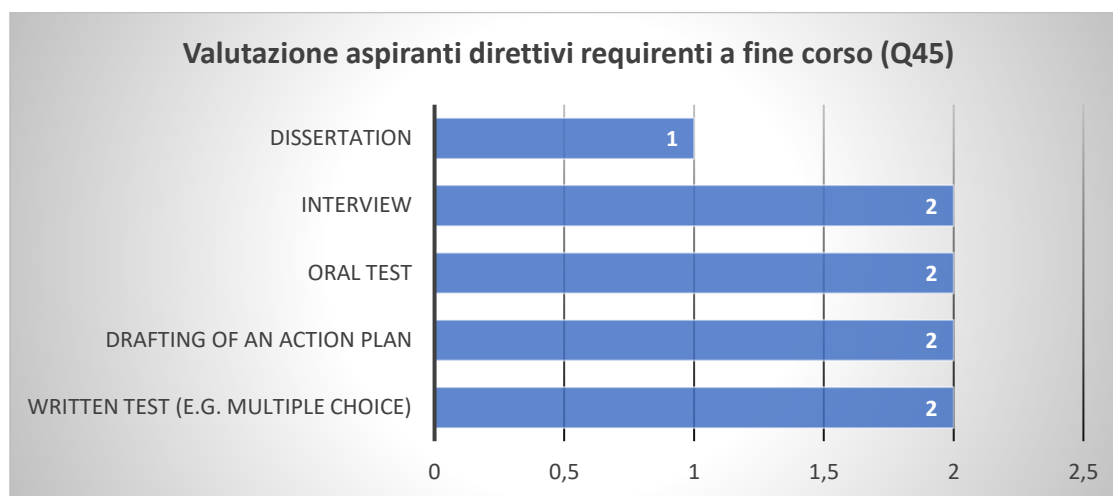


Name of the training Institution in English:	Country:	Are course participants evaluated at the end of the training course?
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	Yes
Centre for Judicial Studies	Portugal	Yes
Judicial Academy	Republic of Serbia	Yes
The Prosecutor's Training Center of Ukraine	Ukraine	Yes
Center for Legal Studies	Spain	Yes
National Institute of Magistracy - NIM	Romania	No
Academy of Justice, Kosovo	Kosovo	No
Swedish Prosecution Authority Training Unit	Sweden	No
Judicial training institute	Belgium	No
ENM	France	No
The National Institute of Justice	Moldova	
Academy for judges and public prosecutors	North Macedonia	
Prosecutor General	Finland	
Judicial Academy	Czech Republic	
National Institute of Justice	Bulgaria	
Training and Study Centre for the Judiciary (SSR)	The Netherlands	
Prosecution Office of the Republic of Latvia	Latvia	
National School of Judiciary and Public Prosecution	Poland	
Judicial Studies Committee	Malta	

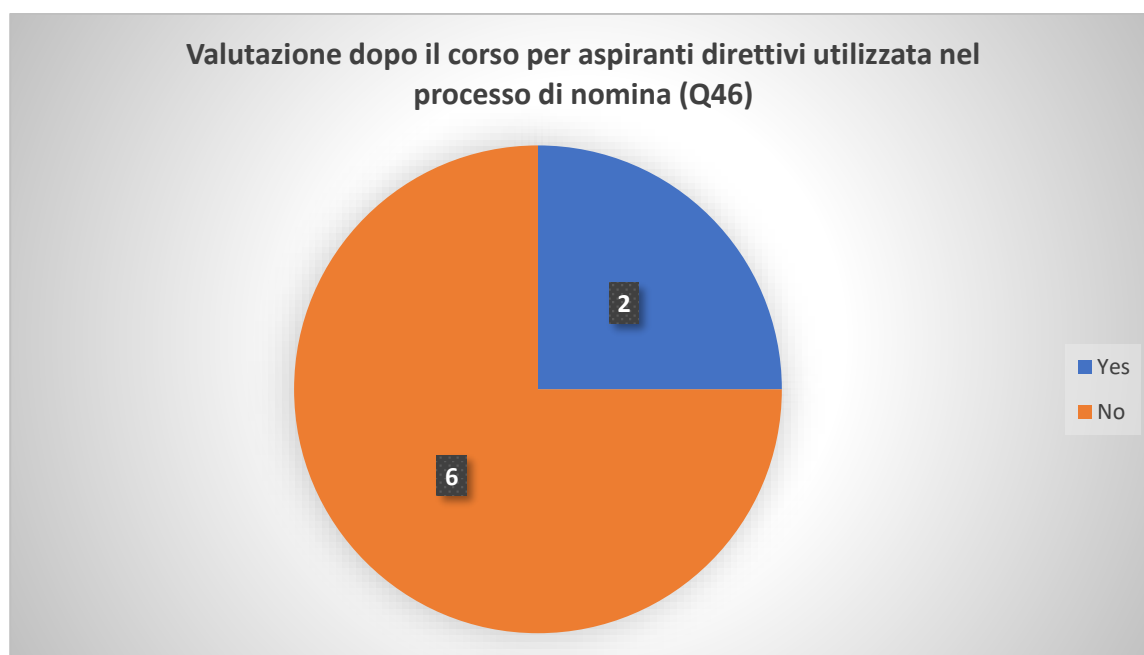
Le cinque istituzioni che hanno risposto (questionario per i direttivi giudicanti Q45) di effettuare una valutazione finale al termine del percorso formativo organizzato per gli aspiranti direttivi, utilizzano i metodi indicati nella figura sottostante. I numeri complessivi sono superiori al numero delle istituzioni perché alcune istituzioni utilizzano più metodi.



Molto simili sono anche gli strumenti utilizzati nell'attività formativa per i direttivi requirenti (Q45PM).



Le istituzioni hanno indicato che la valutazione dell'aspirante direttivo giudicante (Q46) effettuata a fine corso è utilizzata nel processo di assegnazione della funzione solo da due paesi: Italia e Portogallo.⁸



Name of the training Institution in English:	Country:	Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?

⁸ Il numero complessivo è superiore alle cinque istituzioni formative che hanno risposto di effettuare una valutazione del partecipante a fine corso perché alcune hanno comunque risposto "no" alla domanda.

Centre for Judicial Studies	Portugal	Yes
Italian School for the Judiciary	Italy	Yes
The Danish Court Administration	Denmark	No
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	No
SSR	Netherlands	No
National Institute of Magistracy - NIM	Romania	No
Judicial Academy	Republic of Serbia	No
ENM	France	No

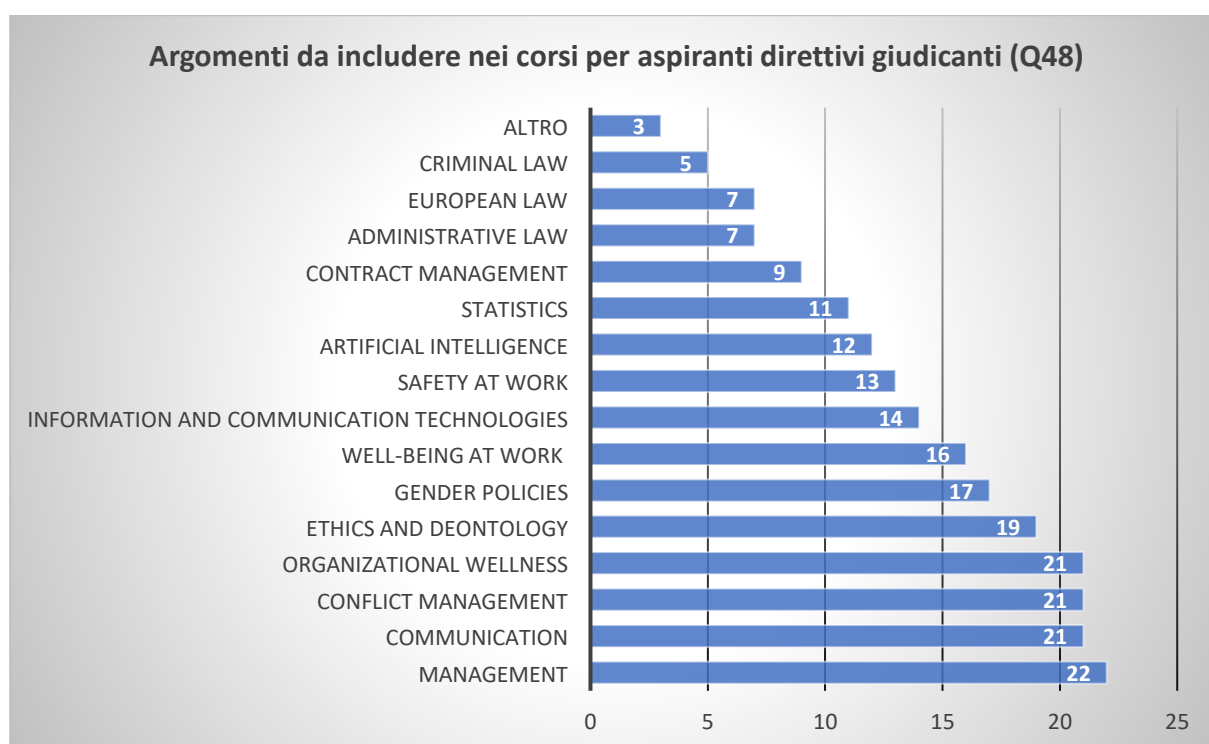
Anche la valutazione post corso per i direttivi requirenti (Q46PM) è effettuata in un numero limitato di paesi (Ungheria, Svezia, Portogallo).



Name of the training Institution in English:	Country:	Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	Yes
Swedish Prosecution Authority Training Unit	Sweden	Yes
Centre for Judicial Studies	Portugal	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	No
National Institute of Magistracy - NIM	Romania	No
Judicial Academy	Republic of Serbia	No
The Prosecutor's Training Center of Ukraine	Ukraine	No
Center for Legal Studies	Spain	No
ENM	France	No
The National Institute of Justice	Moldova	
Academy for judges and public prosecutors	North Macedonia	

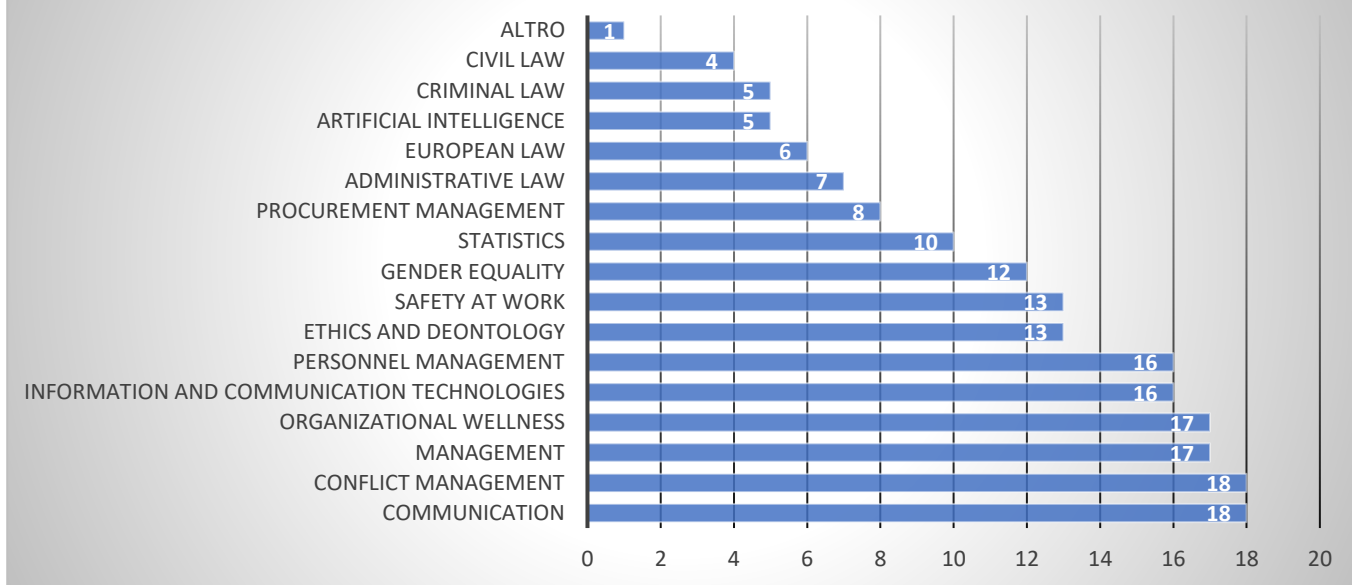
Prosecutor General	Finland
Judicial Academy	Czech Republic
National Institute of Justice	Bulgaria
Academy of Justice, Kosovo	Kosovo
Training and Study Centre for the Judiciary (SSR)	The Netherlands
Prosecution Office of the Republic of Latvia	Latvia
National School of Judiciary and Public Prosecution	Poland
Judicial training institute	Belgium
Judicial Studies Committee	Malta

Alle istituzioni, sia a quelle che già organizzano corsi per aspiranti direttivi sia a quelle che non li organizzano, è stato chiesto quali argomenti ritengono dovrebbero comunque essere inclusi fra i temi trattati nel corso di formazione per direttivi giudicanti (Q48) e per direttivi requirenti (Q48PM).



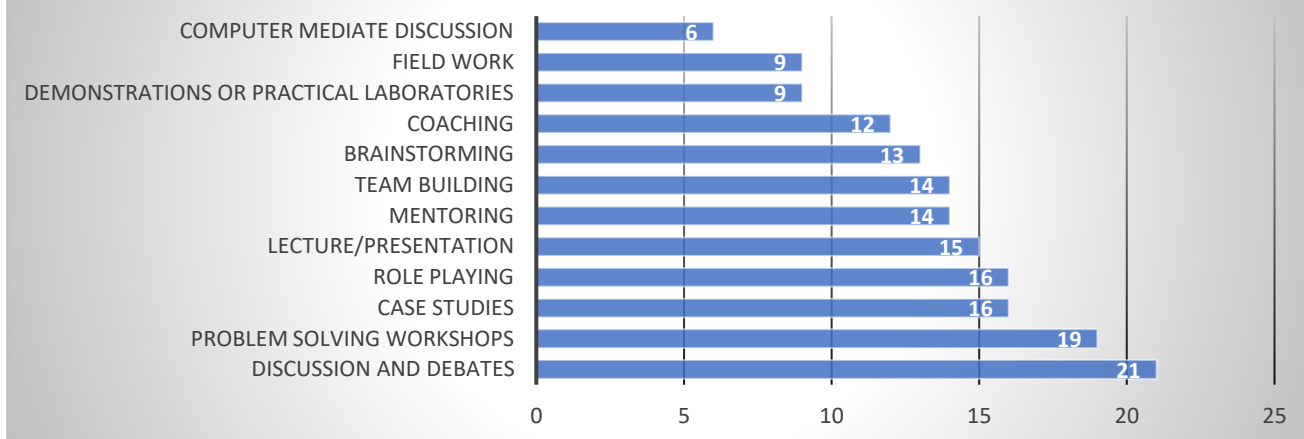
Gli argomenti che secondo le istituzioni dovrebbero essere inclusi nei corsi per gli aspiranti direttivi requirenti (Q48PM) sono piuttosto simili a quelli per i giudicanti.

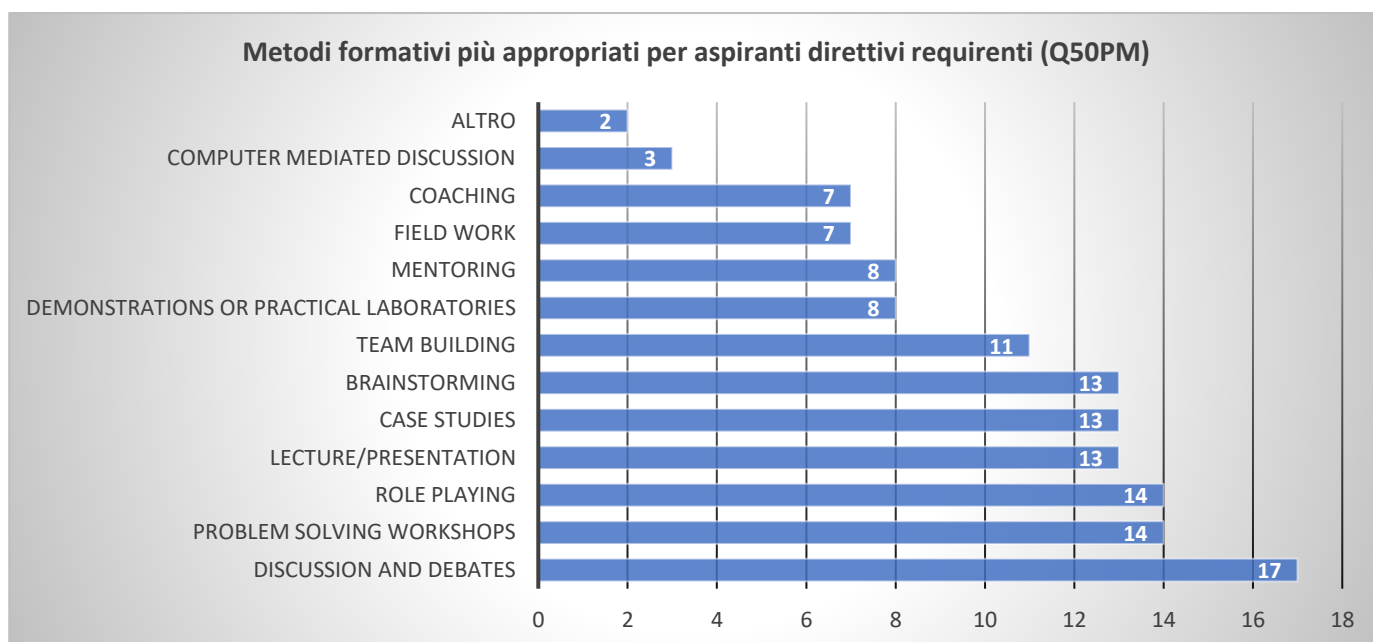
Argomenti da includere nei corsi per aspiranti direttivi requirenti (Q48PM)



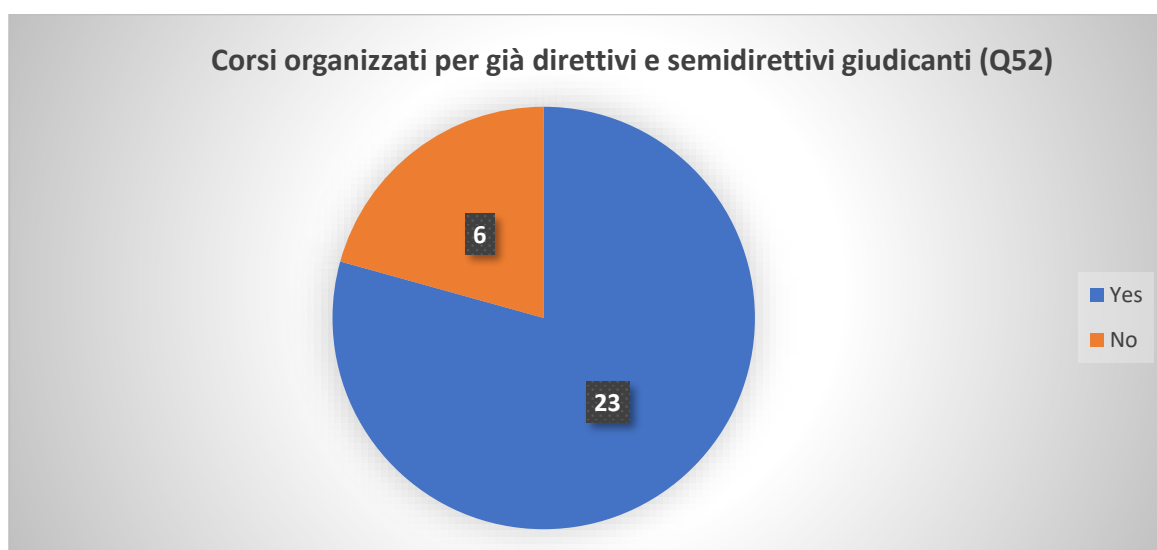
Oltre agli argomenti da trattare, alle istituzioni è stato chiesto quali metodi formativi ritenessero più idonei per i corsi per aspiranti direttivi.

Metodi formativi più appropriati per la formazione aspiranti direttivi (Q50)





Il questionario si è poi occupato di approfondire i corsi eventualmente organizzati per magistrati che già ricoprono funzioni direttive e semidirettive giudicanti (Q52) e requirenti (Q52PM). Come mostrano le figure e le tabelle un certo numero di istituzioni ha indicato di organizzarli.



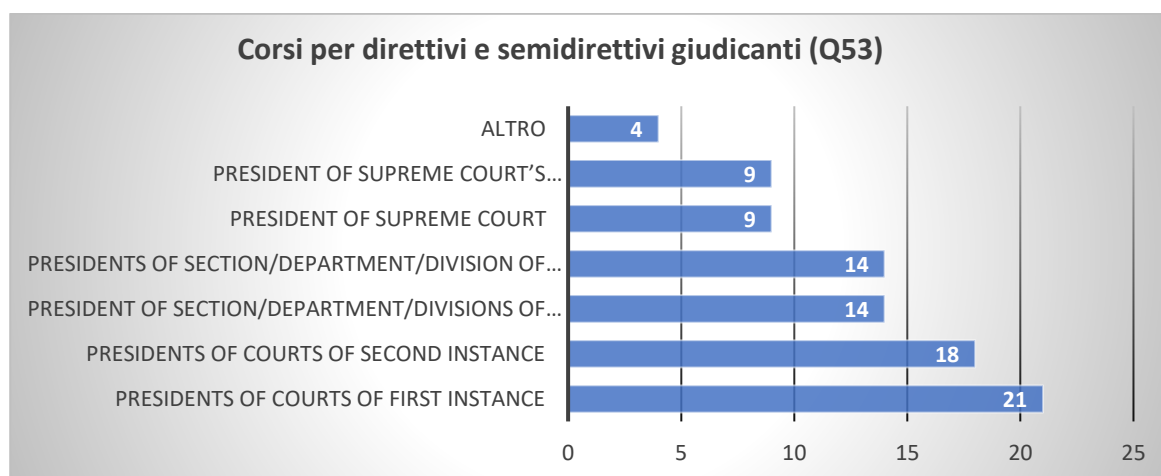
Name of the training Institution in English:	Country:	Does the School organize training courses for ALREADY Presidents of courts or middle management positions?
Academy for judges and public prosecutors	North Macedonia	Yes
The Danish Court Administration	Denmark	Yes
National Courts Administration	Finland	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes

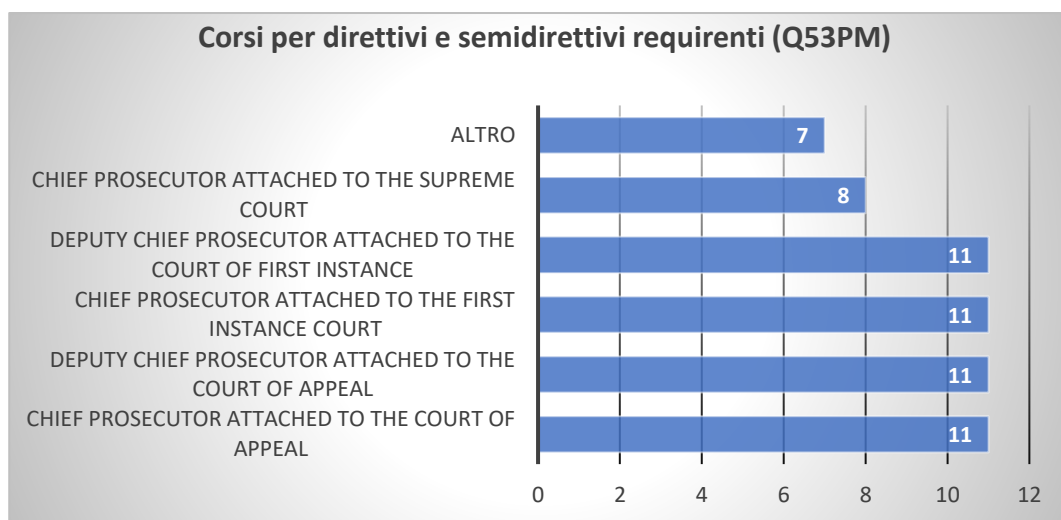
Judicial Academy	Czech Republic	Yes
Academy of Justice	Kosovo	Yes
Cyprus Judicial Training School	Cyprus	Yes
Hungarian Academy of Justice	Hungary	Yes
Judicial Academy	Croatia	Yes
SSR	Netherlands	Yes
Judicial Training Centre of Slovenia	Republic of Slovenia	Yes
National Institute of Justice	Bulgaria	Yes
National School of Judges of Ukraine	Ukraine	Yes
National Institute of Magistracy - NIM	Romania	Yes
Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy	Germany	Yes
National School of Judiciary and Public Prosecution	Poland	Yes
National Courts Administration	Lithuania	Yes
Judicial Academy	Republic of Serbia	Yes
The National Institute of Justice	Republic of Moldova	Yes
Judicial School of Spain	Spain	Yes
Italian School for the Judiciary	Italy	Yes
Judicial College of England and Wales	United Kingdom	Yes
ENM	France	Yes
Ministry of Justice	Austria	No
Centre for Judicial Studies	Portugal	No
Judicial Training Academy	Sweden	No
Greek School of the Judiciary	Greece	No
Judicial Council	Ireland	No
Judicial Studies Committee	Malta	No



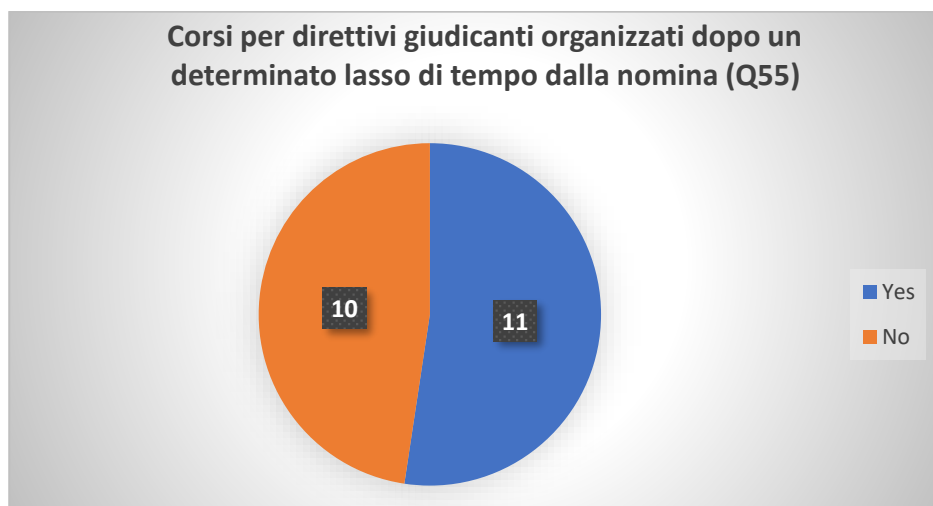
Name of the training Institution in English:	Country:	Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?
The National Institute of Justice	Moldova	Yes
Academy for judges and public prosecutors	North Macedonia	Yes
Prosecutor General	Finland	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
Judicial Academy	Czech Republic	Yes
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	Yes
National Institute of Justice	Bulgaria	Yes
National Institute of Magistracy - NIM	Romania	Yes
Academy of Justice, Kosovo	Kosovo	Yes
Training and Study Centre for the Judiciary (SSR)	The Netherlands	Yes
Swedish Prosecution Authority Training Unit	Sweden	Yes
Prosecution Office of the Republic of Latvia	Latvia	Yes
Judicial Academy	Republic of Serbia	Yes
The Prosecutor's Training Center of Ukraine	Ukraine	Yes
Judicial training institute	Belgium	Yes
ENM	France	Yes
Centre for Judicial Studies	Portugal	No
National School of Judiciary and Public Prosecution	Poland	No
Center for Legal Studies	Spain	No
Judicial Studies Committee	Malta	No

I percorsi formativi sono organizzati per le seguenti funzioni direttive giudicanti (Q53) e requirenti (Q53PM).



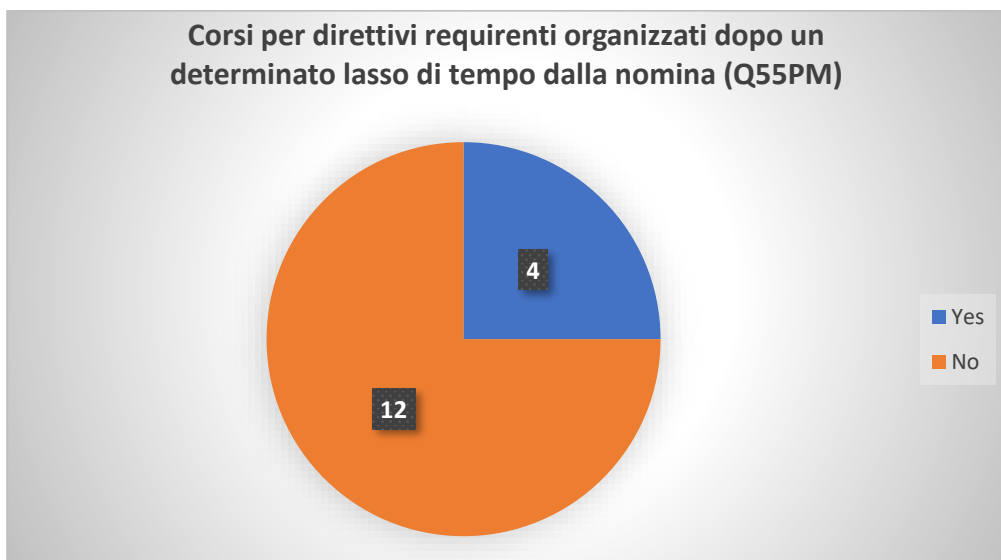


Le istituzioni hanno risposto nel modo seguente alla domanda se i corsi sono organizzati dopo un determinato lasso di tempo dalla nomina (Q55 e Q55PM)



Name of the training Institution in English:	Country:	Are the courses organized within a certain timeframe after the appointment?
The Danish Court Administration	Denmark	Yes
National Courts Administration	Finland	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
Judicial Academy	Czech Republic	Yes
Judicial Academy	Croatia	Yes
Judicial Training Centre of Slovenia	Republic of Slovenia	Yes
National School of Judges of Ukraine	Ukraine	Yes
National School of Judiciary and Public Prosecution	Poland	Yes
Italian School for the Judiciary	Italy	Yes

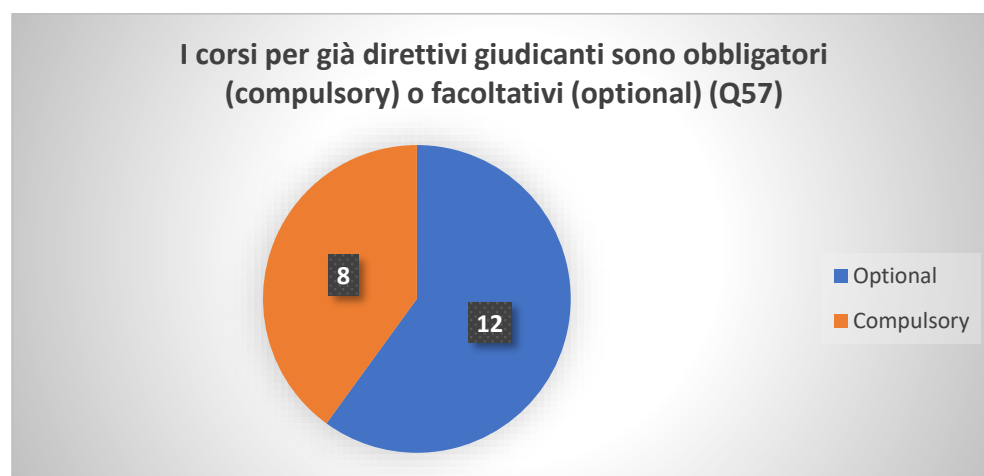
Judicial College of England and Wales	United Kingdom	Yes
ENM	France	Yes
Academy for judges and public prosecutors	North Macedonia	No
Academy of Justice	Kosovo	No
Cyprus Judicial Training School	Cyprus	No
Hungarian Academy of Justice	Hungary	No
SSR	Netherlands	No
National Institute of Justice	Bulgaria	No
National Institute of Magistracy - NIM	Romania	No
National Courts Administration	Lithuania	No
The National Institute of Justice	Republic of Moldova	No
Judicial School of Spain	Spain	No
Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy	Germany	
Ministry of Justice	Austria	
Centre for Judicial Studies	Portugal	
Judicial Training Academy	Sweden	
Greek School of the Judiciary	Greece	
Judicial Academy	Republic of Serbia	
Judicial Council	Ireland	
Judicial Studies Committee	Malta	



Name of the training Institution in English:	Country:	Are the courses organized within a certain timeframe after the appointment?
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
Academy of Justice, Kosovo	Kosovo	Yes
Judicial Academy	Republic of Serbia	Yes
ENM	France	Yes

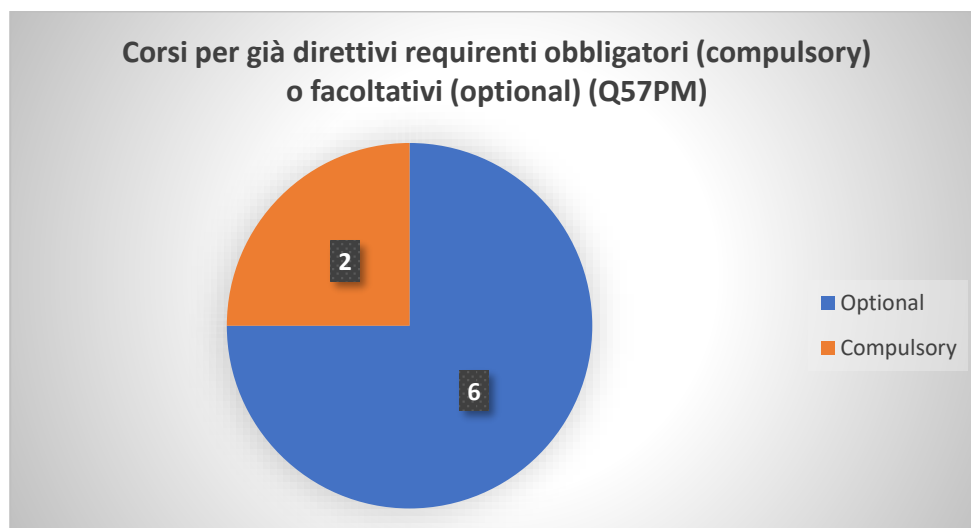
The National Institute of Justice	Moldova	No
Academy for judges and public prosecutors	North Macedonia	No
Prosecutor General	Finland	No
Judicial Academy	Czech Republic	No
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	No
National Institute of Justice	Bulgaria	No
National Institute of Magistracy - NIM	Romania	No
Training and Study Centre for the Judiciary (SSR)	The Netherlands	No
Swedish Prosecution Authority Training Unit	Sweden	No
Prosecution Office of the Republic of Latvia	Latvia	No
The Prosecutor's Training Center of Ukraine	Ukraine	No
Judicial training institute	Belgium	No
Centre for Judicial Studies	Portugal	
National School of Judiciary and Public Prosecution	Poland	
Center for Legal Studies	Spain	
Judicial Studies Committee	Malta	

Le figure e le tabelle successive sintetizzano le risposte alle domande (Q57 e Q57PM) sulla frequenza obbligatoria o facoltativa dei corsi per già direttivi o semidirettivi.



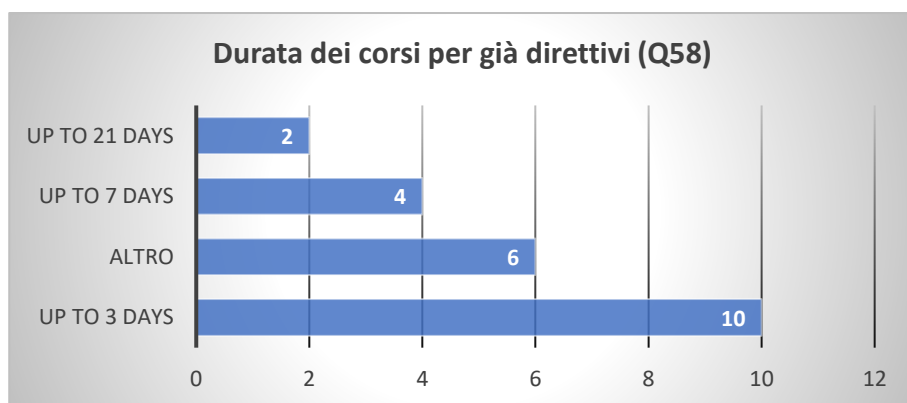
Name of the training Institution in English:	Country:	The training courses for already heads of courts are
Academy for judges and public prosecutors	North Macedonia	Optional; Compulsory; if the president of the court is not able to participate in the training for justified reasons, then he sends his deputy;
The Danish Court Administration	Denmark	Optional;
National Courts Administration	Finland	Optional;
Cyprus Judicial Training School	Cyprus	Optional;

National Institute of Justice	Bulgaria	Optional;
Academy of Justice Kosovo	Kosovo	Optional;
National Institute of Magistracy - NIM	Romania	Optional;
National School of Judiciary and Public Prosecution	Poland	Optional;
National Courts Administration	Lithuania	Optional;
Judicial Academy	Republic of Serbia	Optional;
"Judicial School of Spain"	Spain	Optional;
Italian School for the Judiciary	Italy	Optional;
ENM	France	Optional;
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Compulsory;
Judicial Academy	Czech Republic	Compulsory;
Hungarian Academy of Justice	Hungary	Compulsory;
Judicial Academy	Croatia	Compulsory;
SSR	Netherlands	Compulsory;
Judicial Training Centre of Slovenia	Republic of Slovenia	Compulsory;
National School of Judges of Ukraine	Ukraine	Compulsory;
Judicial College of England and Wales	United Kingdom	Compulsory;
The National Institute of Justice	Republic of Moldova	According to the national law the judges will choose their own educational path. The National Institute of Justice organize the training annually;
Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy	Germany	
Ministry of Justice	Austria	
Centre for Judicial Studies	Portugal	
Judicial Training Academy	Sweden	
Greek School of the Judiciary	Greece	
Judicial Council	Ireland	
Judicial Studies Committee	Malta	

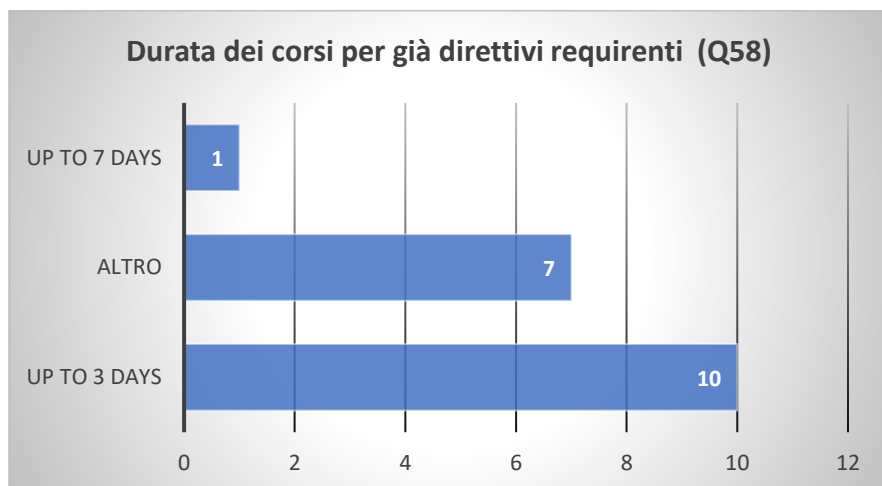


Name of the training Institution in English:	Country:	The training courses for already are
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	They are compulsory for the chief prosecutors as well as the newly appointed prosecutors. For others they are optional. ;
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	Optional; Compulsory;
National Institute of Magistracy - NIM	Romania	Optional;
Academy of Justice, Kosovo	Kosovo	Optional;
Judicial Academy	Republic of Serbia	Optional;
Judicial training institute	Belgium	Optional;
Center for Legal Studies	Spain	Optional;
ENM	France	Optional;
Swedish Prosecution Authority Training Unit	Sweden	Compulsory;
Centre for Judicial Studies	Portugal	Compulsory;
The Prosecutor's Training Center of Ukraine	Ukraine	According to the legislation, prosecutors must compulsorily attend trainings on professional ethics and anticorruption legislation. Training on other topics are optional;
The National Institute of Justice	Moldova	
Academy for judges and public prosecutors	North Macedonia	
Prosecutor General	Finland	
Judicial Academy	Czech Republic	
National Institute of Justice	Bulgaria	
Training and Study Centre for the Judiciary (SSR)	The Netherlands	
Prosecution Office of the Republic of Latvia	Latvia	
National School of Judiciary and Public Prosecution	Poland	
Judicial Studies Committee	Malta	

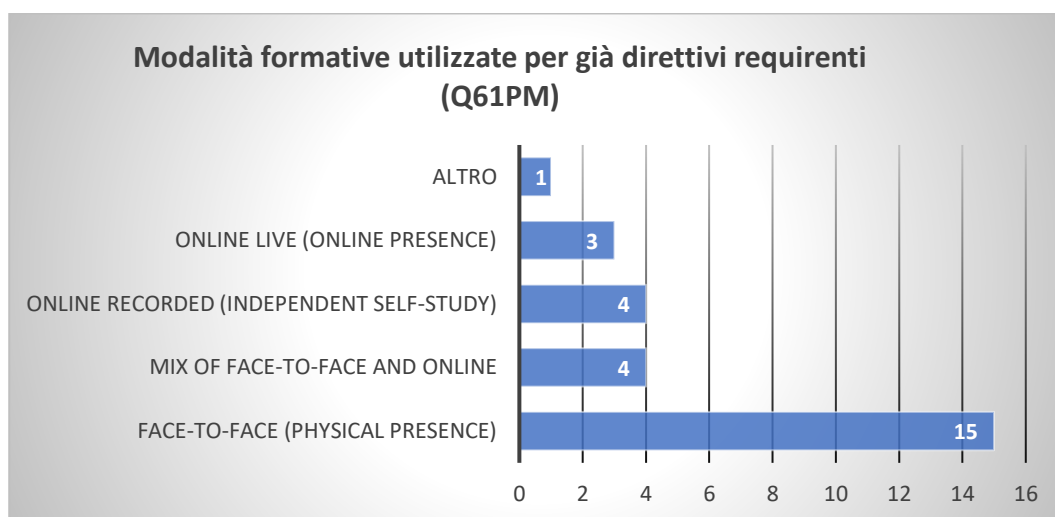
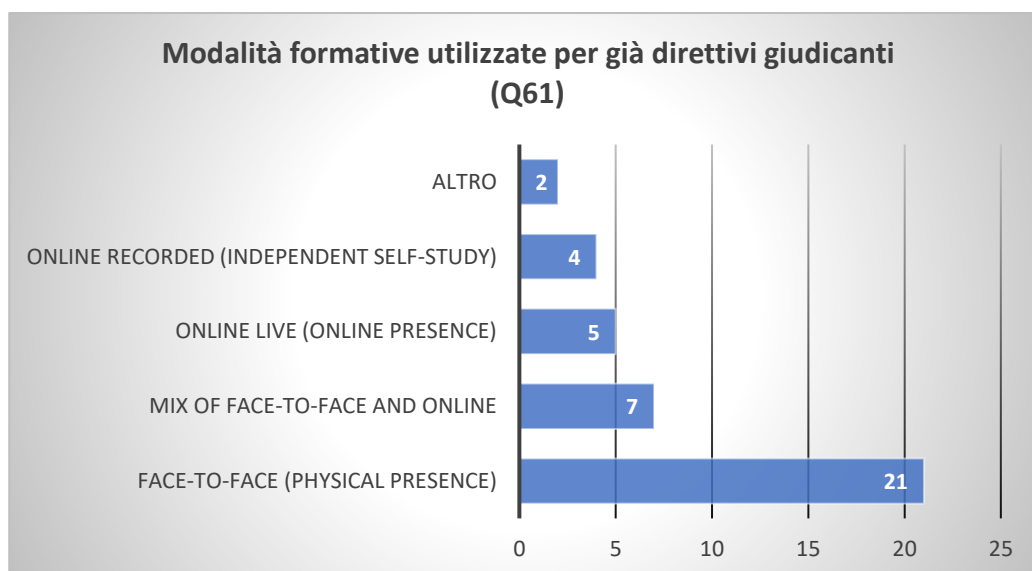
La durata dei corsi (Q58 e Q58PM) raramente supera i tre giorni. Solo due scuole (i.e. Italia e Olanda) organizzano corsi di formazione per i direttivi di circa tre settimane. Le risposte nella voce “altro” raccolgono situazioni miste che sono dettagliate nelle tabelle di Excel fornite alla scuola in formato elettronico.



Nella figura che segue, e in altre figure che riguardano la formazione dei direttivi requirenti, si ricorda che non è indicata l'Italia perché la Scuola Superiore della Magistratura ha correttamente compilato un solo questionario essendo comune la selezione e la formazione dei direttivi giudicanti e requirenti. Come è noto, il corso per coloro che già ricoprono funzioni direttive e semidirettive non è stato ancora avviato (a novembre 2023 data di questo rapporto) ma dovrebbe comunque essere di tre settimane.



Le modalità formative utilizzate (Q61 e Q61PM) per i corsi per già direttivi e semidirettivi sono le seguenti.

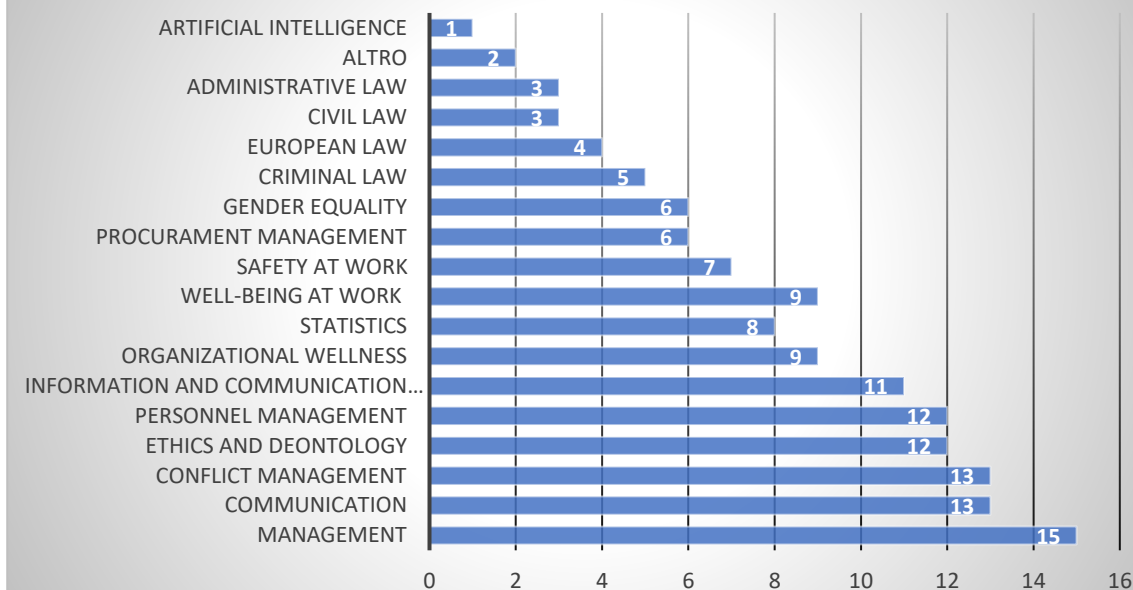


Le figure successive elencano gli argomenti che le istituzioni europee hanno indicato di trattare nei corsi per già direttivi e semidirettivi degli uffici giudicanti (Q63) e requirenti (Q63PM).

Argomenti dei corsi per già direttivi giudicanti (Q63)



Argomenti dei corsi per già direttivi requirenti (Q63PM)

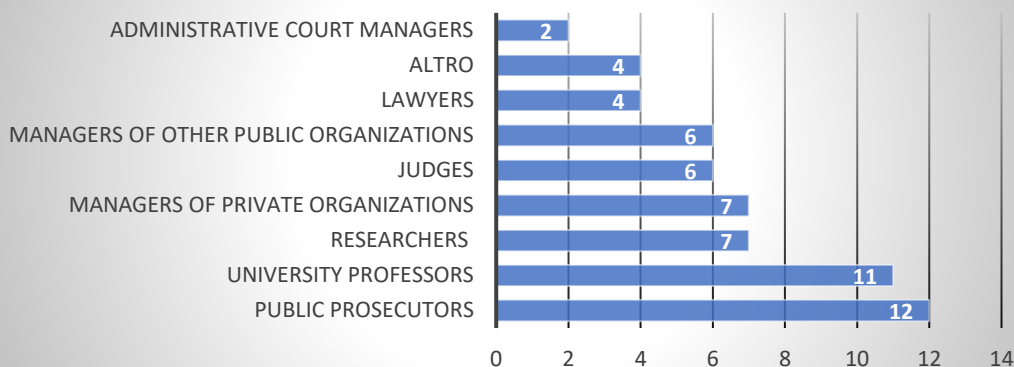


I formatori impiegati nei corsi per già direttivi giudicanti (Q64) e requirenti (Q64PM) sono piuttosto simili. Prevedibilmente, nei corsi per già direttivi degli uffici requirenti si prediligono formatori dell'ufficio del pubblico ministero (Q64PM). Nei corsi per direttivi requirenti sono impiegati molto poco i dirigenti amministrativi come docenti, mentre lo sono di più nei corsi per direttivi giudicanti.

Formatori dei corsi per già direttivi giudicanti (Q64)

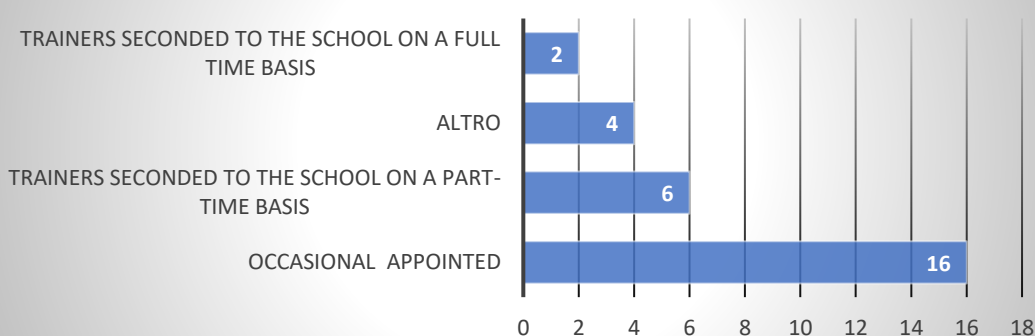


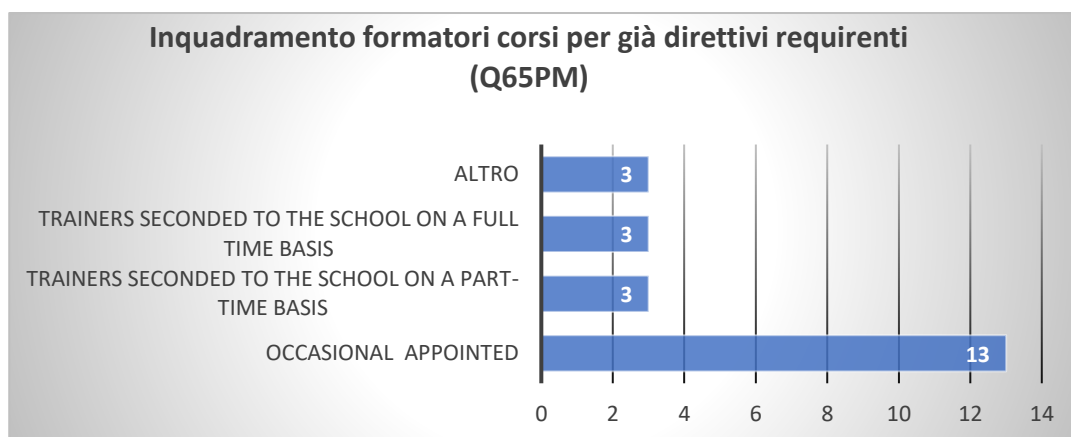
Formatori dei corsi per già direttivi requirenti (Q64PM)



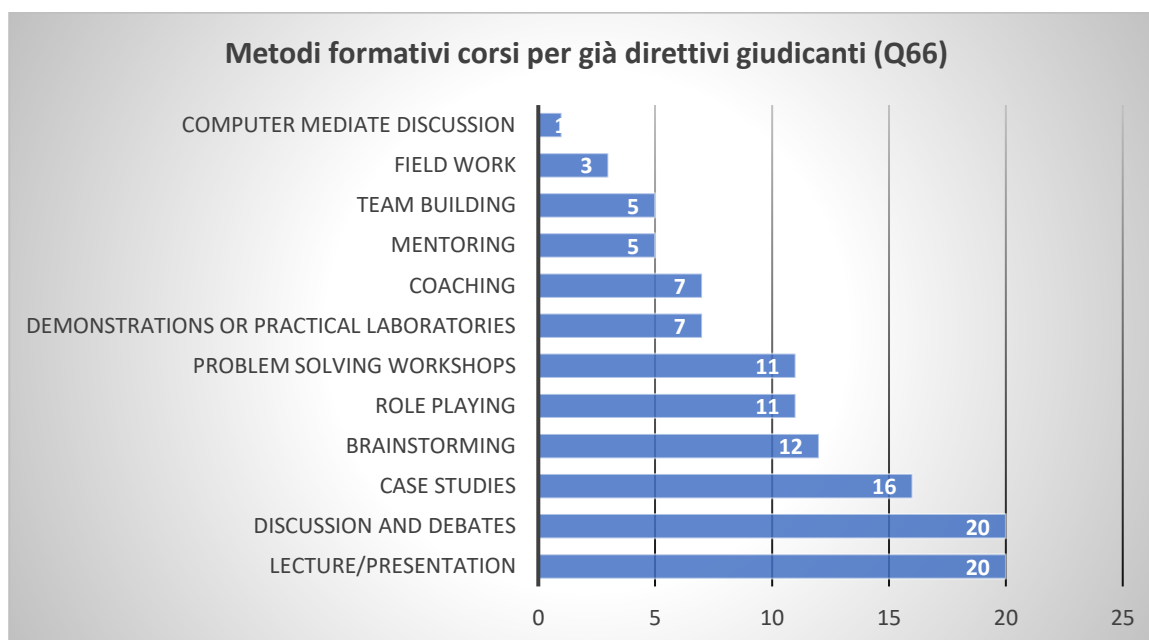
Come si evince dalle figure successive, (Q65 e Q65PM) i formatori sono prevalentemente chiamati per lo specifico corso oppure, in alcuni casi, svolgono la loro attività per l'istituzione part-time.

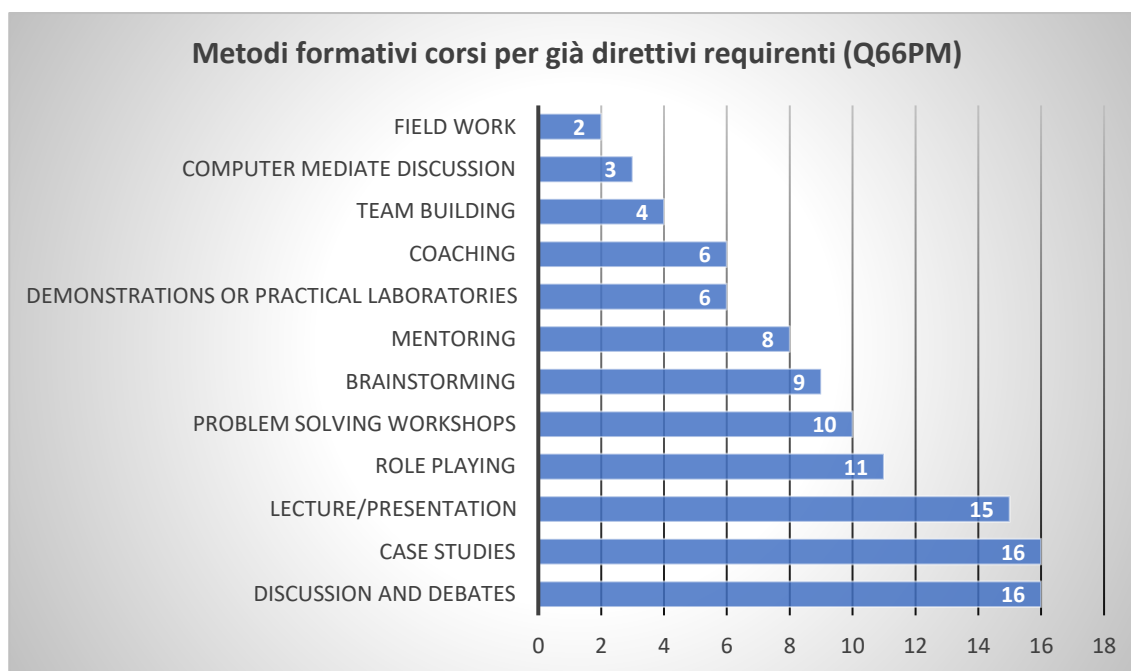
Inquadramento formatori corsi per già direttivi giudicanti (Q65)





Le tecniche formative (Q66 e Q66PM) utilizzate nei corsi per già direttivi degli uffici giudicanti e requirenti utilizzate nelle varie istituzioni sono abbastanza simili.



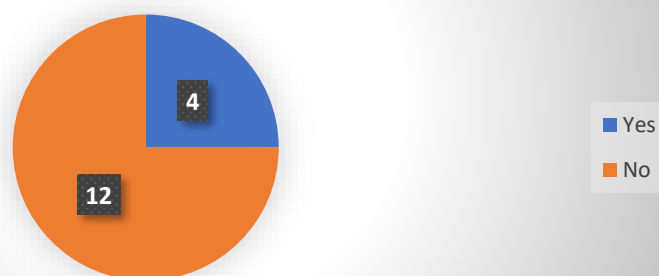


Al termine del corso, solo quattro istituzioni indicano che i direttivi giudicanti (Q69) e requirenti (Q69PM) sono valutati.



Name of the training Institution in English:	Country:	Are course participants evaluated at the end of the training course?
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
SSR	Netherlands	Yes
National School of Judges of Ukraine	Ukraine	Yes
Judicial Academy	Republic of Serbia	Yes

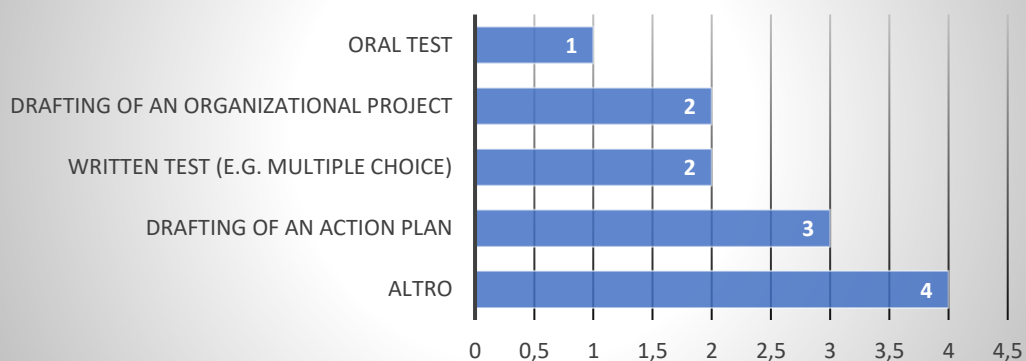
Valutazione dei già direttivi requirenti al termine del corso (Q69PM)



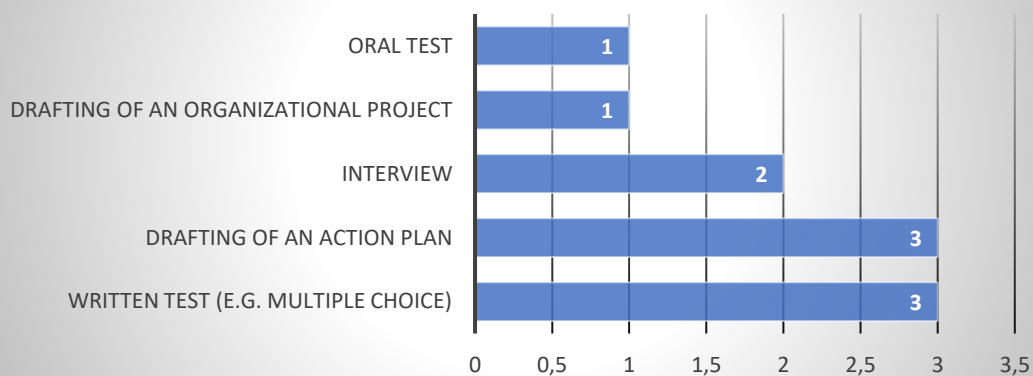
Name of the training Institution in English:	Country:	Are course participants evaluated at the end of the training course?
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	Bosnia and Herzegovina	Yes
Training and Study Centre for the Judiciary (SSR)	The Netherlands	Yes
Judicial Academy	Republic of Serbia	Yes
The Prosecutor's Training Center of Ukraine	Ukraine	Yes
The National Institute of Justice	Moldova	No
Academy for judges and public prosecutors	North Macedonia	No
Prosecutor General	Finland	No
Judicial Academy	Czech Republic	No
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Hungary	No
National Institute of Justice	Bulgaria	No
National Institute of Magistracy - NIM	Romania	No
Academy of Justice, Kosovo	Kosovo	No
Swedish Prosecution Authority Training Unit	Sweden	No
Prosecution Office of the Republic of Latvia	Latvia	No
Judicial training institute	Belgium	No
ENM	France	No
Centre for Judicial Studies	Portugal	No
National School of Judiciary and Public Prosecution	Poland	No
Center for Legal Studies	Spain	No
Judicial Studies Committee	Malta	No

I metodi di valutazione utilizzati dalle istituzioni sono un po' diversi per i direttivi giudicanti (Q70) e requirenti (Q70PM), anche se occorre segnalare che i numeri sono molto bassi.

Metodo di valutazione al termine del corso per già direttivi giudicanti (Q70)



Metodo di valutazione al termine del corso per già direttivi requirenti (Q70)

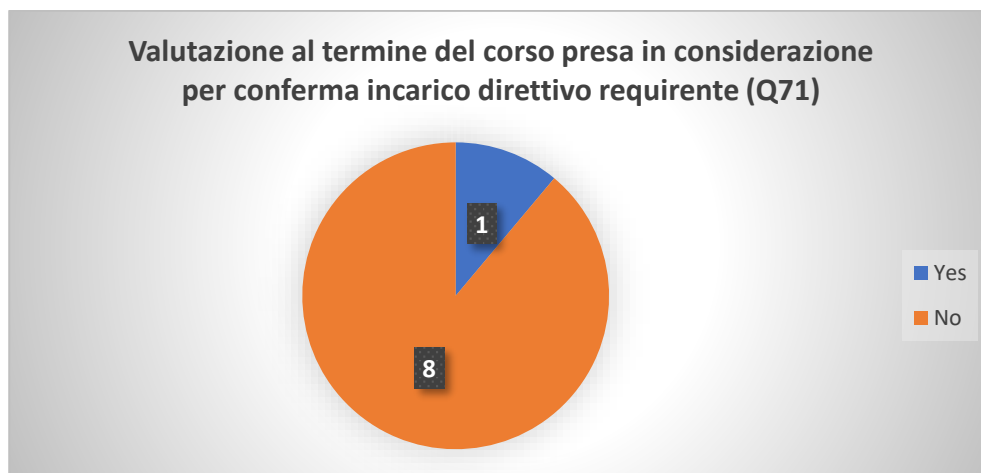


La valutazione effettuata nei soli quattro sistemi giudiziari che indicano di effettuarla non è comunque considerata ai fini della rinomina alla posizione direttiva (Q71). Si segnala che il numero delle risposte è 12, e non quattro, come dovrebbe essere, perché altre istituzioni hanno comunque risposto anche questa domanda.

Valutazione al termine del corso presa in considerazione per la conferma incarico direttivo giudicante (Q71)



Per gli uffici requirenti, una sola istituzione, quella moldava, segnala che le valutazioni dei partecipanti al corso è tenuta in considerazione per la conferma dell'incarico direttivo (Q71PM).⁹

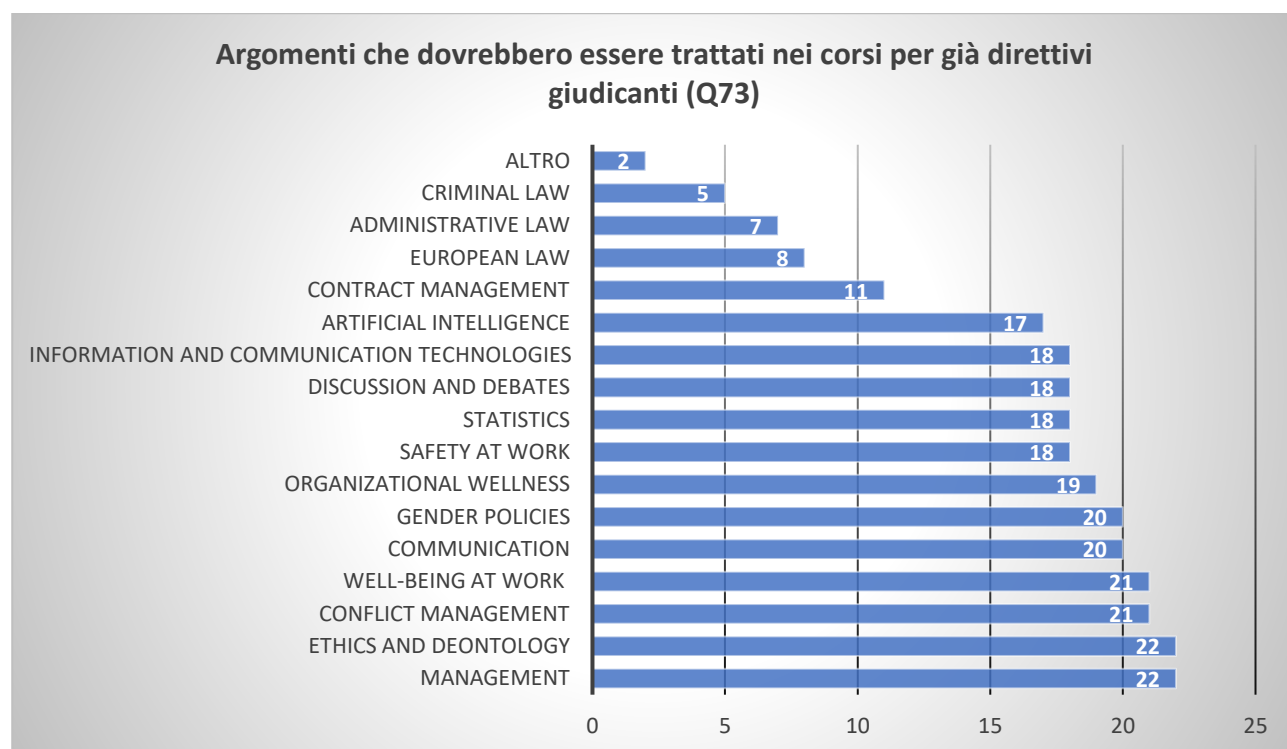


Name of the training Institution in English:	Country:	Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?
The National Institute of Justice Academy for judges and public prosecutors	Moldova	Yes
Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina	North Macedonia	No
Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General	Bosnia and Herzegovina	No
National Institute of Magistracy - NIM	Hungary	No
Training and Study Centre for the Judiciary (SSR)	Romania	No
Swedish Prosecution Authority Training Unit	The Netherlands	No
The Prosecutor's Training Center of Ukraine	Sweden	No
Judicial Academy	Ukraine	No
Prosecutor General	Republic of Serbia	No
Judicial Academy	Finland	No
National Institute of Justice	Czech Republic	No
Academy of Justice, Kosovo	Bulgaria	No
Centre for Judicial Studies	Kosovo	No
Prosecution Office of the Republic of Latvia	Portugal	No
	Latvia	No

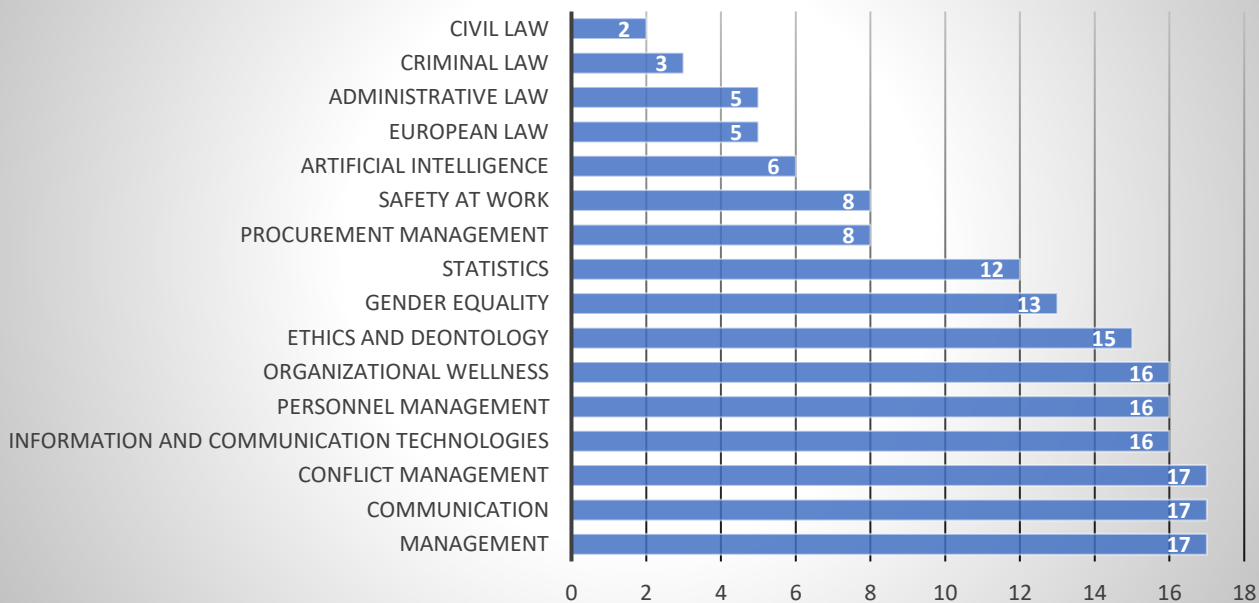
⁹ Si segnala che la risposta non appare coerente con quella data alla domanda precedente che chiedeva se venisse effettuata una valutazione dei partecipanti al termine del corso e l'istituzione moldava aveva risposto di non effettuarla. Non si è potuto purtroppo verificare ulteriormente questa apparente incongruenza.

National School of Judiciary and Public Prosecution	Poland
Judicial training institute	Belgium
Center for Legal Studies	Spain
Judicial Studies Committee	Malta
ENM	France

Le istituzioni, sia che organizzino corsi per già dirigenti sia che non li organizzino, hanno indicato i seguenti argomenti che dovrebbero essere trattati nei corsi per già direttivi giudicanti (Q73) e requirenti (Q73PM).

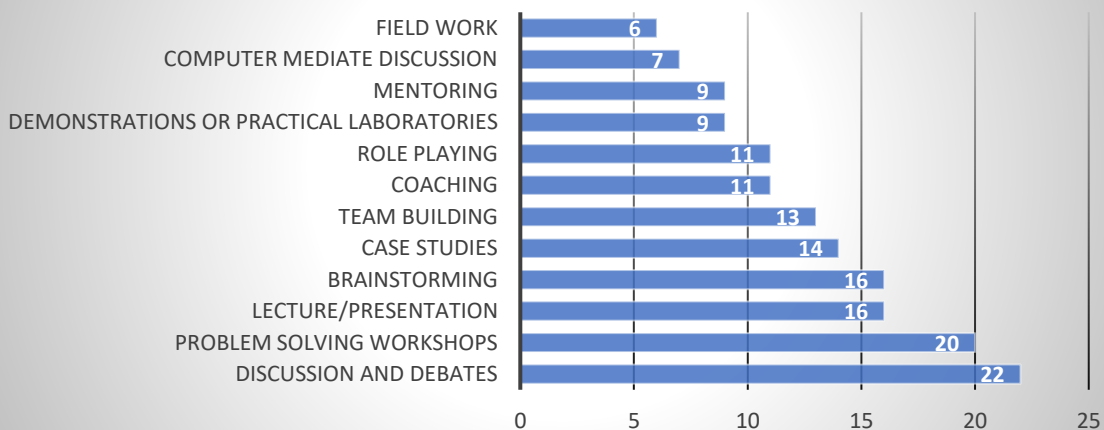


Argomenti che dovrebbero essere inseriti nei corsi per già direttivi requiranti (Q73PM)

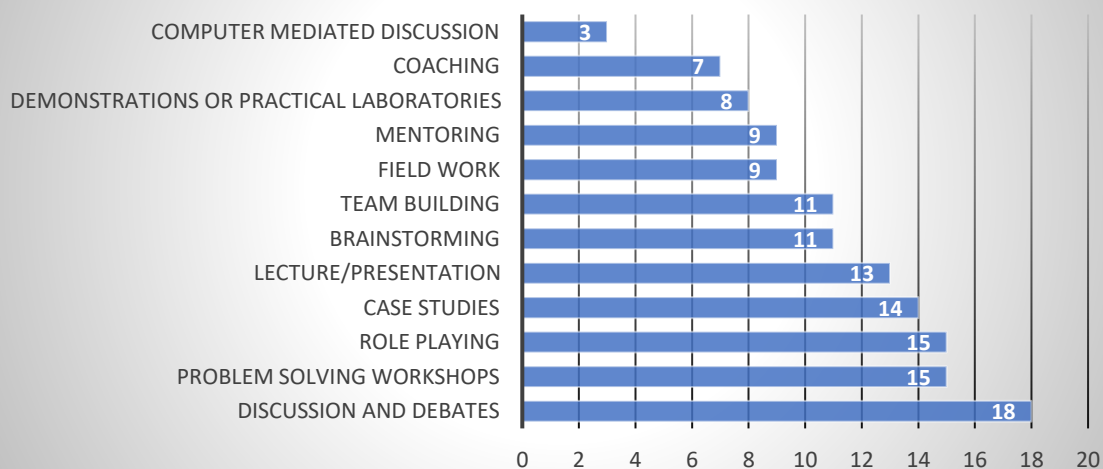


Di seguito, i metodi formativi che le istituzioni di formazione ritengono più appropriati per i corsi per già direttivi degli uffici giudicanti (Q73) e requiranti (Q73PM).

Metodi formativi più appropriati corsi per già direttivi giudicanti (Q74)



**Metodi formativi più appropriati corsi per già direttivi requirenti
(Q74PM)**



4. Sintesi delle risposte fornite dagli istituti europei di formazione giudiziaria

Lo studio ha raccolto una quantità notevole di informazioni che possono essere approfondite con differenti prospettive. In questa sintesi ci si soffermerà su alcuni aspetti che appaiono di maggiore interesse per ogni singolo paese. Le informazioni raccolte nella loro interezza sono disponibili in appendice.

L'Austria ha segnalato solo piccole differenze nel reclutamento e nella formazione dei direttivi requirenti e giudicanti. Non esiste un corso specifico per aspiranti direttivi ma ci sono vari corsi di contenuto manageriale, statistico, sulla gestione del personale, sulla leadership che possono essere frequentati da chi aspira a ricoprire un incarico direttivo. Attualmente l'Austria è in procinto di varare un nuovo progetto, che sarà svolto da un'azienda esterna, per analizzare le necessità formative per chi ricopre incarichi direttivi. La selezione dei dirigenti degli uffici segue una procedura di valutazione piuttosto complessa, ben sintetizzata nel testo in appendice al quale si rimanda. Sostanzialmente si tratta comunque di una nomina del Ministro della giustizia, formalmente del Presidente dello stato federale, sulla base di una prima valutazione di un panel composto da giudici, o da pubblici ministeri, e da personale giudiziario ministeriale indicato dal ministro. Gli incarichi semidirettivi all'interno dell'ufficio sono assegnanti dal dirigente dell'ufficio giudicante o requirente. I presidenti non hanno un termine di mandato.

In Belgio la scelta dei vertici degli uffici è a cura del Consiglio di giustizia, la durata è di cinque anni rinnovabili solo una volta dopo una valutazione. La selezione dei semidirettivi è effettuata dal dirigente dell'ufficio. Fra le funzioni si evidenziano: la definizione delle sezioni specializzate, l'assegnazione discrezionale dei procedimenti, la definizione di obiettivi di produttività. I corsi durano fino a tre giorni, non sono obbligatori. La modalità formativa è prevalentemente interattiva, su temi manageriali. Interessante segnalare che le docenze vedono la prevalenza di manager di organizzazioni private e pubbliche.

La Bosnia e Herzegovina indica che la procedura di selezione dei dirigenti giudicanti e requirenti è la stessa, ma gli organi decisionali sono diversi con due consigli separati. Nell'ambito della formazione ci sono alcuni corsi comuni come etica e management ed altri invece specialistici. Le selezioni dei semidirettivi appaiono diverse per i giudicanti e per i requirenti. In quest'ultimo caso viene indicato come metodo l'elezione. I corsi sono obbligatori per i nuovi dirigenti e facoltativi per chi già ricopre l'incarico. I corsi durano tre giorni. La durata dell'incarico direttivo è di quattro anni per il primo grado e sei anni per le corti superiori, rinnovabili.

L'istituzione di formazione della Bulgaria indica che magistrati requirenti e giudicanti hanno la stessa procedura di selezione ma diverse modalità di formazione. L'elezione dei presidenti delle corti è effettuata dal Consiglio dei giudici (*Judges' College*) del Consiglio giudiziario supremo (*Supreme Judicial Council*). I semidirettivi sono nominati dal capo dell'ufficio. La durata dell'incarico direttivo è di cinque anni, con possibile rinnovo per solo un altro mandato. Non sono organizzati corsi per aspiranti direttivi. Sono organizzati corsi facoltativi per già direttivi di durata non superiore ai tre giorni.

In Repubblica Ceca, la selezione e la formazione per i giudici ed i PM sono diverse. La formazione per i neo dirigenti degli uffici giudicanti è obbligatoria, mentre per i dirigenti requirenti non lo è. Anche la durata dei rispettivi incarichi è diversa. I presidenti rimangono in carica per sette anni e non possono essere rinnovati nell'incarico nello stesso ufficio. I procuratori della Repubblica non hanno limiti di permanenza. La nomina dei presidenti di tribunale di primo grado è del Ministro della giustizia, sulla base di una proposta del presidente della corte superiore, mentre per le corti superiori la nomina è del presidente della Repubblica. I dirigenti amministrativi sono nominati dai presidenti delle corti. La durata dei corsi obbligatori per i dirigenti giudicanti è di 44 ore con la trattazione dei seguenti argomenti. 16 ore di "Modern judiciary and Economic administration", 14 ore di Judges vs. Manager vs Leader, 14 ore di

“Managing the organization and leading people”. La modalità formativa utilizzata è quella in presenza e il corpo docente è composto da presidenti e vice-presidenti degli uffici giudicanti con notevole esperienza, professori universitari, dirigenti amministrativi, manager di organizzazioni pubbliche e private, psicologi. Sono utilizzati per oltre il 60% attività di tipo pratico e per circa il restante 40% modalità più tradizionali. Non sono organizzati corsi per aspiranti direttivi, mentre sono organizzati corsi per già direttivi. La formazione per i pubblici ministeri è simile a quella dei presidenti delle corti, ma i contenuti del programma riflettono le necessità formative dell’ufficio del pubblico ministero.

L’istituzione croata indica percorsi selettivi di formazione comuni per direttivi giudicanti e requirenti anche se gli organismi che ne determinano la nomina sono distinti: il consiglio (*State Judicial Council*) per i giudici e il Consiglio dei pubblici ministeri (*State Prosecutorial Council*) per i procuratori. Le posizioni semidirettive sono decise dal presidente della corte o dal procuratore della Repubblica. La durata dell’incarico è di quattro anni rinnovabili solo una volta. Non sono organizzati corsi per aspiranti direttivi o semidirettivi, sono invece organizzati corsi obbligatori per chi già ricopre funzioni direttive entro il primo anno dalla nomina. I corsi durano cinque giorni in presenza. Gli argomenti sono comunicazione, management, gestione delle risorse umane finanziaria, pubbliche relazioni. I docenti sono dirigenti amministrativi, manager di altre organizzazioni pubbliche ed esperti in pubbliche relazioni e acquisizione di beni e servizi.

Cipro ha una netta distinzione fra giudici e pubblici ministeri e sono organizzati corsi di formazione solo per i giudici. Il Consiglio supremo del giudiziario (*Supreme Council of Judicature*) è responsabile per la selezione e la promozione dei giudici. La nomina dei presidenti di corte è fatta dalla Corte suprema, non ci sono incarichi semidirettivi. L’incarico direttivo si protrae fino alla pensione o la promozione alla corte di livello superiore. Non vengono organizzati corsi per giudici che aspirano a ricoprire un incarico direttivo, sono organizzati corsi di formazione permanente facoltativi per tutti i giudici della durata di uno o due giorni.

La Danimarca ha due profili ben distinti fra giudici e pubblici ministeri quindi anche le relative nomine e selezione degli incarichi direttivi sono distinti. La nomina del presidente è effettuata da un apposito Consiglio per le nomine (*Judicial appointments Council*) composta da sei persone. Un rappresentante della corte suprema, uno dell’alta corte, una delle corti di primo grado, un avvocato, due rappresentanti della società civile. La funzione direttiva può essere rinnovata fino al pensionamento la cui età è fissata a 70 anni. Le posizioni semidirettive sono decise dal dirigente dell’ufficio. Sono organizzati corsi facoltativi per aspiranti direttivi in presenza della durata fino a sette giorni. I temi trattati sono prevalentemente organizzativo-gestionali, con docenti che sono professori universitari e manager di organizzazioni pubbliche e private. Ci sono corsi specifici per presidenti appena nominati, di solito in presenza. Anche in questo caso i docenti sono professori, e dirigenti di organizzazioni pubbliche e private.

In Finlandia vigono procedure di selezione e di formazione diverse per giudicanti e requirenti, i procuratori capo sono nominati dal procuratore generale ed a cascata avvengono le nomine dei semidirettivi. I dirigenti giudicanti sono nominati da un’apposita commissione (*Judicial appointment board*). La selezione dei semidirettivi è effettuata dal presidente della corte. La durata dell’incarico di presidente è di sette anni rinnovabili. La durata dell’incarico di procuratore della Repubblica è invece di cinque anni rinnovabili *sine die*. Sono organizzati corsi facoltativi per giudici che aspirano a diventare direttivi, della durata di tre giorni. Sono anche organizzati annualmente corsi facoltativi per già direttivi giudicanti della durata di due giorni, oltre ad altre iniziative formative nell’arco dell’anno. I corsi si svolgono in presenza con modalità formative interattive come discussioni e dibattiti, *brainstorming*, *coaching* e workshop per la risoluzione di problemi concreti. Non sono organizzati corsi per aspiranti agli incarichi direttivi requirenti, mentre sono organizzati corsi per i già direttivi. I corsi sono raccomandati ma non obbligatori, hanno una durata di tre giorni ed i contenuti sono prevalentemente manageriali.

La Francia ha modalità diverse di selezione dei direttivi giudicanti e requirenti piuttosto complesse, e pertanto si rimanda alle ampie risposte della scuola francese raccolte nell'appendice di questo studio. Come è noto, una delle principali peculiarità è che il Consiglio superiore della magistratura francese ha due sezioni distinte per il governo autonomo dei giudici e dei pubblici ministeri; la formazione invece è comune, affidata alla Scuola nazionale della magistratura (ENM) con corsi che si caratterizzano per il loro taglio manageriale. La nomina dei direttivi è di sette anni non rinnovabili. Non sono organizzati corsi specifici per aspiranti direttivi, ma corsi per tutti i giudici che possono essere anche utili per la formazione dei direttivi. I corsi sono facoltativi e svolti in presenza. I docenti sono giudici, pubblici ministeri, manager di organizzazioni pubbliche e private. Sono organizzati invece corsi specifici ma facoltativi per già direttivi di varia durata che possono essere anche scaglionati nel tempo.

La Germania, come è noto, ha una struttura federale dello Stato che si riflette anche nella struttura del sistema giudiziario. Per quanto riguarda la selezione dei direttivi è comunque comune per giudici e per pubblici ministeri, con qualche differenza fra i vari lander segnalata dal Ministero della giustizia federale che ha risposto al questionario. Sono organizzati corsi introduttivi per neodirettivi che possono essere obbligatori o facoltativi a seconda del lander. I corsi generalmente hanno qualche giorno di durata, mai oltre la settimana. I corsi possono essere frequentati per più di una volta, anzi è preferibile farlo ad intervalli regolari per "rinfrescare" le competenze acquisite. Gli argomenti trattati nei corsi sono molto vari, fra i principali si segnalano la gestione amministrativa, la comunicazione, il benessere organizzativo, la sicurezza sul luogo di lavoro, le tecnologie informatiche, la gestione del conflitto.

L'istituzione di formazione giudiziaria greca risponde che i processi di selezione e di formazione dei direttivi sono comuni per giudici e pubblici ministeri. I presidenti delle corti sono eletti dai giudici degli uffici. I semidirettivi sono selezionati dai presidenti. La posizione direttiva viene mantenuta per due anni e non si può essere rieletti. Non sono organizzati corsi né per aspiranti direttivi né per coloro i quali già ricoprono la posizione.

In Inghilterra e Galles, come è noto, vi è una netta distinzione fra funzioni requirenti e giudicanti; pertanto, le selezioni dei dirigenti degli uffici e l'eventuale formazione sono distinte. Il sistema di nomina dei direttivi è piuttosto complesso e pertanto si rimanda alla risposta fornita dal *Judicial College* raccolta in appendice. Non ci sono corsi di formazione per aspiranti direttivi, mentre sono organizzati corsi per già direttivi. In teoria i corsi dovrebbero essere svolti entro sei mesi dalla nomina, solitamente ciò avviene entro il primo anno. I corsi sono obbligatori e durano non più di tre giorni non continuativi.

Discorso analogo vale anche in Irlanda, ove vi è una netta distinzione fra selezione e formazione dei giudici e dei pubblici ministeri e quindi anche dei relativi direttivi. Interessante la risposta del Consiglio di giustizia (*Judicial Council*) al questionario: *"la disposizione di una formazione comune fra presidenti di corte e procuratori capo non sarebbe considerata compatibile con il principio di indipendenza del giudiziario in Irlanda, alla luce dei principi costituzionali e delle norme che prevedono un sistema adversarial di funzionamento della giustizia"*. La selezione dei presidenti di corte è competenza discrezionale del Governo che si avvale di un apposito comitato di consulenza che predispone delle raccomandazioni non vincolanti. Le posizioni semidirettive sono decise dal presidente. La durata dell'incarico è sette anni. Considerato l'assetto del sistema giudiziario, non sono organizzati corsi per aspiranti direttivi e neppure per già direttivi. Viene comunque indicato che seppur non ci sono corsi di formazione tradizionali, vi sono modalità informali di *mentoring* e confronti fra chi ricopre incarichi direttivi. Si segnala che in tutto il paese ci sono solo cinque presidenti, includendo il presidente della corte suprema.

In Italia le modalità di selezione e di formazione dei direttivi e dei semidirettivi degli uffici giudicanti e requirenti è comune. La scelta per i magistrati che andranno a ricoprire posizioni direttive e semidirettive è esclusiva competenza del Consiglio superiore della magistratura. La durata degli incarichi è di quattro anni con un solo possibile rinnovo, con una procedura di conferma svolta sempre dal Consiglio superiore.

Sono organizzati corsi obbligatori per aspiranti direttivi e semidirettivi della durata (formale) di tre settimane. Sostanzialmente, i corsi attuali prevedono la combinazione di momenti di formazione sincrona e asincrona, attraverso l'utilizzo della piattaforma *Moodle*. È previsto un webinar per ciascuna delle sei aree formative che caratterizzano il corso (i.e. ordinamento giudiziario, tecnologie dell'informazione e della comunicazione, analisi statistica, organizzazione, gestione delle risorse) ed un certo numero di ore di studio autonomo su materiali messi a disposizione dai docenti sulla piattaforma fino a giungere alle tre settimane di formazione. I corsi prevedono anche una prova finale. Attualmente si tratta di un test a risposta multipla sulle sei aree formative che non prevede una valutazione comparativa dei candidati, ma solo un'indicazione delle risposte esatte date da ciascun partecipante. Il corso, una volta frequentato, permette di candidarsi per posti direttivi o semidirettivi per i successivi cinque anni. Le norme prevedono anche un corso obbligatorio per coloro che già ricoprono posizioni direttive e semidirettive della durata di tre settimane, ma questi corsi, al momento della predisposizione di questo studio (novembre 2023), non sono ancora stati attivati.

L'Accademia di giustizia del Kosovo, indica una selezione comune sotto il profilo procedurale per i procuratori capo e i presidenti di corte che è effettuata da un apposito comitato. La decisione è presa rispettivamente dal Consiglio dei procuratori e dal Consiglio giudiziario. Sono organizzati corsi facoltativi per aspiranti e per già direttivi, che sono però aperti anche agli altri magistrati. Solitamente durano non oltre i tre giorni.

La Lettonia ha risposto solo al questionario per direttivi requirenti. Comunque, la selezione e la formazione dei direttivi giudicanti e dei requirenti sono diverse. La nomina dei dirigenti requirenti è del procuratore generale. La nomina è per cinque anni rinnovabili una sola volta. Non sono organizzati corsi per aspiranti direttivi, mentre si organizzano corsi per chi già ricopre la funzione. Si tratta di corsi facoltativi che non superano i tre giorni di durata.

La *National Courts Administration* della Lituania che ha risposto al questionario indica che la selezione e la formazione dei procuratori capo e dei presidenti degli uffici giudicanti sono diverse. Per i giudicanti vi è un'apposita commissione selezionatrice che propone nominativi al Presidente della Repubblica che effettua quindi la scelta. La durata del mandato è di cinque anni e può essere rinnovato solo per una volta. Non ci sono corsi per aspiranti direttivi, mentre sono organizzati corsi facoltativi per già direttivi con una durata che non va oltre i tre giorni.

Anche a Malta le procedure di selezione e la formazione per le funzioni requirenti e giudicanti sono diverse. I presidenti e i semidirettivi sono nominati dal Parlamento, dopo un bando pubblico. La posizione viene mantenuta fino alla pensione. Il procuratore della Repubblica viene scelto dal Primo ministro dopo un processo selettivo svolto da un'apposita commissione a valle di un bando pubblico. Le nomine di posizioni intermedie sono a cura del procuratore generale. Non ci sono corsi né per aspiranti né per già direttivi.

In Moldavia la selezione e la formazione per i direttivi giudicanti e requirenti sono effettuate dal Consiglio di giustizia e dal Consiglio dei procuratori. I presidenti rimangono in carica per quattro anni con la possibilità di un solo rinnovo. I procuratori rimangono invece in carica per cinque anni, anche in questo caso rinnovabile solo una volta. Non sono organizzati corsi per aspiranti direttivi, ma sono organizzati corsi per già direttivi facoltativi ed ogni magistrato può scegliere il suo percorso formativo di corsi brevi. Il metodo didattico è composto da presentazioni, discussioni e dibattiti e l'analisi di studi di caso.

Anche in Olanda i percorsi di selezione e formazione per presidenti di corte e procuratori della Repubblica sono diversi. La selezione del presidente della corte è effettuata da un Consiglio di giustizia. I presidenti mantengono l'incarico per sei anni, rinnovabile solo per altri tre anni. Gli uffici giudiziari olandesi sono gestiti con una forma che potremmo definire "collegiale" attraverso un comitato (*board*)

composto dal presidente della corte, dal dirigente amministrativo, e da un giudice della corte. L'istituzione organizza corsi per giudici che aspirano a diventare membri del *board*. È un corso che si sviluppa nell'arco dell'anno e che prevede fino a tre settimane di formazione. I metodi formativi sono vari e spaziano dalle letture di materiali, ai gruppi di apprendimento, al *shadowing* e *mentoring*. Il presidente della corte può essere scelto solo fra coloro che hanno già maturato un'esperienza come membri del *board*. I partecipanti al corso alla fine sono valutati attraverso la realizzazione di piani di azione, la predisposizione di progetti organizzativi, colloqui. L'organo di governo autonomo dei pubblici ministeri è il Consiglio dei procuratori generali che nomina i dirigenti degli uffici requirenti. All'interno di ogni ufficio è il dirigente che effettua le nomine per gli incarichi semidirettivi. Non c'è una durata massima per l'incarico di dirigente dell'ufficio di procura, ma informalmente l'incarico non si protrae per più di cinque anni, considerando anche che l'età massima per il pensionamento è 70 anni. In Olanda sono organizzati corsi per aspiranti dirigenti delle procure e procuratori aggiunti. Il corso è impegnativo, dura 19 giorni spalmati nell'arco dell'anno con tecniche formative partecipative e analoghe a quelle utilizzati per i dirigenti degli uffici giudicanti come il *mentoring*, lo *shadowing* e , lo scambio di ufficio, una peculiarità olandese. L'istituzione olandese è una delle poche realtà in cui è effettuata una valutazione dei partecipanti al termine del corso, anche se la valutazione non viene considerata per l'eventuale prolungamento dell'incarico direttivo. Sono organizzati anche corsi obbligatori per già direttivi sempre della durata di circa tre settimane non consecutive. I docenti sono prevalentemente ricercatori, professori, manager di organizzazioni pubbliche o private, dirigenti amministrativi. Il corso è obbligatorio in un ampio arco temporale per permettere a tutti i direttivi di partecipare.

In Macedonia del Nord, l'istituzione di formazione giudiziaria indica che la selezione e la formazione dei direttivi hanno procedure simili, anche se per i magistrati requirenti è il Consiglio dei procuratori che decide sui dirigenti degli uffici, mentre per i giudicanti è il Consiglio di giustizia. In entrambi i casi, i semidirettivi sono successivamente scelti dal dirigente dell'ufficio. Gli incarichi durano quattro anni e possono essere rinnovati. Non sono organizzati corsi per aspiranti direttivi degli uffici. Sono invece organizzati corsi per chi già ricopre la funzione. Sono organizzati almeno due corsi ogni anno sia per procuratori sia per presidenti. I corsi sono obbligatori, ma se il presidente o il procuratore capo sono impossibilitati a partecipare si possono far sostituire dai rispettivi vice. I corsi durano un giorno in presenza. Non c'è alcuna valutazione dei partecipanti al termine del corso.

Le procedure di nomina in Polonia per dirigenti requirenti e giudicanti, così come il percorso formativo, sono le stesse, ma sono compiute da organismi differenti. Nel caso dei pubblici ministeri è il procuratore generale che decide su una prima indicazione dell'assemblea dei pubblici ministeri, mentre per gli uffici giudicanti è il Ministro della giustizia che decide. Gli incarichi semidirettivi sono quindi assegnati dal dirigente dell'ufficio sentiti, nel caso degli uffici giudicanti di appello, l'assemblea dei giudici della corte. L'incarico direttivo dura sei anni e non può essere rinnovato. Non c'è un dirigente amministrativo negli uffici di procura. Non sono organizzati corsi per aspiranti direttivi degli uffici giudicanti o requirenti. Non sono organizzati corsi per già procuratori capo, mentre sono organizzati corsi per già presidenti degli uffici giudicanti. I corsi sono facoltativi ed hanno una durata non superiore ai tre giorni.

L'istituzione portoghese (*Center for Judicial Studies*) segnala che vi è una distinzione fra le modalità di selezione fra i presidenti delle corti e i procuratori della Repubblica, mentre i percorsi formativi sono analoghi. I presidenti degli uffici di primo grado sono scelti dal Consiglio nazionale, mentre i presidenti delle corti di appello e della corte suprema sono eletti dai loro colleghi. L'elezione fra colleghi è utilizzata anche per la scelta dei semidirettivi. L'incarico è ricoperto per cinque anni per la corte suprema e le corti di appello, mentre sono tre anni per le corti di primo grado, rinnovabili una sola volta. Sono organizzati corsi obbligatori per presidenti degli uffici di primo grado della durata di circa tre settimane. I partecipanti al termine del corso sono valutati attraverso una "tesi" e l'esito della valutazione è considerata per

l'assegnazione dell'incarico. Non sono invece organizzati corsi per presidenti che già ricoprono un incarico direttivo. I procuratori della Repubblica sono scelti dal Consiglio dei pubblici ministeri. L'incarico dura tre anni, non ci sono limiti di rinnovo e non è prevista una valutazione dell'operato per la conferma. Anche per gli aspiranti direttivi requirenti è organizzato un corso obbligatorio della durata di tre settimane. Non sono organizzati corsi per già dirigenti requirenti.

La Romania ha un sistema di governo del giudiziario simile a quello francese, con una selezione ed una formazione dei direttivi giudicanti e requirenti molto simile, decisa dal Consiglio della magistratura con le sue due "sezioni" per i giudici e per i pubblici ministeri. Anche gli incarichi semidirettivi sono decisi dal Consiglio della magistratura. Solo alcuni organi di vertice come il procuratore generale della cassazione e i procuratori dell'unità anticorruzione e del crimine organizzato e antiterrorismo sono nominati dal Presidente della Repubblica su proposta del Ministro della giustizia, sentito il consiglio della magistratura. I capi degli uffici ricoprono la funzione per tre anni, rinnovabili solo per un altro identico termine sulla base di una nuova procedura selettiva. L'istituzione rumena organizza corsi facoltativi per aspiranti e per già presidenti e procuratori della Repubblica, che hanno una durata di due giorni. Un aspetto distintivo di questi corsi è che ve è un numero chiuso di partecipanti e la loro selezione avviene attraverso una graduatoria che tiene conto delle precedenti partecipazioni ai corsi di formazione. Questi corsi sono solo in presenza.

In Serbia le procedure di nomina dei direttivi sono simili per giudici e per i pubblici ministeri così come la formazione, anche se gestite da due distinte istituzioni. Le procedure di selezione per i presidenti sono svolte dalla Consiglio nazionale di giustizia e per gli uffici requirenti dal Consiglio dei procuratori. Anche in questo caso vi è un'eccezione per il Procuratore generale della corte suprema che segue un iter di nomina particolare. I dirigenti degli uffici giudicanti restano in carica per cinque anni, i procuratori sei e non possono essere rinominati. Sono organizzati corsi facoltativi per aspiranti presidenti e procuratori di non più di tre giorni. Al termine del percorso formativo vi è una valutazione con una prova a risposte multiple e la predisposizione di un piano di azione, valutazione che però non è considerata per l'eventuale assegnazione dell'incarico. Sono inoltre organizzati corsi facoltativi per già direttivi della durata di tre giorni. Anche in questi casi vi è una valutazione finale che però non viene considerata per l'eventuale rinnovo dell'incarico.

L'istituzione di formazione giudiziaria della Slovenia scrive che i dirigenti degli uffici giudicanti e requirenti hanno la stessa modalità di selezione e formazione, anche se le scelte sono di due organi distinti: il Consiglio nazionale del giudiziario (*National Council of the Judiciary*) per i giudicanti e il Consiglio dei Procuratori (*Prosecutorial Council*) per i requirenti. I procuratori sono nominati dal Consiglio su proposta del Ministro della giustizia sentito il Procuratore generale, e devono avere meno di 64 anni. Per essere nominati presidenti degli uffici giudicanti i candidati devono aver prestato le loro funzioni per almeno tre anni in una corte con lo stesso livello di giurisdizione e devono predisporre un programma di lavoro per i prossimi sei anni, corrispondenti alla durata dell'incarico, nella corte di cui vorrebbero diventare presidenti. I vertici degli uffici giudicanti e requirenti, presidente della corte suprema e procuratore generale, sono eletti dal Parlamento su indicazione rispettivamente dei due consigli e il parere del Ministro della giustizia. Gli incarichi semidirettivi sono selezionati dal presidente dell'ufficio e dal procuratore capo. L'incarico dura sei anni rinnovabili. Entrambi i direttivi devono seguire un corso obbligatorio di formazione in presenza della durata di quattro giorni entro un anno dalla nomina. Non sono organizzati corsi per aspiranti direttivi.

In Spagna la selezione e la formazione dei direttivi giudicanti e requirenti sono diversi. I presidenti delle corti di primo grado sono eletti da un Consiglio giudiziario locale di giudici, mentre i presidenti delle corti superiori sono nominati dal Consiglio generale del potere giudiziario nazionale (*Consejo General del Poder Judicial*). Anche i semidirettivi sono nominati dal Consiglio di giustizia ma la loro nomina si basa solamente

sull'anzianità. La durata dell'incarico è di cinque anni. Possono essere rinominati solo una volta per un periodo analogo. Quindi la permanenza massima nella funzione direttiva è di dieci anni. Non sono organizzati corsi per aspiranti direttivi, mentre sono organizzati corsi facoltativi per già direttivi. Si tratta prevalentemente di momenti di confronto in presenza fra i vari presidenti organizzati dall'istituzione di formazione che durano non più di tre giorni. I procuratori hanno diverse procedure di nomina a seconda della funzione svolta, in termini generali sono nominati dal Governo su proposta del procuratore generale. La nomina è per cinque anni e solitamente può essere rinnovata solo un'altra volta. Interessante segnalare che il Centro di studi giuridici – responsabile della formazione per i pubblici ministeri – non ha enucleato i vari compiti dei procuratori capo ritendendoli troppi e diversificati, ma ha segnalato come uno dei più importanti sia quello di promuovere criteri unici e coerenti nell'esercizio dell'azione penale. È segnalata l'organizzazione di alcuni corsi per aspiranti procuratori per la loro specializzazione in alcune aree investigative, ma non per la direzione degli uffici. Si tratta di corsi facoltativi di circa venti ore. Il corso è stato pensato in forma asincrona ed online per meglio conciliare i tempi di lavoro con la formazione. Non sono invece organizzati corsi per coloro i quali già ricoprono funzioni direttive.

La Svezia ha una chiara distinzione fra giudici e pubblici ministeri per quanto attiene al reclutamento e quindi anche della formazione. I presidenti sono nominati dal Governo dopo un processo di selezione condotto da un'apposita commissione composta in maggioranza, ma non esclusivamente, da giudici. La stessa selezione è utilizzata per i semidirettivi a capo di un dipartimento, mentre per le sezioni la decisione spetta al dirigente dell'ufficio. Non sussiste una durata massima dell'incarico direttivo. Non sono organizzati né corsi per aspiranti direttivi né per giudici che già ricoprono l'incarico. L'istituzione che si occupa dell'organizzazione degli uffici di procura la *Swedish Prosecution Authority* ha un apposito Consiglio che si occupa di predisporre le procedure per la nomina dei dirigenti degli uffici e dei semidirettivi con proposte che sono poi finalizzate dal procuratore generale. La nomina non è soggetta ad un termine temporale. Vengono organizzati corsi obbligatori per aspiranti procuratori. Il corso è diviso in tre parti con una durata complessiva di 19 giorni. Le prime due parti si caratterizzano per lo studio autonomo con una parte di tre giorni in presenza. La terza parte, di nove giorni scaglionati in tre mesi, si tengono in presenza, con una netta prevalenza di metodi formativi interattivi. Sono organizzati anche corsi facoltativi per già procuratori. Anche in questo caso sono corsi in presenza caratterizzati da un'elevata interattività nelle modalità formative.

In Ucraina, la selezione e la formazione di presidenti e procuratori è distinta. I presidenti delle corti sono eletti dai giudici dell'ufficio. L'incarico ha una durata di tre anni rinnovabili una sola volta. L'istituzione di formazione non organizza corsi per aspiranti, ma li organizza per chi già ricopre l'incarico direttivo. Il corso dura venti ore, deve essere frequentato obbligatoriamente entro un anno dalla nomina. Al termine del corso i partecipanti sono valutati, anche se questa valutazione non ha un peso sull'eventuale rielezione. I procuratori capo sono nominati dal procuratore generale dopo le indicazioni fornite dai procuratori. I procuratori capo mantengono l'incarico direttivo per cinque anni e possono essere rinominati più volte. L'istituzione che ha risposto al questionario scrive che sono organizzati corsi per aspiranti e già direttivi con corsi obbligatori in materia di etica professionale e contrasto alla corruzione. Al termine della formazione i partecipanti sono valutati con vari metodi (domande a risposta multipla, predisposizione di un piano di azione, colloquio).

In Ungheria, le modalità di selezione e la formazione sono diverse per i direttivi giudicanti e requirenti. Per i requirenti è il Consiglio dei procuratori che fornisce un'opinione sulle promozioni decise dal procuratore generale. L'incarico di procuratore della Repubblica non ha una durata predefinita, ma può essere revocato in ogni momento senza giustificazione. Sono organizzati corsi per aspiranti della durata massima di cinque giorni. Non è purtroppo chiaro se siano obbligatori o facoltativi perché l'istituzione di formazione ha indicato entrambe le risposte e non sono pervenuti ulteriori chiarimenti. Per le

procedure di assegnazione degli incarichi direttivi degli uffici giudicanti si rimanda all'ampia risposta (in appendice) fornita dall'Accademia ungherese di giustizia, competente in materia di formazione, ed inserita nell'ambito dell'Ufficio nazionale per il giudiziario (*National Office for the Judiciary*), una sorta di Consiglio superiore. L'istituzione di formazione giudiziaria non organizza corsi specifici per aspirati dirigenti, mentre li organizza per i già direttivi. I corsi sono obbligatori e durano dai tre ai sei giorni.

Appendice

I. - Presidents of courts and their training questionnaire replies (SSM-CNR)

Austria: Ministry of Justice

Name of the training Institution in English:	Ministry of Justice
Country:	Austria
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	Yes
Please add any further comment.	There are only minor differences in how the panel that produces a ranking is composed. For this reason, only this questionnaire will be answered
Do the Presidents of courts and the Chief prosecutors have the same training?	Yes
Please add any further comment.	<p>There is no specific training for these two groups. Like already mentioned, the training for judges/prosecutors in management position is the same as for judges/prosecutors aspiring for it. There is not only one specific training but various trainings that judges/prosecutors in and aspiring for management positions can apply for:</p> <ul style="list-style-type: none"> • “General training for management position”. • “Follow up to the general training for management positions” “Positive Leadership”. • “Statistics in monitoring the courts performance”. • “Administration in justice”. • “English for judicial officers”. • “Supporting employees and professional communication in dynamic organizations”. <p>At the moment we are starting a new project, where we offer an analysis of potential and training requirements for judges/prosecutors in management positions.</p> <p>There is also a Training especially for female judges and prosecutors already in and aspiring for management positions. Since we have so many different training offers, we would appreciate if you would name trainings you would like to have more detailed information. We are more than happy to share the training information.</p>
Who does choose the Presidents of courts?	<ul style="list-style-type: none"> • Minister. • Federal President. • Election by judges of the office.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are	Candidates are usually ranked by two panels of judges, that are usually composed of the President and the Vice-President of the court as well as three elected judges of the court.

<p>differences between the president of the court of first instance...)</p>	<p>The second panel is composed of the President and Vice-President of the higher-ranking Court and three elected Members.</p> <p>At the supreme court the second panel is composed of five elected members of judges of the higher regional courts and the supreme court.</p> <p>For the President and Vice-President of the higher regional Court only the panel at the supreme Court has to rank the candidates.</p> <p>For the President and Vice-President of the supreme court a special panel has to be formed, consisting of the longest serving President of all higher regional courts, as well as all elected members of the two panels of the supreme court.</p> <p>The minister is not bound to the ranking, but usually follows the ranking. If the minister intends to differ from the ranking, she/he has to inform the panels, which can give a written statement.</p> <p>The minister has to enclose a reasoning as well as the statement of the panel to his proposition of the candidate to the Federal President, who ultimately appoints the president of the court.</p> <p>For prosecutors there is only one panel making a ranking. The head of public prosecution offices and his deputy as well as the deputy of the prosecution office at the higher regional court are ranked by a panel at the prosecution office at the higher regional court.</p> <p>The head of the prosecution offices as well as the head of the "Generalprokuratur" are ranked by a panel at the ministry of justice. The deputy of the "Generalprokuratur" is ranked by a panel of the "Generalprokuratur". The panels consist of two member of the institution the panel is located, usually the head and the deputy.</p> <p>At the ministry, the minister has to choose two persons of the ministry to be part of the panel. In each panel there is also one member nominated by the union and one member nominated by staff representation. If there is no majority the chair has the decisive vote. The ranking of the panel is sent to the minister.</p> <p>The following procedure is the same as for judges described above.</p>
<p>Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?</p>	<ul style="list-style-type: none"> • Minister. • Selection by the President of the court. • Election by the judges of the office.
<p>Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...)</p>	<p>To Question 9: The Vice-Presidents of the courts are selected in the same way as the president of the courts. The President of the court can appoint judges to "Präsidualrichter: innen", that have management tasks in specific management areas.</p>
<p>How long does the President of court held the position by law?</p>	<p>The Presidents, like all judges, are appointed for their professional life. The retirement age is 65 in Austria.</p>
<p>Can the President of court be reappointed?</p>	<p>Yes</p>

Please add any further comment.	This question does not really apply to Austria, since the Presidents of the courts are appointed for life.
How many times can the President of court be reappointed?	This question does not apply
Is the President re-appointment subject to evaluation?	No
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> • Disciplinary proceedings on administrative staff. • Recruitment of administrative staff. • Recruitment of judges. • Reporting (or alerting) on judge's disciplinary misconduct. • Management of health and safety of the court. • Management of information and communication technologies. • Management of the prosecution court budget. • Monitoring of court's performance (timing, timeframes, backlog etc.). • Analysis of the duration of proceeding. • Management of office procurement. • Recruitment of judge's assistants.
Please add any further comment.	Departments in the court and allocation of judges to these department is done by the panels described before. The president has a role in this panel but does not decide by him/herself.
Is there an Administrative Manager alongside the President of the court?	No
Please add any further comment.	The President of the Court can appoint "Präsidialrichter" that have some management tasks. But they are always judges and are subordinate to the president.
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative Manager?	No
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.0	
Please indicate the training delivery methods used.	

Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> • Management. • Communication. • Statistics. • Well-being at work. • Gender policies. • Conflict management. • Organizational wellness.
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> • Lecture/presentation. • Demonstrations or practical laboratories. • Discussion and debates. • Case studies. • Role play. • Mentoring.
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	
Please add any further comment.	
The training courses are....	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Please add any further comment.	
Please indicate if the training courses are....	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods (if any different).	

Please indicate the subjects of the training courses.	
Please indicate who are the trainers.	
Are the trainers seconded to the School or occasional appointed?	
Please indicate the training methods/techniques used.	
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how.	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial positions...	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> • Management. • Discussion and debates. • Communication. • Well-being at work. • Statistics. • Gender policies. • Safety at work. • Conflict management. • Organizational wellness.
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> • Lecture/presentation. • Demonstrations or practical laboratories. • Discussion and debates. • Case studies.
Please add any further information or comment you wish.	Like already mentioned the training for aspiring and already, President of the courts is the same. Please feel free to ask for more details on specific trainings mentioned on page 1.
Please indicate who filled in this questionnaire and an e-mail contact.	<ul style="list-style-type: none"> • Wolfgang Limberger, LL.M. (wolfgang.limberger@bmj.gv.at) • Mag. Britta Tichy-Martin (britta.tichy-martin@bmj.gv.at)

Bosnia and Herzegovina: Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina

Name of the training Institution in English:	Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina and Center for Judicial and Prosecutorial Training of the Republika Srpska
Country:	Bosnia and Herzegovina
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	Yes
Please add any further comment.	
Do the Presidents of courts and the Chief prosecutors have the same training?	Yes

Please add any further comment.	The Presidents of courts and the Chief prosecutors have a part of a standardized training in common on the topics of ethics and managing, but other trainings are separate.
Who does choose the Presidents of courts?	High Judicial and Prosecutorial Council of Bosnia and Herzegovina.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...).	The difference between the election of the President of the court of the first instance and the President of the court of the second instance are the requested years of experience.
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Selection by the President of the court, election by the judges of the office.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
How long does the President of court held the position by law?	4 years for the president of the first instance court, other courts 6 years.
Can the President of court be reappointed?	Yes
Please add any further comment.	
How many times can the President of court be reappointed?	Several times.
Is the President re-appointment subject to evaluation?	Yes
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> • Allocation of judges to the different departments. • Monitoring of court's performance (timing, timeframes, backlog etc.). • Management of the prosecution court budget. • Management of administrative personnel. • Management of information and communication technologies. • Management of office procurement. • Management of health and safety of the court. • Reporting (or alerting) on judge's disciplinary misconduct. • Disciplinary proceedings on administrative staff.
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	No
Please add any further comment.	

Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	<ul style="list-style-type: none"> · President of Supreme Court. · President of section/division of the Supreme court. · President of Court of appeal. · President of section/division of the Court of appeal. · President of First instance court. · President of section/division of the First instance court.
Please add any further comment.	
The training courses are....	They are compulsory for the presidents of the courts, for the presidents of the section just the first time after the appointment.
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days.
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	No
Please add any further comment.	
Please indicate if the training courses are....	Spaced out periodically/distributed over time.
Please add any further comment.0	
Please indicate the training delivery methods used.	<ul style="list-style-type: none"> · Face-to-face (physical presence). · Mix of face-to-face and online.
Please indicated the percentage of the different delivery methods used (if any different).	<ul style="list-style-type: none"> · Theoretical and discussion 40%. · Active participation 20%. · Case law 30%, others 10%.
Please add any further comment.	
Please indicate the training methods/techniques	<ul style="list-style-type: none"> · Lecture/presentation. · Discussion and debates. · Case studies. · Role play. · Field work. · Mentoring. · Problem solving workshops.
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	<ul style="list-style-type: none"> · Lectures/presentation 40%. · Discussion and debates 20%. · Case studies 30%. · Others 10%.
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management. · Communication. · Gender policies. · Information and communication technologies.

	<ul style="list-style-type: none"> · Ethics and deontology. · Criminal law. · Administrative law. · European law.
Please add any further comment.	
Please indicate who are the trainers.	<ul style="list-style-type: none"> · Judges. · Public prosecutors. · University professors. · Lawyers. · Administrative court managers. · NGO professionals.
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers.
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how	There is a written test on some training courses (ethics and ECHR), but not at all.
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> · Case studies. · Lecture/presentation. · Discussion and debates.
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> · President of Supreme Court. · President of Supreme court's section/department/division. · Presidents of courts of second instance. · President of section/department/divisions of a secondInstance court. · Presidents of courts of first instance. · Presidents of section/department/division of a first instance court.
Please add any further comment.	

Are the courses organized within a certain timeframe after the appointment?	Yes
Please add any further comment.	There is an obligatory training for the newly appointed judges and prosecutors that covers several most important fields of law.
The training courses are	Compulsory.
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days.
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time.
Please indicate the training delivery methods used.	Face-to-face (physical presence), mix of face-to-face and online.
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management. • Discussion and debates. • Communication. • Gender policies. • Information and communication technologies. • Ethics and deontology. • Criminal law. • Administrative law. • European law.
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Judges • Public prosecutors • University professors • Lawyers • Administrative court managers • NGO professionals
Are the trainers seconded to the School or occasional appointed?	Occasional appointed
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> • Lecture/presentation. • Discussion and debates. • Case studies. • Role play. • Mentoring.
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	<ul style="list-style-type: none"> • Lecture/presentation 40%. • Discussion and debates 20%. • Case studies 30%. • Others 10%,
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes

If yes, how	In generally there is no evaluation of the participants at the end of the training course except for the training on the topics of ethics and ECHR.
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial position.	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> • Lecture/presentation. • Discussion and debates. • Case studies.
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Berina-Ina Alispahić, Professional Associate, e-mail: berina.ina.alispahic@cest.gov.ba or cestfbih@cest.gov.ba

Bulgaria: National Institute of Justice

Name of the training Institution in English:	National Institute of Justice
Country:	Bulgaria
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	Yes
Please add any further comment.	
Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment.	
Who does choose the Presidents of courts?	The Judges' College of the Supreme Judicial Council elects the presidents of courts.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	he President of the Supreme Court of Cassation, the President of the Supreme Administrative Court and the Prosecutor General are elected by the Plenum of the Supreme Judicial Council.
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	The Judges' College of the Supreme Judicial Council elects the deputies of the presidents of courts. Selection by the President of the court.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	

How long does the President of court held the position by law?	5 years
Can the President of court be reappointed?	Yes
Please add any further comment.	
How many times can the President of court be reappointed?	Once
Is the President re-appointment subject to evaluation?	Yes
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> • Establishment of the different specialized departments/section of the court. • Allocation of judges to the different departments. • Analysis of the duration of proceedings. • Monitoring of court's performance (timing, timeframes, backlog etc.). • Definition of performance targets. • Management of administrative personnel. • Management of information and communication technologies. • Management of office procurement. • Management of health and safety of the court. • Reporting (or alerting) on judge's disciplinary misconduct. • Recruitment of judge's assistants. • Recruitment of administrative staff. • Disciplinary proceedings on administrative staff.
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	No
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	

Please indicate if the training courses are	
Please add any further comment.0	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> • Management. • Statistics. • Communication. • Well-being at work. • Gender policies. • Information and communication technologies. • Artificial intelligence. • Contract management. • Ethics and deontology. • Criminal law. • Administrative law. • European law. • Safety at work. • Conflict management. • Organizational wellness.
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> • Lecture/presentation. • Discussion and debates. • Case studies. • Brainstorming. • Role play. • Problem solving workshop.
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes

The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> · Presidents of courts of second instance. · President of section/department/divisions of a second instance court. · Presidents of courts of first instance. · Presidents of section/department/division of a first instance court.
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	
The training courses are	Optional.
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days.
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities.
Please indicate the training delivery methods used.	Face-to-face (physical presence).
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management. · Statistics. · Communication. · Contract management. · Conflict management.
Please indicate who are the trainers.	<ul style="list-style-type: none"> · Judges. · University professors. · Researchers.
Are the trainers seconded to the School or occasional appointed?	Occasional appointed.
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> · Lecture/presentation. · Discussion and debates. · Case studies.
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> · Management. · Statistics. · Discussion and debates.

	<ul style="list-style-type: none"> • Communication. • Well-being at work. • Gender policies. • Information and communication technologies. • Artificial intelligence. • Contract management. • Ethics and deontology. • Criminal law. • Administrative law. • European law. • Safety at work. • Conflict management. • Organizational wellness-
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> • Lecture/presentation. • Case studies. • Brainstorming. • Role play. • Problem solving workshops.
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Elena Ruskova, programme manager, ruskova@nij.bg .

Croatia: Judicial Academy

Name of the training Institution in English:	Judicial Academy
Country:	Croatia
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	Yes
Please add any further comment.	
Do the Presidents of courts and the Chief prosecutors have the same training?	Yes
Please add any further comment.	
Who does choose the Presidents of courts?	State Judicial Council (for judges); State Prosecutorial Council (for prosecutors)
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Selection by the President of the court.

Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
How long does the President of court held the position by law?	4 years
Can the President of court be reappointed?	Yes
Please add any further comment.	
How many times can the President of court be reappointed?	1 (2 mandates in total)
Is the President re-appointment subject to evaluation?	Yes
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> · Establishment of the different specialized departments/section of the court. · Allocation of judges to the different departments. · Discretionary assignment of proceedings to the departments/section. · Discretionary assignment of proceedings to the individual judge. · Analysis of the duration of proceedings. · Monitoring of court's performance (timing, timeframes, backlog etc.). · Definition of performance targets. · Management of the prosecution court budget. · Management of administrative personnel. · Management of information and communication technologies. · Management of office procurement. · Management of health and safety of the court. · Reporting (or alerting) on judge's disciplinary misconduct. · Disciplinary proceedings on administrative staff. · Recruitment of administrative staff. · Evaluation of judges. · Recruitment of judge's assistants.
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	Yes
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of	No

courts or middle management positions?	
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.0	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> • Communication. • Information and communication technologies. • Ethics and deontology. • Conflict management. • Organizational wellness. • Management.
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> • Problem solving workshops. • Field work. • Discussion and debates.
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of	Yes

courts or middle management positions?	
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> · Presidents of courts of second instance. · Presidents of courts of first instance.
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	Yes
Please add any further comment.	In the first year after the appointment.
The training courses are	Compulsory.
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 7 days.
Please add any further comment.	5 one-day workshops.
Please indicate if the training courses are	Spaced out periodically/distributed over time.
Please indicate the training delivery methods used.	Face-to-face (physical presence).
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Communication. · Management. · Financial management, human resources, public relations.
Please indicate who are the trainers.	<ul style="list-style-type: none"> · Administrative court managers. · Managers of other public organizations. · Communication and PR experts, public procurement experts.
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> · Lecture/presentation. · Discussion and debates. · Problem solving workshops.
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	30% lecture, 70% practical/problem solving.
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	

Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> · Ethics and deontology. · Organizational wellness. · Well-being at work.
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> · Discussion and debates. · Field work. · Problem solving workshops. · Team building;
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Anita Lazarin, anita.lazarin@pravosudje.hr

Cyprus: Cyprus Judicial Training School

Name of the training Institution in English:	Cyprus Judicial Training School
Country:	Cyprus
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	No
Please add any further comment.	Prosecutors in Cyprus are not part of the judiciary
Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment.	The Judicial Training School does not train Prosecutors
Who does choose the Presidents of courts?	Supreme Council of Judicature is responsible for the promotion of judges to Presidents.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	The Administrative President of each court is appointed by the Supreme Court.
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	No middle judicial management of courts in Cyprus.
How long does the President of court held the position by law?	Until retirement or promotion to a higher court
Can the President of court be reappointed?	No
Please add any further comment.	President of court remains president until retirement or promotion to a higher court
How many times can the President of court be reappointed?	President of court remains president until retirement or promotion to a higher court

Is the President re-appointment subject to evaluation?	No
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> · Allocation of judges to the different departments. · Monitoring of court's performance (timing, timeframes, backlog etc.). · Reporting (or alerting) on judge's disciplinary misconduct. · Other tasks and functions (please specify). · Liason with Registrar for all administrative tasks. · Liason with the Supreme Court.
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	The Chief and Regional Registrars
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	No
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	

Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> · Management. · Communication. · Statistics. · Well-being at work. · Gender policies. · Information and communication technologies. · Artificial intelligence. · Ethics and deontology. · Safety at work. · Conflict management. · Organizational wellness.
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> · Lecture/presentation. · Demonstrations or practical laboratories. · Discussion and debates. · Case studies. · Brainstorming. · Field work. · Coaching. · Mentoring. · Team building. · Problem solving workshops.
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	Presidents of courts of first instance.
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	Court Presidents are trained with other judges. No specific training is offered just for Presidents
The training courses are	Optional.
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Training is usually 1-2 days.
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Please add any further comment.	Court Presidents are trained with other judges. No specific training is offered just for Presidents

Please indicate if the training courses are	Spaced out periodically/distributed over time. Court Presidents are trained with other judges-no specific training is offered just for Presidents.
Please indicate the training delivery methods used.	<ul style="list-style-type: none"> • Face-to-face (physical presence). • Online live (online presence). • Online recorded (independent self-study). • Mix of face-to-face and online.
Please indicate the percentage of the different delivery methods (if any different).	Mostly (80%) face to face.
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management. • Well-being at work. Ethics and deontology. • Criminal law. • Administrative law. • European law.
Please indicate who are the trainers.	Judges.
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> • Lecture/presentation. • Case studies. • Role play. • Problem solving workshops.
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	40%, 40%, 10%, 10%
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	Not applicable;
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	
Please add any further comment.	Not applicable
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> • Management • Statistics • Discussion and debates • Communication • Well-being at work • Gender policies • Information and communication technologies • Artificial intelligence • Ethics and deontology • Safety at work • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates

appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> · Case studies · Brainstorming · Field work · Team building · Problem solving workshops.
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	George Erotocritou ,Phani Hadjiphani gerotocritou@sc.judicial.gov.cy phadjiphani@sc.judicial.gov.cy .

Czech Republic: Judicial Academy

Name of the training Institution in English:	Judicial Academy
Country:	Czech Republic
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	No
Please add any further comment.	Presidents of Courts are appointed for a limited period of time (7 years), whereas the function of the chief prosecutors is not limited. There is 4 tier system of courts in the Czech Republic. Presidents of the 2nd Tier and higher are appointed by the President of the Czech Republic, Presidents of the 1st Tier are appointed by the Minister of Justice. Chief prosecutors are appointed by the Minister of Justice.
Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment.	In general, the continuous training in the Czech judiciary is not obligatory and more or less the same for judges / prosecutors. The difference is in the management training. Since 2022 it is obligatory to undergo a management training organized by the Judicial Academy for presidents and vice-presidents of District, Regional and High Courts (Courts of 1st – 3rd Tier) and it is stipulated by Law (§ 105b paragraph 3 of Act No. 218/2021 Coll). Management training for Chief prosecutors is not obligatory. However, Judicial Academy offers training programmed for Chief Prosecutors too.
Who does choose the Presidents of courts?	Minister;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...)	The appointment process of Presidents of Courts varies by court level. President of the Court of the 1st level (District courts) is appointed by the Minister of Justice upon a proposal of the president of the Regional Court Presidents of the Court of the 2nd and 3rd levels (Regional and High Court) are appointed by the President of the Czech Republic upon the proposal of the Minister of Justice. President of the Court of the 4th level (Supreme Court) is appointed by the President of the Czech Republic.

Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Selection by the President of the court.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	Please see my answer above (item 8).
How long does the President of court held the position by law?	7 years
Can the President of court be reappointed?	No
Please add any further comment.	The president of the court cannot be repeatedly appointed to the position of president of the same court. The president of the High and Regional Courts can be repeatedly appointed to the position of president of another court of the same level only after 5 years have passed from the date of termination of the position of the president.
How many times can the President of court be reappointed?	Please see above (The president of the court cannot be repeatedly appointed to the position of president of the same court. The president of the High and Regional Courts can be repeatedly appointed to the position of president of another court of the same level only after 5 years have passed from the date of termination of the position of the president.).
Is the President re-appointment subject to evaluation?	No
Please add any further comment.	As in the Czech Republic it is not possible for a President of a Court to be re-appointed in the literal, the correct answer to item 15 should be N/A, meaning of the word (to the same court).
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> • Allocation of judges to the different departments • Evaluation of judges • Analysis of the duration of proceedings • Monitoring of court's performance (timing, timeframes, backlog etc.) • Definition of performance targets • Management of the prosecution court budget • Management of administrative personnel • Management of information and communication technologies • Management of office procurement • Management of health and safety of the court • Reporting (or alerting) on judge's disciplinary misconduct • Recruitment of judges • Recruitment of judge's assistants; Recruitment of administrative staff; Disciplinary proceedings on administrative staff

	· Establishment of the different specialized departments/section of the court.
Please add any further comment.	The president of the court is the body of the state administration of the courts.
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	There is a Director of Court Administration in each Court. The director of court administration ensures the operation of the court and certain other activities related to the performance of the state administration of courts. The responsibility of the president of the court as a body of state administration of the court is not affected by this. The president of the court can reserve matters that they decide directly.
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	Yes
Please add any further comment.	Please see above (item 20).
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	

Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Well-being at work • Gender policies • Information and communication technologies • Artificial intelligence • Contract management • Ethics and deontology • Safety at work • Conflict management • Organizational wellness.
Please add any further comment.	<ul style="list-style-type: none"> • Training for an aspiring presidents of courts is very desirable and needed and should contain all the topics which focus on management and leadership. • It would help them to be prepared for the office (and it would also help to spot the talent).
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Coaching • Mentoring • Team building • Problem solving workshops • Computer mediate discussion.
Please add any further comment.	Respecting the late development, it would be great to include eLearning, virtual learning, podcasts.
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> • Presidents of courts of second instance • Presidents of courts of first instance.
Please add any further comment.	<p>Judicial Academy organizes so called management academy - training programs focused on the court management and leadership skills (according to § 105b paragraph 3 of Act No. 218/2021 Coll). Length of the program is 44 hours and consists of three parts:</p> <ol style="list-style-type: none"> 1. Modern Judiciary and Economic Administration 16 hrs 2. Judge vs Manager vs Leader 14 hrs

	<p>3. Managing the Organization and Leading People 14 hrs Target group: Presidents and Vice-Presidents of the District, Regional and High Courts.</p> <p>The priority is given to those appointed after January 2022. Individual seminars can be taken in any order. The whole program should be completed within 2 years.</p>
Are the courses organized within a certain timeframe after the appointment?	Yes
Please add any further comment.	The training should be completed within first two years after the appointment.
The training courses are	Compulsory;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days. The program consists of three individual seminars, each lasting for 2,5 days.
Please add any further comment.	
Please indicate if the training courses are	Training consists of three individual seminars which could be taken in any order.
Please indicate the training delivery methods used.	Face-to-face (physical presence). Training is mainly face to face, with some e-learning material;
Please indicate the percentage of the different delivery methods (if any different).	Face to face is dominant (90 %)
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Statistics • Discussion and debates • Communication • Well-being at work • Information and communication technologies • Contract management • Ethics and deontology • Safety at work • Conflict management • Organizational wellness.
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Judges • University professors • Administrative court managers • Managers of other public organizations • Managers of private organizations • Also psychologists.
Are the trainers seconded to the School or occasional appointed?	Trainers are seconded on a contractual basis; their secondment needs to be approved by the Council Board.
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming

	<ul style="list-style-type: none"> • Role play • Field work • Coaching • Mentoring • Team building • Problem solving workshops.
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	I would estimate 60 % of practical activities vs 40% of experts input
Please add any further comment.	The training is evaluated after each session so that it is tailored to the actual needs of the participants.
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	
Please add any further comment.	N/A
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> • Management • Statistics • Discussion and debates • Communication • Well-being at work • Gender policies • Information and communication technologies • Artificial intelligence • Contract management • Ethics and deontology • Safety at work • Conflict management • Organizational wellness • Criminal law • Administrative law • European law.
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Coaching • Mentoring • Team building • Problem solving workshops • Computer mediate discussion.
Please add any further information or comment you wish.	

Please indicate who filled in this questionnaire and an e-mail contact.	Eva Krejcova, methodologist and programme manager at the Judicial Academy ekrejcova@jacz.cz
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Denmark: The Danish Court Administration

Name of the training Institution in English:	The Danish Court Administration
Country:	Denmark
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	No
Please add any further comment.	
Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment.	
Who does choose the Presidents of courts?	The Judicial Appointments Council appoint the Presidents. The council consists of 6 people - representatives from supreme court, high court and city courts, one lawyer and 2 representatives of the public.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Selection by the President of the court. Some management positions are selected by the President and the Head of administration.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
How long does the President of court held the position by law?	Until they turn 70 years old
Can the President of court be reappointed?	Yes
Please add any further comment.	
How many times can the President of court be reappointed?	You are appointed for life
Is the President re-appointment subject to evaluation?	No
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> • Establishment of the different specialized departments/section of the court • Allocation of judges to the different departments • Monitoring of court's performance (timing, timeframes, backlog etc.) • Definition of performance targets • Management of administrative personnel • Management of information and communication technologies

	<ul style="list-style-type: none"> · Management of health and safety of the court · Reporting (or alerting) on judge's disciplinary misconduct · Recruitment of administrative staff · Disciplinary proceedings on administrative staff · Change management, overall job satisfaction, feedback and motivation of staff, work life balance, implementation and retention of new systems.
Please add any further comment.	Many of the above-mentioned tasks are carried out together with or by the Head of Administration. The president has the overall responsibility.
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	Yes
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	President of First instance court. President of Court of appeal.
Please add any further comment.	
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 7 days
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	Yes
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time.
Please add any further comment.	
Please indicate the training delivery methods used.	Face-to-face (physical presence)
Please indicated the percentage of the different delivery methods used (if any different)	
Please add any further comment.	
Please indicate the training methods/techniques	<ul style="list-style-type: none"> · Lecture/presentation · Discussion and debates · Case studies · Brainstorming

	<ul style="list-style-type: none"> • Role play • Field work • Mentoring • Team building • Problem solving workshops
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Communication • Well-being at work • Information and communication technologies • Conflict management • Organizational wellness
Please add any further comment.	
Please indicate who are the trainers.	<ul style="list-style-type: none"> • University professors • Managers of private organizations • Managers of other public organizations
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> • Management • Communication • Well-being at work • Information and communication technologies • Conflict management • Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Coaching • Mentoring • Team building

	<ul style="list-style-type: none"> · Problem solving workshops
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> · Presidents of courts of first instance · Presidents of courts of second instance · President of Supreme Court;
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	Yes
Please add any further comment.	Yes and no - we offer courses to newly appointed presidents, however we also continue to offer presidents the opportunity to develop, learn and grow.
The training courses are	Optional.
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 7 days.
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time;
Please indicate the training delivery methods used.	Face-to-face (physical presence);
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management · Discussion and debates · Communication · Well-being at work · Gender policies · Information and communication technologies · Artificial intelligence · Safety at work · Conflict management · Organizational wellness · Statistics
Please indicate who are the trainers.	<ul style="list-style-type: none"> · University professors · Managers of other public organizations · Managers of private organizations
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> · Lecture/presentation · Discussion and debates · Case studies · Brainstorming

	<ul style="list-style-type: none"> • Role play • Field work • Coaching • Team building • Problem solving workshops
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> • Management • Statistics • Discussion and debates • Communication • Well-being at work • Gender policies • Information and communication technologies • Artificial intelligence • Organizational wellness • Conflict management • Safety at work
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Coaching • Team building • Problem solving workshops • Mentoring
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Nanna Robdrup, Special Advisor on leadership development, narob@domstolsstyrelse.dk

Finland: National Courts Administration

Name of the training Institution in English:	National Courts Administration
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Country:	Finland
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	No
Please add any further comment.	
Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment.	
Who does choose the Presidents of courts?	Judicial Appointment Board;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	Under the Act on Judicial Appointments Finnish judges are appointed by the President of the Republic on recommendation from the Minister of Justice, as advised by a Judicial Appointments Board. An independent Judicial Appointments Board shall make preparations for the filling of positions in the judiciary and a reasoned proposal on an appointment to a position in the judiciary.
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Selection by the President of the court
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
How long does the President of court held the position by law?	Normally, the duration of the appointment of the President of court is 7 years.
Can the President of court be reappointed?	Yes
Please add any further comment.	If there is a reappointment procedure, the present holders of the position will be automatically included.
How many times can the President of court be reappointed?	In theory, until the President reaches his/her retirement age.
Is the President re-appointment subject to evaluation?	Yes
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> · Establishment of the different specialized departments/section of the court · Allocation of judges to the different departments · Discretionary assignment of proceedings to the departments/section · Discretionary assignment of proceedings to the individual judge · Definition of performance targets · Management of the prosecution court budget · Evaluation of judges · Analysis of the duration of proceedings · Monitoring of court's performance (timing, timeframes, backlog etc.)

	<ul style="list-style-type: none"> Recruitment of administrative staff Disciplinary proceedings on administrative staff Recruitment of judges Adoption of disciplinary measures on prosecutors Reporting (or alerting) on judge's disciplinary misconduct Management of health and safety of the court Management of office procurement
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	Yes, but only in the biggest courts.
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	Yes
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	

Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> · Management · Communication · Well-being at work · Gender policies · Artificial intelligence · Contract management · Ethics and deontology · European law · Safety at work · Conflict management · Organizational wellness · Criminal law · Administrative law
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> · Discussion and debates · Case studies · Brainstorming · Role play · Coaching · Mentoring · Team building · Problem solving workshops
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> · Presidents of courts of first instance · Presidents of section/department/division of a first instance court · President of Supreme Court

	<ul style="list-style-type: none"> · President of Supreme court's section/department/division · Presidents of courts of second instance · President of section/department/divisions of a second instance court
Please add any further comment.	A two-day event is annually organized for presidents of courts of all levels. Additionally, a number of trainings are organized within one calendar year.
Are the courses organized within a certain timeframe after the appointment?	Yes
Please add any further comment.	Depends on the training.
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 7 days
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time
Please indicate the training delivery methods used.	Face-to-face (physical presence)
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management · Discussion and debates · Communication · Ethics and deontology · Safety at work · Conflict management · Organizational wellness
Please indicate who are the trainers.	<ul style="list-style-type: none"> · Managers of private organizations · Judges · University professors · Researchers · Administrative court managers
Are the trainers seconded to the School or occasional appointed?	The trainers are not seconded, but they do get a compensation for the work.
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> · Lecture/presentation · Discussion and debates · Case studies · Brainstorming · Coaching · Mentoring · Team building · Problem solving workshops
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	

Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> · Management · Statistics · Discussion and debates · Communication · Well-being at work · Gender policies · Information and communication technologies · Artificial intelligence · Contract management · Ethics and deontology · Criminal law · Administrative law · European law · Safety at work · Conflict management · Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> · Discussion and debates · Brainstorming · Coaching · Problem solving workshops
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Dr. Juha Lavikainen (juha.lavikainen@oikeus.fi) from the Development Department of the National Courts Administration.

France: Ecole Nationale de la Magistrature (ENM)

Name of the training Institution in English:	National School for the Judiciary (ENM)
Country:	FRANCE
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	No
Please add any further comment.	<u>Appointment of judges</u> : the section of the Superior council of judiciary (CSM) is responsible for overseeing the appointment of judges has the power to make proposals regarding the following positions: judges at the Court of Cassation – First President of

	<p>the Court of Cassation, Division Presidents, justices, lay judges and assistant judges; First Presidents of the Courts of Appeal and Presidents of Courts of First Instance.</p> <p>Concerning these 400 positions on the bench, the Council may take the initiative. It receives applications, examines candidate files, interviews some of the candidates and adopts proposals. Concerning all other judicial appointments, the power to make proposals belongs to the Minister of Justice, Keeper of the Seals. The CSM gives its opinion on the proposed appointment submitted by the Minister. This opinion may indicate “assent” (“avis conforme”) or “non assent” (“avis non conforme”).</p> <p>The section of the CSM responsible for the appointment of judges not only examines the files of judges whose appointment is proposed by the Minister of Justice, but also those of judges whose appointment is not proposed by the Ministry. The Council takes into account the situation of judges who provide comments on proposed appointments.</p> <p><u>Appointment of prosecutors:</u> since the constitutional law of 27th July 95, the section of the CSM responsible for overseeing the appointment of prosecutors gives its opinion (not assent) on the proposed appointments submitted by the Minister of Justice. This opinion may be “favorable” (“avis favorable”) or “unfavorable” (“avis défavorable”) and is not binding.</p> <p>The major innovation introduced by the constitutional law of 25th July 2008 was to refer proposed appointments of General Prosecutors to the CSM for an opinion.</p> <p>The section of the Council responsible for overseeing the appointment of prosecutors examines the files of prosecutors whose appointment is proposed by the Minister of Justice, as well as those of prosecutors whose appointment is not proposed by the Ministry and who provide comments on the appointments proposed. The Council may interview candidates when necessary.</p>
Do the Presidents of courts and the Chief prosecutors have the same training?	Yes
Please add any further comment.	The training for Presidents of courts and chief prosecutors is about management
Who does choose the Presidents of courts?	<ul style="list-style-type: none"> • Minister • National Council of the judiciary
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	<p>Concerning Presidents of courts, the Council may take the initiative. It receives applications, examines candidate files, interviews some of the candidates and adopts proposals.</p> <p>There is no difference between the president of the court of first instance and the selection of the president of the courts of second instance</p>
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	<ul style="list-style-type: none"> • National Council of the judiciary/magistrates • Minister

Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	Concerning all other judicial appointments (for judges), the power to make proposals belongs to the Minister of Justice, Keeper of the Seals. The CSM gives its opinion on the proposed appointment submitted by the Minister. This opinion may indicate “assent” (“avis conforme”) or “non assent” (“avis non conforme”). The section of the CSM responsible for the appointment of judges not only examines the files of judges whose appointment is proposed by the Minister of Justice, but also those of judges whose appointment is not proposed by the Ministry. The Council takes into account the situation of judges who provide comments on proposed appointments.
How long does the President of court held the position by law?	Maximum 7 years in the same Court
Can the President of court be reappointed?	No
Please add any further comment.	
How many times can the President of court be reappointed?	
Is the President re-appointment subject to evaluation?	No
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> • Establishment of the different specialized departments/section of the court • Allocation of judges to the different departments • Evaluation of judges • Monitoring of court’s performance (timing, timeframes, backlog etc.) • Analysis of the duration of proceedings • Management of information and communication technologies • Management of health and safety of the court • Recruitment of judge’s assistants • Reporting (or alerting) on judge's disciplinary misconduct • Recruitment of judges
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	The clerk’s director manage the administrative staff of the court (first and second level) and also have budgetary, real estate and human resources missions. For each court of appeal, there is an administrative structure named regional administrative department.
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	No
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents	Yes

of courts or middle management positions?	
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	This are not training for one specific function. It's training cycles that can provide added value
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	About the two main cycle, it lasts about a month + a training during a week
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	No
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time
Please add any further comment.	
Please indicate the training delivery methods used.	Face-to-face (physical presence);
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Information and communication technologies • Communication • Conflict management • Gender policies • Numeric tools • Ethics and deontology
• Please add any further comment.	
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Judges • Public prosecutors • Managers of other public organizations • Managers of private organizations
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers;
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of	No

the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	
Please add any further comment.	
Please indicate which training methods/ techniques you consider more appropriate for training courses for aspiring President of courts.	
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> • Presidents of courts of second instance • President of section/department/divisions of a second instance court • Presidents of courts of first instance • Presidents of section/department/division of a first instance court • President of Supreme court's section/department/division
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	Yes
Please add any further comment.	Depending on the course, this can vary from 8 months to 3 years.
The training courses are	Optional;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	<ul style="list-style-type: none"> • Up to 7 days • Between 7 days and a month
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time
Please indicate the training delivery methods used.	Face-to-face (physical presence);
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Communication • Gender policies • Well-being at work • Information and communication technologies • Safety at work • Conflict management • Ethics and deontology • Statistics • Discussion and debates

Please indicate who are the trainers.	<ul style="list-style-type: none"> · Judges · Public prosecutors · Lawyers · Managers of other public organizations · Managers of private organizations
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> · Mentoring · Coaching · Role play · Case studies · Brainstorming · Discussion and debates · Demonstrations or practical laboratories · Lecture/presentation
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	hugo.plailly@justice.fr Hugo PLAILLY, deputy head of international department

Germany: Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy

Name of the training Institution in English:	Ministries of Justice of the Federal States in Germany ("Länder"), Federal Ministry of Justice, German Judicial Academy
Country:	Germany
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	Yes
Please add any further comment.	The selection and appointment procedures are the same in most of the Länder. Where there are isolated differences, they are minor and mainly concern competence. In some cases, different offices within a Land are responsible for appointments if different courts are involved.

Do the Presidents of courts and the Chief prosecutors have the same training?	Yes
Please add any further comment.	Leadership training is identical for judges and prosecutors in most of the Länder. In some Länder the training takes place in different institutions. Otherwise, the procedure is uniform.
Who does choose the Presidents of courts?	Minister; Cabinet, Prime Minister of the Land, Committee in the Land Parliament
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	In most Länder, staff representatives, equal opportunities officers and representatives of people with disabilities are involved.
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Minister; Presidents of courts and Chief prosecutors.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
How long does the President of court held the position by law?	The appointment is for life in all Länder.
Can the President of court be reappointed?	
Please add any further comment.	
How many times can the President of court be reappointed?	
Is the President re-appointment subject to evaluation?	
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> · Establishment of the different specialized departments/section of the court · Allocation of judges to the different departments · Discretionary assignment of proceedings to the departments/section · Discretionary assignment of proceedings to the individual judge · Evaluation of judges · Analysis of the duration of proceedings · Monitoring of court's performance (timing, timeframes, backlog etc.) · Definition of performance targets · Management of the prosecution court budget · Management of information and communication technologies · Management of office procurement · Management of health and safety of the court · Reporting (or alerting) on judge's disciplinary misconduct · Adoption of disciplinary measures on prosecutors · Recruitment of judges

	<ul style="list-style-type: none"> Recruitment of judge's assistants Recruitment of administrative staff Disciplinary proceedings on administrative staff Management of administrative personnel
Please add any further comment.	<p>There are slight differences from Land to Land in the tasks performed by court presidents and chief prosecutors.</p> <p>At least the tasks of 'evaluation of judges/prosecutors', 'monitoring of the performance of the court's/prosecutor's office', 'management of the administrative personnel', the various 'management' tasks and 'reporting or alerting on judge's disciplinary misconduct' are all included in the respective scope of duties in almost all countries.</p>
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	In almost all Länder, there is an administrative director alongside the president or chief public prosecutor.
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	Yes
Please add any further comment.	In most cases, tasks and functions overlap. However, responsibilities are clearly defined everywhere.
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	<ul style="list-style-type: none"> President of Supreme Court President of section/division of the Supreme court President of Court of appeal President of section/division of the Court of appeal President of First instance court President of section/division of the First instance court
Please add any further comment.	The majority of Länder offer specific training for managers. Not all countries offer training for all the occupations mentioned in question 24.
The training courses are	<p>Optional; Compulsory.</p> <p>In some Länder, all the training is voluntary. In some Länder some training is compulsory.</p> <p>These are mainly introductory courses for court presidents and chief prosecutors.;</p>
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days; Up to 7 days; The duration of the events varies from Land to Land and depending on the content of the event, but is usually less than a week.
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	No

Please add any further comment.	In most Länder, training can be attended more than once. In some Länder, refresher courses are expected at regular intervals to refresh knowledge.
Please indicate if the training courses are	Consecutive days/activities; Spaced out periodically/distributed over time;
Please add any further comment.	The timing will vary according to the subject matter of the event.
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence)
Please indicated the percentage of the different delivery methods used (if any different).	The face-to-face format clearly predominates (about 70-100%)
Please add any further comment.	
Please indicate the training methods/techniques	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Coaching • Mentoring • Team building • Problem solving workshops
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	The question is impossible to answer.
Please add any further comment.	Not all methods are used in all Länder. The methods used are mainly classical with lecture/presentation, discussion, case studies and role plays.
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Well-being at work • Gender policies • Information and communication technologies • Artificial intelligence • Contract management • Ethics and deontology • Criminal law • Administrative law • European law • Safety at work • Conflict management • Organizational wellness • There are also courses on labor and employment law, rhetoric, press and public relations and media camera training

Please add any further comment.	Not all topics are offered in all countries. The main themes are "administration", "communication", "well-being at work", "information and communication technology", "safety at work" and "conflict management".
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Judges • Public prosecutors • University professors • Researchers • Lawyers • Administrative court managers • Managers of other public organizations • Managers of private organizations • Professional trainers, psychologists
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers;
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	Course participants are not assessed in any of the Länder.
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Well-being at work • Gender policies • Information and communication technologies • Artificial intelligence • Contract management • Ethics and deontology • Criminal law • Administrative law • European law • Safety at work • Conflict management • Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Coaching

	<ul style="list-style-type: none"> · Mentoring · Team building · Problem solving workshops · Computer mediate discussion
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> · President of Supreme Court · President of Supreme court's section/department/division · Presidents of courts of second instance · President of section/department/divisions of a second instance court · Presidents of courts of first instance · Presidents of section/department/division of a first instance court;
Please add any further comment.	As the training sessions for questions 24-51 are mostly voluntary and can be attended more frequently, the answers given there also correspond to the answers to be given here for questions 52-76. Therefore, a new answer will not be given.
Are the courses organized within a certain timeframe after the appointment?	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Please add any further comment.	
Please indicate if the training courses are	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	
Please indicate who are the trainers.	
Are the trainers seconded to the School or occasional appointed?	
Please indicate the training methods/techniques used.	
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	
Please add any further information or comment you wish.	

Please indicate who filled in this questionnaire and an e-mail contact.	Melanie Rems, Federal Office of Justice melanie.rems@bfj.bund.de
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Greece: Greek School of the Judiciary

Name of the training Institution in English:	Greek School of the Judiciary
Country:	Greece
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	Yes
Please add any further comment.	
Do the Presidents of courts and the Chief prosecutors have the same training?	Yes
Please add any further comment.	
Who does choose the Presidents of courts?	Election by judges of the office;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Selection by the President of the court;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
How long does the President of court held the position by law?	2 Years
Can the President of court be reappointed?	No
Please add any further comment.	
How many times can the President of court be reappointed?	NONE
Is the President re-appointment subject to evaluation?	No
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> · Establishment of the different specialized departments/section of the court · Allocation of judges to the different departments · Discretionary assignment of proceedings to the departments/section

	<ul style="list-style-type: none"> · Discretionary assignment of proceedings to the individual judge · Monitoring of court's performance (timing, timeframes, backlog etc.) · Definition of performance targets · Management of administrative personnel · Management of information and communication technologies · Management of office procurement · Management of health and safety of the court · Reporting (or alerting) on judge's disciplinary misconduct
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	No
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	No
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	

Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> • Management • Communication • Well-being at work • Gender policies • Information and communication technologies • Artificial intelligence • Contract management • Ethics and deontology • Safety at work • Conflict management • Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> • Discussion and debates • Brainstorming • Role play • Field work • Coaching • Mentoring • Team building • Problem solving workshops • Computer mediate discussion
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Please add any further comment.	
Please indicate if the training courses are	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	
Please indicate who are the trainers.	
Are the trainers seconded to the School or occasional appointed?	

Please indicate the training methods/techniques used.	
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> • Management • Discussion and debates • Communication • Well-being at work • Gender policies • Information and communication technologies • Artificial intelligence • Contract management • Ethics and deontology • Safety at work • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> • Discussion and debates; • Case studies • Brainstorming • Role play • Field work • Coaching • Mentoring • Team building • Problem solving workshops • Computer mediate discussion
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	PETROS ALIKAKOS, palikakos@gmail.com

Hungary: Hungarian Academy of Justice (National Office for the Judiciary - OBH)

Name of the training Institution in English:	Hungarian Academy of Justice (National Office for the Judiciary - OBH)
Country:	Hungary
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	No
Please add any further comment.	

Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment.	The Hungarian Academy of Justice is responsible only for the trainings of the judiciary.
Who does choose the Presidents of courts?	
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...)	<p>According to Act CLXI of 2011 - on the Organization and Administration of the Courts Article 118 para (1) court executives are the - presidents of regional court of appeals, regional courts and district courts, - the vice-presidents of the regional court of appeals, regional courts and district courts - heads of colleges - deputy heads of colleges - heads of groups - deputy heads of groups - presidents of chambers According to the Act CLXI of 2011 - on the Organization and Administration of the Courts Article 128 para (2) the President of National Office for the Judiciary appoints the presidents of regional court of appeals and regional courts. According to para (5) the president of the regional court appoints the presidents and vice-presidents of the district courts. Court executive positions shall be filled by way of tender unless otherwise prescribed in this Act or the Act on the Legal Status and Remuneration of Judges. Tender notices for executive positions shall be published by the competent authority. Tender documents shall specify all requirements for the executive position to which they pertain. With the exception of presidents of chambers, the applications shall have enclosed a project document containing the applicant's long-term plans concerning the operation of the court, the college or group, as applicable, covering also the timetable for the implementation of such plans. The application shall also contain the applicant's consent for the appointing authority to obtain and process documents for the evaluation and assessment of the applicant judge. The purpose of the application procedure is to ensure that the best and most competent persons are granted court leadership positions. The person having the power to appoint is responsible for this selection, and his/her decision (whether he/she appoints the applicant or declares the application to be unsuccessful) affects the operation of the entire court organization concerned.</p> <p>If the person with the power to appoint finds the professional quality of the application and/or the competence of the applicant lacking, he/she has the statutory right to declare the application unsuccessful, which right cannot be taken from him/her. An application procedure has to be declared unsuccessful also if no applications were submitted or if the applications submitted do not meet the requirements set out in the law. If the application is declared unsuccessful, a new application procedure must be announced. If this new application procedure also proves to be unsuccessful, the person having the power to appoint (President of the NOJ, President of the Curia, president of the regional court of appeal, president of the regional court) may fill a court leader position via mandate for a maximum term of one year. Regional courts and regional courts of appeals.</p>

	<p>In the case of the president and vice-president of the regional courts and regional court of appeals the plenary session of judges of the appropriate level shall comment on the applicants by way of secret ballot. The presidents and vice-presidents of the regional courts and regional court of appeals are appointed by the president of the National Office for the Judiciary.</p> <p>The appointing authority shall interview the applicants and based on the application, and upon interviewing the applicant, and relying on the recommendation of the assessment body - conclude the procedure by the appointment of an applicant or shall declare the tender procedure inconclusive. The assessment body shall make its proposal according to the sequence based on the result of the ballot. The appointing authority shall make its decision taking into consideration the recommendation of the assessment body. The appointing authority shall not be bound by the recommendation of the assessment body, however, if the decision is contradictory to the recommendation the reasons must be detailed in writing. If the decision of the President of National Office for the Judiciary (NOJ) differs from the recommendation of the assessment body, the reasons for such deviation shall be communicated at the time of appointment in writing to the National Judicial Council (NJC), and the NJC shall convey its reasons in the next sitting of NJC.</p>
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Selection by the President of the court;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...)	<p>The head of college, deputy head of college, head of group and deputy head of group can be considered as middle management positions within the Hungarian Judicial system. Only regional courts and regional court of appeals have head of college and deputy head of college positions, whereas the position of head of group and deputy head of group may exist on the regional courts and district courts as well.</p> <p>In the case of the head of colleges, deputy head of college of the regional court and the heads and deputy heads of groups of regional courts the college of the appropriate level and type shall comment on the applicants by way of secret ballot. In the case of the head of colleges the plenary session of judges of the appropriate level shall also comment on the applicants by way of secret ballot. In the case of the heads and deputy heads of groups of district courts the appropriate group shall comment on the applicants by way of secret ballot. Head of colleges are appointed by the president of the NOJ, deputy-heads of colleges of the regional court, head and deputy head of groups of the regional and district courts are appointed by the president of the regional court. The appointing authority shall interview the applicants and based on the application, and upon interviewing the applicant, and relying on the recommendation of the assessment body - conclude the procedure by the appointment of an applicant or shall declare the tender procedure inconclusive. The</p>

	<p>assessment body shall make its proposal according to the sequence based on the result of the ballot.</p> <p>The appointing authority shall make its decision taking into consideration the recommendation of the assessment body. The appointing authority shall not be bound by the recommendation of the assessment body, however, if the decision is contradictory to the recommendation the reasons must be detailed in writing.</p> <p>If the decision of the President of National Office for the Judiciary (NOJ) differs from the recommendation of the assessment body, the reasons for such deviation shall be communicated at the time of appointment in writing to the National Judicial Council (NJC), and the NJC shall convey its reasons in the next sitting of NJC.</p> <p>The explanation provided by the President of NOJ in writing, and reiterated in the next session of NJC, shall not affect the appointment of the court executive.</p> <p>If the President of the NOJ intends to appoint an applicant who was not supported by the majority of the assessment body, the President of NOJ shall - before the appointment - obtain the prior opinion of NJC on the applicant. The applicant in question may be appointed if the NJC gave its consent.</p>
How long does the President of court held the position by law?	6 years
Can the President of court be reappointed?	Yes
Please add any further comment.	<p>The presidents and vice-presidents of courts may be appointed for the same court executive position for two terms at most.</p> <p>If a president or vice-president of a court has already completed two terms in the same executive position, he/she may be appointed for the same court executive position subject to the prior consent of the NJC.</p>
How many times can the President of court be reappointed?	See question 13
Is the President re-appointment subject to evaluation?	Yes
Please add any further comment.	As mentioned below, each and every court executive position shall be filled by way of tender, this applies to reappointment as well. Judges may re-appoint to a certain executive position, however the procedure regarding their re-application does not differ from those who would like to be appointed to a certain executive position for the first time.
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> • Establishment of the different specialized departments/section of the court • Allocation of judges to the different departments • Discretionary assignment of proceedings to the individual judge • Evaluation of judges • Analysis of the duration of proceedings • Monitoring of court's performance (timing, timeframes, backlog etc.) • Definition of performance targets

	<ul style="list-style-type: none"> • Management of administrative personnel • Management of information and communication technologies • Management of office procurement • Management of health and safety of the court • Reporting (or alerting) on judge's disciplinary misconduct • Recruitment of judge's assistants • Recruitment of administrative staff • Disciplinary proceedings on administrative staff
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	No
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	

Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	
Please add any further comment.	
Please indicate which training methods/ techniques you consider more appropriate for training courses for aspiring President of courts.	
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> · Presidents of courts of second instance · President of section/department/divisions of a second instance court · Presidents of courts of first instance · Presidents of section/department/division of a first instance court
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	
The training courses are	Compulsory;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	3-6 days;
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities;
Please indicate the training delivery methods used.	Face-to-face (physical presence);
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management · Information and communication technologies · Communication · Discussion and debates · Statistics · Contract management · Ethics and deontology · Conflict management · Organizational wellness
Please indicate who are the trainers.	Judges Colleagues from the National Office for the Judiciary (OBH)
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> · Lecture/presentation · Demonstrations or practical laboratories

	<ul style="list-style-type: none"> • Discussion and debates • Brainstorming • Team building • Problem solving workshops
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	Depending on the course.
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Brainstorming • Problem solving workshops
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	dr. Ágnes Józsa, deputy head of department, Hungarian Academy of Justice, miainternational@birosag.hu

Ireland: Judicial Council

Name of the training Institution in English:	"Judicial Council"
Country:	Ireland
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	No
Please add any further comment.	Judiciary and Prosecution are separate entities and independent of each other in Ireland
Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment	The Chief Prosecutor is not a member of the judiciary and the provision of the same training to Presidents and Chief Prosecutors would not be considered compatible with the principle of independence of the judiciary in Ireland in light of our specific Constitutional principles and norms and our adversarial system of justice.
Who does choose the Presidents of courts?	Government

Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...)	Currently, the Government appoints an advisory panel to make recommendations but it is the Government which makes the appointment and it may appoint a person who has not been recommended. Legislation has been passed which will establish an appointments commission which will make recommendations to Government and require the appointment of recommended persons only.
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Selection by the President of the court or senior courts services in the case of non-judicial appointments.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
How long does the President of court held the position by law?	7 years
Can the President of court be reappointed?	No
Please add any further comment.	
How many times can the President of court be reappointed?	
Is the President re-appointment subject to evaluation?	N/A
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> • Establishment of the different specialized departments/section of the court • Allocation of judges to the different departments • Discretionary assignment of proceedings to the departments/section • Discretionary assignment of proceedings to the individual judge • Evaluation of judges • Analysis of the duration of proceedings • Monitoring of court's performance (timing, timeframes, backlog etc.) • Reporting (or alerting) on judge's disciplinary misconduct. • Recruitment of judges
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	Yes
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No

The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> · Management · Statistics · Communication · Well-being at work · Gender policies · Artificial intelligence · Ethics and deontology · Conflict management · Organizational wellness;
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	Discussion and debates; Case studies; Role play; Mentoring; Problem solving workshops.
Please add any further comment.	There is no history of formal training here, but informal mentoring and discussions undoubtedly formed part of the preparation of any past successful candidate
Does the School organize training courses for ALREADY Presidents	No

of courts or middle management positions?	
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Please add any further comment.	
Please indicate if the training courses are	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	
Please indicate who are the trainers.	
Are the trainers seconded to the School or occasional appointed?	
Please indicate the training methods/techniques used.	
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Well-being at work • Gender policies • Artificial intelligence • Ethics and deontology
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> • Discussion and debates • Role play • Case studies • Mentoring • Coaching • Problem solving workshops
Please add any further information or comment you wish.	<p>I have indicated the most appropriate methods for a small number of court leaders in a country with no history of such training.</p> <p>The most suitable type of course for this jurisdiction is a leadership course for Presidents and / or list managers or any judge who is interested.</p> <p>This would include most of the topics outlined above and would attract more interest than a course that is tailor made for Presidents - there are only 5 in the country, including the Chief Justice. There would be a reluctance to sign up for a course</p>

	before appointment as President as this would be tantamount to announcing candidature. The jurisdiction is so small that potential Presidents would be reluctant to publicly state their interest in posts that are usually strongly contested as, statistically, it is likely that most candidates will be unsuccessful.
Please indicate who filled in this questionnaire and an e-mail contact.	Mary Rose Gearty, maryrosegearty@judiciary.ie

Italy: Italian School for the Judiciary

Name of the training Institution in English:	Italian School for the Judiciary
Country:	Italy
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	Yes
Please add any further comment.	
Do the Presidents of courts and the Chief prosecutors have the same training?	Yes
Please add any further comment.	
Who does choose the Presidents of courts?	National Council of the judiciary;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	National Council of the judiciary/magistrates
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
How long does the President of court held the position by law?	4 years (+ 4 years following confirmation procedure)
Can the President of court be reappointed?	Yes
Please add any further comment.	
How many times can the President of court be reappointed?	once
Is the President re-appointment subject to evaluation?	Yes
Please add any further comment.	

Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> · Establishment of the different specialized departments/section of the court · Allocation of judges to the different departments · Evaluation of judges · Analysis of the duration of proceedings · Monitoring of court's performance (timing, timeframes, backlog etc.) · Definition of performance targets · Management of information and communication technologies · Management of health and safety of the court · Reporting (or alerting) on judge's disciplinary misconduct
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	Yes
Please add any further comment.	one of the main issues relates to the question of 'dual' management, judicial and administrative
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> · President of Court of appeal · President of section/division of the Court of appeal · President of First instance court · President of section/division of the First instance court
Please add any further comment.	
The training courses are	Compulsory;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 21 days
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	No
Please add any further comment.	courses are valid for 5 years
Please indicate if the training courses are	Spaced out periodically/distributed over time;

Please add any further comment.	
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence); Online recorded (independent self-study); Mix of face-to-face and online
Please indicated the percentage of the different delivery methods used (if any different).	Majority of online courses
Please add any further comment.	
Please indicate the training methods/techniques	Lecture/presentation; Demonstrations or practical laboratories; Discussion and debates; Case studies;
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management · Statistics · Communication · Gender policies · Information and communication technologies · Contract management · Ethics and deontology · Safety at work · Conflict management · Organizational wellness
Please add any further comment.	
Please indicate who are the trainers.	Judges; Public prosecutors; University professors; Researchers; Lawyers; Administrative court managers;
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Trainers seconded to the School on a part-time basis;
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how	Written test (e.g. multiple choice);
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	Yes
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> · Management · Statistics · Communication · Well-being at work · Gender policies · Information and communication technologies · Artificial intelligence

	<ul style="list-style-type: none"> · Contract management · Ethics and deontology · Safety at work · Conflict management · Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	Demonstrations or practical laboratories; Discussion and debates; Case studies; Role play; Coaching; Mentoring; Problem solving workshops.
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> · Presidents of courts of second instance · President of section/department/divisions of a second instance court · Presidents of courts of first instance · Presidents of section/department/division of a first instance court
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	Yes
Please add any further comment.	
The training courses are	Optional;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 21 days;
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time;
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence); Online recorded (independent self-study); Mix of face-to-face and online;
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management · Statistics · Discussion and debates · Communication · Well-being at work · Gender policies · Information and communication technologies · Contract management · Ethics and deontology

	<ul style="list-style-type: none"> • Safety at work • Conflict management • Organizational wellness
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Judges • Public prosecutors • University professors • Researchers • Lawyers • Administrative court managers
Are the trainers seconded to the School or occasional appointed?	Trainers seconded to the School on a part-time basis;
Please indicate the training methods/techniques used.	Lecture/presentation; Demonstrations or practical laboratories; Discussion and debates; Case studies
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> • Management • Statistics • Discussion and debates • Communication • Well-being at work • Gender policies • Information and communication technologies • Artificial intelligence • Contract management • Ethics and deontology • Safety at work • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> • Demonstrations or practical laboratories • Discussion and debates • Case studies • Role play • Coaching • Mentoring • Problem solving workshops • Team building
Please add any further information or comment you wish.	

Please indicate who filled in this questionnaire and an e-mail contact.	gianluca.grasso@scuolamagistratura.it
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Kosovo: Academy of Justice Kosovo

Name of the training Institution in English:	Academy of Justice Kosovo
Country:	Academy of Justice Kosovo
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	Yes
Please add any further comment.	By the Constitution Law, both the Kosovo Judicial Council and the Prosecutorial Council are independent institution from each other and from other branches of government, they have similar recruitment and selection process while are separately conducted by their selection committees with the councils.
Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment.	The training is not mandatory, but they had received in the past some trainings related to management
Who does choose the Presidents of courts?	National Council of the judiciary;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	The selection process is same, is conducted by the recruitment committee that recommends the successful candidate to the judicial council members than in a session who gets more the members vote get selected. So, for the Supreme court the term of service for Court President is 7 years, while for Appeal court and Basic Court Presidents is 5 year term without possibility for reappointment.
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	National Council of the judiciary/magistrates;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
How long does the President of court held the position by law?	In basic Court and appeal Court the term is 5 years, while for Supreme Court the term is 7 years
Can the President of court be reappointed?	No
Please add any further comment.	
How many times can the President of court be reappointed?	There is no possibility for reappointment
Is the President re-appointment subject to evaluation?	
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	· Discretionary assignment of proceedings to the departments/section

	<ul style="list-style-type: none"> · Discretionary assignment of proceedings to the individual judge · Evaluation of judges · Monitoring of court's performance (timing, timeframes, backlog etc.) · Management of administrative personnel · Management of information and communication technologies · Management of health and safety of the court; Reporting (or alerting) on judge's disciplinary misconduct;
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	<p>There is Court Administrator that has the status of civil servant, they are not judges they are administrative personnel that oversee and manage all the civil servant personnel in court.</p> <p>The Court Administrators do not have any responsibility to interact with the judge work, besides the admins staff of the court.</p>
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	No
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	For all court presidents, branch courts, deputy court presidents and heads of departments.
Please add any further comment.	The training si intend to be for all the leadership and management positions, but very often also for judges who show interest to attend.
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	Yes
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities
Please add any further comment.	

Please indicate the training delivery methods used.	Face-to-face (physical presence);
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Case studies • Brainstorming • Team building • Problem solving workshops
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Well-being at work • Ethics and deontology • Safety at work • Conflict management • Organizational wellness
Please add any further comment.	
Please indicate who are the trainers.	Judges; Public prosecutors; University professors; Researchers
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers;
Please add any further comment.	The Kosovo Justice Academy doesn't apply the seconded trainers at School, there are only occasional trainers.
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Well-being at work • Gender policies • Information and communication technologies • Artificial intelligence • Contract management • Ethics and deontology • Administrative law • European law

	<ul style="list-style-type: none"> · Safety at work · Conflict management · Organizational wellness · Trainings on court leadership
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> · Lecture/presentation · Demonstrations or practical laboratories · Discussion and debates · Case studies · Brainstorming · Role play · Coaching · Mentoring · Team building · Problem solving workshops · Computer mediate discussion
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	For all court presidents, branch courts, deputy court presidents and heads of departments
Please add any further comment.	The training is intended to be for all the leadership and management positions, but very often also for judges who show interest to attend.
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	
The training courses are	Optional;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days;
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities;
Please indicate the training delivery methods used.	Face-to-face (physical presence);
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management · Statistics · Discussion and debates · Communication · Well-being at work

	<ul style="list-style-type: none"> · Safety at work · Conflict management · Organizational wellness
Please indicate who are the trainers.	Judges; Public prosecutors; University professors; Researchers
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;
Please indicate the training methods/techniques used.	Lecture/presentation; Discussion and debates; Case studies; Brainstorming; Team building; Problem solving workshops
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> · Management · Statistics · Communication · Well-being at work · Discussion and debates · Gender policies · Artificial intelligence · Information and communication technologies · Contract management · Ethics and deontology · European law · Safety at work · Conflict management · Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> · Lecture/presentation · Demonstrations or practical laboratories · Discussion and debates · Case studies · Brainstorming · Role play · Coaching · Mentoring · Team building · Problem solving workshops · Computer mediate discussion
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	

Lithuania: National Courts Administration

Name of the training Institution in English:	National Courts Administration
Country:	Lithuania
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	No
Please add any further comment.	
Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment.	
Who does choose the Presidents of courts?	
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	The candidacies are proposed by the Selection Commission of Candidates to Judicial Office and the President of the Republic choose the one of them.
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	The candidacies are proposed by the Selection Commission of Candidates to Judicial Office and the President of the Republic choose one of them.
How long does the President of court held the position by law?	5 years
Can the President of court be reappointed?	Yes
Please add any further comment.	
How many times can the President of court be reappointed?	1
Is the President re-appointment subject to evaluation?	Yes
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> · Allocation of judges to the different departments · Discretionary assignment of proceedings to the departments/section · Analysis of the duration of proceedings · Monitoring of court's performance (timing, timeframes, backlog etc.) · Definition of performance targets · Management of the prosecution court budget · Management of administrative personnel

	<ul style="list-style-type: none"> · Management of information and communication technologies · Reporting (or alerting) on judge's disciplinary misconduct · Recruitment of judge's assistants · Recruitment of administrative staff · Disciplinary proceedings on administrative staff
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	Chancellor
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	Yes
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	

Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> • Management • Communication • Well-being at work • Gender policies • Ethics and deontology • Criminal law • Administrative law • European law • Safety at work • Conflict management • Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	Lecture/presentation; Discussion and debates; Brainstorming; Case studies;
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> • President of Supreme Court • President of Supreme court's section/department/division • Presidents of courts of second instance • President of section/department/divisions of a second instance court • Presidents of courts of first instance • Presidents of section/department/division of a first instance court
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	
The training courses are	Optional;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days;
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities;
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence); Mix of face-to-face and online;
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Communication

	<ul style="list-style-type: none"> • Ethics and deontology • European law • Administrative law • Criminal law • Conflict management • Organizational wellness
Please indicate who are the trainers.	Judges; University professors; Researchers; Lawyers
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;
Please indicate the training methods/techniques used.	Lecture/presentation; Discussion and debates; Case studies
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	80 % are Face- to - face lectures/presentations 20% discussions and case studies
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> • Management; • Discussion and debates • Communication • Well-being at work • Gender policies • Information and communication technologies • Artificial intelligence • Contract management • Ethics and deontology • Criminal law • Administrative law • European law • Safety at work • Conflict management • Organizational wellness • Statistics
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Brainstorming • Coaching • Team building • Problem solving workshops
Please add any further information or comment you wish.	

Please indicate who filled in this questionnaire and an e-mail contact.	Head of the Administration Division of the National Courts Administration, Head of Training and International Cooperation Division monika.kontrauskiene@teismai.lt
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Malta: Judicial Studies Committee

Name of the training Institution in English:	Judicial Studies Committee
Country:	Malta
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	No
Please add any further comment.	
Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment.	
Who does choose the Presidents of courts?	Parliament;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Public Call; Minister
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
How long does the President of court held the position by law?	Till retiring age.
Can the President of court be reappointed?	No
Please add any further comment.	
How many times can the President of court be reappointed?	not applicable
Is the President re-appointment subject to evaluation?	
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> · Allocation of judges to the different departments · Discretionary assignment of proceedings to the individual judge · Evaluation of judges · Analysis of the duration of proceedings · Monitoring of court's performance (timing, timeframes, backlog etc.) · Recruitment of judges
Please add any further comment.	

Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	No
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	Management; Statistics; Ethics and deontology; Conflict management
Please add any further comment.	
Please indicate which training methods/techniques you	Lecture/presentation; Problem solving workshops

consider more appropriate for training courses for aspiring President of courts.	
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Please add any further comment.	
Please indicate if the training courses are	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	
Please indicate who are the trainers.	
Are the trainers seconded to the School or occasional appointed?	
Please indicate the training methods/techniques used.	
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	Management; Statistics; Ethics and deontology; European law
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	Lecture/presentation; Problem solving workshops
Please add any further information or comment you wish.	All judges and magistrate including the President of the Court are given equal opportunity for training.
Please indicate who filled in this questionnaire and an e-mail contact.	Judge Joanne Vella Cuschieri, Vice-chairman of the Judicial Studies Committee

Moldova: The National Institute of Justice

Name of the training Institution in English:	"The National Institute of Justice"
Country:	Republic of Moldova
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	Yes
Please add any further comment.	
Do the Presidents of courts and the Chief prosecutors have the same training?	Yes
Please add any further comment.	
Who does choose the Presidents of courts?	National Council of the judiciary
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	For the beginning the President of the Court should lodge the application to the Selection and performance evaluation board from the Superior Council of Magistrates. Furthermore, the members will exam the personal file provided by the applicant in accordance with the criteria established by the Regulation. At the moment, the appointment process of the president of the court of first instance and the selection of the president of the courts of second instance/appeal are the same.
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	The election of the head of department or other unit are carried out by the Commission of employment.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
How long does the President of court held the position by law?	The President of the court is appointed for 4 years.
Can the President of court be reappointed?	Yes
Please add any further comment.	
How many times can the President of court be reappointed?	The reappointed only once.
Is the President re-appointment subject to evaluation?	Yes
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> · Establishment of the different specialized departments/section of the court · Allocation of judges to the different departments · Discretionary assignment of proceedings to the individual judge · Monitoring of court's performance (timing, timeframes, backlog etc.) · Reporting (or alerting) on judge's disciplinary misconduct · Disciplinary proceedings on administrative staff
Please add any further comment.	

Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	In Moldavian legislation is called, Head of the Secretariat and fulfill the tasks regarding the good administration of processes in the Court.
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	Yes
Please add any further comment.	The management of the financial resources, HR, etc.
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> • Management • Communication • Gender policies • Artificial intelligence • Ethics and deontology

	<ul style="list-style-type: none"> · Conflict management · Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	Discussion and debates; Case studies; Role play; Coaching; Team building; Problem solving workshops
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> · President of Supreme Court · President of Supreme court's section/department/division · Presidents of courts of second instance · President of section/department/divisions of a second instance court · Presidents of courts of first instance
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	
The training courses are	According to the national law the judges will choose their own educational path. The National Institute of Justice organize the training annually.
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days;
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time;
Please indicate the training delivery methods used.	Face-to-face (physical presence);
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	Management; Statistics; Communication; Ethics and deontology; Conflict management;
Please indicate who are the trainers.	Judges; University professors; Lawyers; Administrative court managers
Are the trainers seconded to the School or occasional appointed?	Trainers seconded to the School on a full time basis; Trainers seconded to the School on a part-time basis; Occasional appointed;
Please indicate the training methods/techniques used.	Lecture/presentation; Demonstrations or practical laboratories; Discussion and debates; Case studies;
Please indicated, at least an estimation, the percentage of use	30%

of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> · Management · Statistics · Discussion and debates · Communication · Well-being at work · Gender policies · Information and communication technologies · Artificial intelligence · Ethics and deontology · Conflict management · Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	Discussion and debates; Case studies; Role play; Coaching; Problem solving workshops
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	marandici.olga@inj.gov.md, bocan.ion@inj.gov.md

Netherlands: Studiecentrum Rechtspleging (SSR)

Name of the training Institution in English:	Training and Study Centre for the Judiciary SSR
Country:	Netherlands
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	No
Please add any further comment.	
Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment.	

Who does choose the Presidents of courts?	Local Council of judges;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Local Council of the judges
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance.	
How long does the President of court held the position by law?	Maximum 6 years
Can the President of court be reappointed?	Yes
Please add any further comment.	After the first term of 3 years
How many times can the President of court be reappointed?	1
Is the President re-appointment subject to evaluation?	Yes
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	No
Please add any further comment.	The president is final responsible
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	The board contains 3 members: administrative manager, judge/board member and president: the position of president is only available for former judge/board members
Please add any further comment.	
The training courses are	Optional;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	The course for aspiring judge/board members is app. 1 year (up to 21 days of training)
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	Yes
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time

Please add any further comment.	
Please indicate the training delivery methods used.	Mix of face-to-face and online; learning groups (reflection), mentoring, shadowing, personal reports, reading literature, practice
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	<ul style="list-style-type: none"> • Demonstrations or practical laboratories • Lecture/presentation • Discussion and debates • Role play • Field work • Coaching • Brainstorming • Mentoring • Team building • Computer mediate discussion
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Communication • Well-being at work • Management • Statistics • Ethics and deontology • Safety at work • Conflict management • Organizational wellness • Gender policies
Please add any further comment.	
Please indicate who are the trainers.	<ul style="list-style-type: none"> • University professors • Managers of other public organizations • Administrative court managers • Managers of private organizations • Researchers
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers;
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how	<ul style="list-style-type: none"> • Drafting of an action plan • Drafting of an organizational project • Interview • We do evaluate the course but not the participants, one cannot fail the test
Is this evaluation taken into consideration for the assessment of the participants during the process of	No

appointment in the managerial position?	
Please add any further comment.	Participants still have to apply for the job, after the training
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	See above
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Role play • Field work • Coaching • Mentoring • Team building
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	Presidents of courts of second instance; Presidents of courts of first instance and other board members (see above)
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	
The training courses are	Compulsory;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 21 days;
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time;
Please indicate the training delivery methods used.	Mix of face-to-face and online; learning groups (reflection), reading literature
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Discussion and debates • Communication • Well-being at work • Gender policies • Ethics and deontology • Conflict management • Organizational wellness • Organization and boardroom dynamics;

Please indicate who are the trainers.	University professors; Researchers; Managers of other public organizations; Managers of private organizations;
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Brainstorming • Role play • Field work • Coaching
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how	Drafting of an action plan; Drafting of ana organization project; see above
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> • Management • Statistics • Discussion and debates • Communication • Well-being at work • Gender policies • Information and communication technologies • Artificial intelligence • Ethics and deontology • Safety at work • Conflict management • Organizational wellness • Organization and boardroom dynamics
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	See above
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	

North Macedonia: Academy for Judges and Public Prosecutors

Name of the training Institution in English:	Academy for judges and public prosecutors
Country:	North Macedonia
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	Yes
Please add any further comment.	
Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment.	
Who does choose the Presidents of courts?	National Council of the judiciary
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Selection by the President of the court
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
How long does the President of court held the position by law?	with a mandate of 4 years
Can the President of court be reappointed?	Yes
Please add any further comment.	
How many times can the President of court be reappointed?	once (in a court of the same instance)
Is the President re-appointment subject to evaluation?	Yes
Please add any further comment.	The president of court can be reappointed if he is evaluated positively by the Judicial Council of the Republic of Macedonia
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> • Allocation of judges to the different departments • Analysis of the duration of proceedings • Monitoring of court's performance (timing, timeframes, backlog etc.) • Definition of performance targets • Management of administrative personnel • Management of health and safety of the court • Reporting (or alerting) on judge's disciplinary misconduct
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	No

Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> • Management • Communication • Well-being at work • Gender policies • Ethics and deontology • European law • Conflict management • Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	Lecture/presentation; Discussion and debates; Team building; Problem solving workshops

Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	Academy organizes at least 2 trainings per year for all presidents of courts. A mixed group of presidents from all instances such as the Supreme Court, Appeals and Basic Courts participate in these trainings
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	The Academy has an obligation to organize at least 2 trainings for court presidents every year
The training courses are	Optional; Compulsory. If the president of the court is not able to participate in the training for justified reasons, then he sends his deputy
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	1 day training
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities
Please indicate the training delivery methods used.	Face-to-face (physical presence)
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	Management; Discussion and debates; Communication; Ethics and deontology; Conflict management
Please indicate who are the trainers.	Judges;
Are the trainers seconded to the School or occasional appointed?	Academy has permanent list of trainers;
Please indicate the training methods/techniques used.	Lecture/presentation; Discussion and debates; Case studies; Role play; Coaching; Mentoring; Problem solving workshops
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	At the end of the course participants evaluate the trainers by filling the questionnaires
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	No
Please add any further comment.	

Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> · Management · Discussion and debates · Communication · Well-being at work · Gender policies · Information and communication technologies · Ethics and deontology · European law · Conflict management
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> · Lecture/presentation · Discussion and debates · Team building · Problem solving workshops
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Sonja Mojsovska, advisor for implementation and development of the quality system in Academy for judges and public prosecutors (North Macedonia) Mojsovska@jpacademy.gov.mk

Poland: National School of Judiciary and Public Prosecution

Name of the training Institution in English:	National School of Judiciary and Public Prosecution
Country:	Poland
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	Yes
Please add any further comment.	<p>The appointment procedures are the same, but the final decision of appointment is taken by the Ministry of Justice when the presidents courts are selected: the president of the regional court is appointed by the Minister of Justice from among the judges of the court of appeal, regional court or district court. After the president of the regional court is appointed, the Minister of Justice presents him to the competent general assembly of regional court judges.</p> <p>A regional, district and district public prosecutor is appointed, after the candidacy is presented to the competent assembly of public prosecutors, and dismissed by the Public Prosecutor General, at the request of the National Public Prosecutor.</p>
Do the Presidents of courts and the Chief prosecutors have the same training?	Yes
Please add any further comment.	
Who does choose the Presidents of courts?	Minister;

Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	<p>The president of the regional court is appointed by the Minister of Justice from among the judges of the court of appeal, regional court or district court.</p> <p>After the president of the regional court is appointed, the Minister of Justice presents him to the competent general assembly of regional court judges.</p>
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Selection by the President of the court
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	<p>The function of the head of the division is entrusted to the president of the court.</p> <p>Before entrusting the function of the head of the division in the court of appeal, the president of the court consults the assembly of judges of the court of appeal.</p>
How long does the President of court held the position by law?	<p>The president of the court of appeal and the president of the regional court are appointed for a period of six years and may not be re-appointed to the office of president or vice-president of a court in that court before the expiry of six years from the end of their term of office.</p> <p>The presidents of the district court can be appointed for the term of 4 years and may not be re-appointed to the office of president or vice-president of a court in that court before the expiry of four years from the end of their term of office</p>
Can the President of court be reappointed?	Yes
Please add any further comment.	The president of the court of appeal and the president of the regional court may not be re-appointed to the office of president or vice-president of a court in that court before the expiry of six years from the end of their term of office.
How many times can the President of court be reappointed?	Two times
Is the President re-appointment subject to evaluation?	Yes
Please add any further comment.	The re-appointment of the president or vice-president of the court can take place after consultation the board of the competent court. Intention to appeal, together with written justification, The Minister of Justice presents the board of the competent court for obtaining.
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> • Establishment of the different specialized departments/section of the court • Allocation of judges to the different departments • Discretionary assignment of proceedings to the departments/section • Evaluation of judges • Analysis of the duration of proceedings • Management of the prosecution court budget • Management of information and communication technologies

	<ul style="list-style-type: none"> · Reporting (or alerting) on judge's disciplinary misconduct · Adoption of disciplinary measures on prosecutors · Recruitment of judge's assistants
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	In Poland we have the position of the Court Director who is in charge of management the administration tasks like recruitment the administration staff, management of health and safety of the court, management of office procurement, technician support, purchase management, renovation procedures.
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	Yes
Please add any further comment.	Only in some cases the Court Director determines, in consultation with the president of the court, the location and number of individual positions for court employees, excluding judges, court referendaries and assistants to judges, in court divisions; represents the State Treasury in the scope of entrusted property and tasks of the court.
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	

Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> • Management • Communication • Information and communication technologies • Ethics and deontology • Safety at work • Conflict management • Organizational wellness
Please add any further comment.	The NSJPP provides the ongoing training activities for already appointed Presidents Courts and separately for Court Directors. There is no such an offer for aspiring Court Presidents.
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> • Role play • Field work • Coaching • Mentoring • Team building • Problem solving workshops • Computer mediate discussion
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> • Presidents of courts of second instance • President of section/department/divisions of a second instance court • Presidents of courts of first instance • Presidents of section/department/division of a first instance court
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	Yes
Please add any further comment.	
The training courses are	Optional;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities
Please indicate the training delivery methods used.	Face-to-face (physical presence)

Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Communication • Information and communication technologies • Contract management • Safety at work • Conflict management • Organizational wellness
Please indicate who are the trainers.	Judges; University professors; Managers of other public organizations
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;
Please indicate the training methods/techniques used.	Lecture/presentation; Discussion and debates; Role play; Coaching; Problem solving workshops;
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial positions...	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> • Management • Discussion and debates • Communication • Well-being at work • Information and communication technologies • Artificial intelligence • Contract management • Safety at work • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	Discussion and debates; Brainstorming; Role play; Coaching;
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Anna Natowska-Michrowska from the International Cooperation Department at the NSJPP, e-mail: a.michrowska@kssip.gov.pl

Portugal: Centre for Judicial Studies

Name of the training Institution in English:	Centre for Judicial Studies
Country:	Portugal

Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	No
Please add any further comment.	Different Superior Councils and procedures
Do the Presidents of courts and the Chief prosecutors have the same training?	Yes
Please add any further comment.	
Who does choose the Presidents of courts?	National Council of the judiciary;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...)	First instance courts only; all the other presidents are elected by all the peers.
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Election by the judges of the office.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...)	Judge coordinators at first instance; at appellate and supreme court level, all presidencies are elective.
How long does the President of court held the position by law?	Five years Supreme Court and Appellate Courts; Three years at first instance.
Can the President of court be reappointed?	Yes
Please add any further comment.	Only at first instance courts.
How many times can the President of court be reappointed?	One
Is the President re-appointment subject to evaluation?	No
Please add any further comment.	No formal evaluation.
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> • Analysis of the duration of proceedings • Monitoring of court's performance (timing, timeframes, backlog etc.) • Management of health and safety of the court • Reporting (or alerting) on judge's disciplinary misconduct • Recruitment of judge's assistants • Recruitment of administrative staff • Disciplinary proceedings on administrative staff
Please add any further comment.	Answer considers only first instance. At appellate and supreme court level, the powers are broader.
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	

If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	No
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	President of First instance court
Please add any further comment.	
The training courses are	Compulsory;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 21 days;
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	No
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time
Please add any further comment.	The last courses were contingent on Covid rules.
Please indicate the training delivery methods used.	Online live (online presence); Face-to-face (physical presence); Online recorded (independent self-study)
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	<ul style="list-style-type: none"> · Lecture/presentation · Discussion and debates · Brainstorming · Problem solving workshops · Computer mediate discussion
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management · Communication · Gender policies · Information and communication technologies · Contract management · Ethics and deontology · Administrative law · Conflict management · Organizational wellness · Statistics

	<ul style="list-style-type: none"> · Well-being at work · Safety at work
Please add any further comment.	
Please indicate who are the trainers.	<ul style="list-style-type: none"> · Judges · Public prosecutors · University professors · Administrative court managers · Managers of other public organizations
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how	Dissertation
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	Yes
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> · Management · Statistics · Communication · Gender policies · Well-being at work · Information and communication technologies · Contract management · Ethics and deontology · Administrative law · Safety at work · Conflict management · Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> · Lecture/presentation · Demonstrations or practical laboratories · Discussion and debates · Case studies · Brainstorming · Team building · Problem solving workshops
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	

Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Please add any further comment.	
Please indicate if the training courses are	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	
Please indicate who are the trainers.	
Are the trainers seconded to the School or occasional appointed?	
Please indicate the training methods/techniques used.	
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> • Management • Statistics • Discussion and debates • Communication • Well-being at work • Gender policies • Information and communication technologies • Contract management • Ethics and deontology • Administrative law • Safety at work • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Demonstrations or practical laboratories • Case studies • Brainstorming • Team building • Problem solving workshops • Computer mediate discussion
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Fernando Vaz Ventura, fernando.v.ventura@mail.cej.mj.pt

Romania: National Institute of Magistracy - NIM

Name of the training Institution in English:	National Institute of Magistracy - NIM
Country:	Romania
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	Yes
Please add any further comment.	The procedure is the same for all the courts and prosecutors' offices, up to courts of appeal and the prosecutors' offices attached to them. The procedure is different for the appointment of the High Court of Cassation and Justice (HCCJ) president, vice-presidents, and section presidents, as well as for the appointment of the top management positions at the Prosecutors Office attached to the HCCJ, National Anticorruption Directorate and Directorate for Organized Crime and Terrorism.
Do the Presidents of courts and the Chief prosecutors have the same training?	Yes
Please add any further comment.	The same type of training: workshops
Who does choose the Presidents of courts?	National Council of the judiciary;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...)	The HCCJ president, vice-presidents and section presidents are appointed by the Superior Council of Magistracy (SCM)'s Section for judges following an interview in front of the respective section. The presidents of all other courts are appointed by the SCM section for judges, based on the results of a contest/exam, organized by the SCM, with NIM support. The selection process is the same for all level of jurisdiction.
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	National Council of the judiciary/magistrates;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...)	Appointment to the other management positions in courts (vice-presidents/section president) is done by the SCM's Section for judges, without contests/exams, based on the court president's proposal.
How long does the President of court held the position by law?	3 years
Can the President of court be reappointed?	Yes
Please add any further comment.	Only through another selection process (contest/exam)
How many times can the President of court be reappointed?	Only once, for another 3 years term
Is the President re-appointment subject to evaluation?	Yes

Please add any further comment.	The evaluation process is the same as the one for the first term (mandate).
Please tick the tasks and functions that the President of court carries out.	
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	<ul style="list-style-type: none"> · President of Supreme Court · President of section/division of the Supreme court · President of Court of appeal · President of section/division of the Court of appeal · President of First instance court · President of section/division of the First instance court
Please add any further comment.	The trainings are opened to all judges aspiring to have a leading position.
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	2 days
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	Yes
Please add any further comment.	The number of places is limited and the selection is done annually, based on the scores that take into consideration the previous participation in training activities.
Please indicate if the training courses are	Consecutive days/activities.
Please add any further comment.	
Please indicate the training delivery methods used.	Face-to-face (physical presence).
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	Case studies; Brainstorming; Role play; Problem solving workshops.
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	Equal percentages
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management · Communication

	<ul style="list-style-type: none"> · Well-being at work · Ethics and deontology · Conflict management · Organizational wellness
Please add any further comment.	
Please indicate who are the trainers.	Judges; Managers of private organizations
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Trainers seconded to the School on a part-time basis
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> · Management · Communication · Gender policies · Information and communication technologies · Ethics and deontology · Conflict management · Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> · Discussion and debates · Case studies · Brainstorming · Role play · Mentoring · Problem solving workshops · Coaching
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> · President of Supreme Court · President of Supreme court's section/department/division · Presidents of courts of second instance · President of section/department/divisions of a second instance court · Presidents of courts of first instance · Presidents of section/department/division of a first instance court

Please add any further comment.	The President of Supreme Court and the President of Supreme court's section/ department/ division are invited if there is a request.
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	2 days
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities
Please indicate the training delivery methods used.	Face-to-face (physical presence)
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Discussion and debates • Communication • Well-being at work • Information and communication technologies • Ethics and deontology • Safety at work • Conflict management • Organizational wellness
Please indicate who are the trainers.	• Judges; Managers of private organizations
Are the trainers seconded to the School or occasional appointed?	• Trainers seconded to the School on a part-time basis
Please indicate the training methods/techniques used.	• Discussion and debates; Case studies; Brainstorming; Role play; Problem solving workshops;
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	• Equal percentages
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial position.	No
Please add any further comment.	

Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> • Management • Statistics • Discussion and debates • Communication • Well-being at work • Gender policies • Information and communication technologies • Ethics and deontology • Safety at work • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> • Discussion and debates • Case studies • Brainstorming • Role play • Coaching • Mentoring • Problem solving workshops
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Nadia Taran, Head of International Relations Office, external financing projects and public relations, nadia.taran@inm-lex.ro

Serbia: Judicial Academy

Name of the training Institution in English:	Judicial Academy
Country:	Republic of Serbia
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	Yes
Please add any further comment.	
Do the Presidents of courts and the Chief prosecutors have the same training?	Yes
Please add any further comment.	
Who does choose the Presidents of courts?	National Council of the judiciary;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Selection by the President of the court
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	

How long does the President of court held the position by law?	5 years
Can the President of court be reappointed?	No
Please add any further comment.	
How many times can the President of court be reappointed?	He/she can be only appointed once
Is the President re-appointment subject to evaluation?	
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> · Allocation of judges to the different departments · Management of the prosecution court budget · Management of administrative personnel · Management of information and communication technologies · Management of office procurement · Management of health and safety of the court · Reporting (or alerting) on judge's disciplinary misconduct · Recruitment of judge's assistants · Recruitment of administrative staff · Disciplinary proceedings on administrative staff · Monitoring of court's performance (timing, timeframes, backlog etc.) · Analysis of the duration of proceedings
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	<ul style="list-style-type: none"> · President of Supreme Court · President of section/division of the Supreme court · President of Court of appeal · President of section/division of the Court of appeal · President of First instance court · President of section/division of the First instance court
Please add any further comment.	
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days
Are these training courses to be attended just one time by the	Yes

aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time
Please add any further comment.	
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online recorded (independent self-study); Mix of face-to-face and online;
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	Discussion and debates; Lecture/presentation; Case studies; Brainstorming; Role play; Problem solving workshops
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	90
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management · Statistics · Communication · Well-being at work · Gender policies · Information and communication technologies · Contract management · Ethics and deontology · Safety at work · Conflict management · Organizational wellness
Please add any further comment.	
Please indicate who are the trainers.	Judges; University professors
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers; Trainers seconded to the School on a part-time basis
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how	Drafting of an action plan; Written test (e.g. multiple choice)
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> · Management · Statistics · Communication · Well-being at work · Gender policies

	<ul style="list-style-type: none"> · Information and communication technologies · Ethics and deontology · Criminal law · Administrative law · European law · Safety at work · Conflict management · Organizational wellness · Contract management · Artificial intelligence · Leadership
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	<ul style="list-style-type: none"> · Lecture/presentation · Discussion and debates · Demonstrations or practical laboratories · Case studies · Role play · Brainstorming · Problem solving workshops · Computer mediate discussion · Team building · Field work
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> · President of Supreme court's section/department/division · Presidents of courts of second instance · President of Supreme Court · President of section/department/divisions of a second instance court · Presidents of courts of first instance · Presidents of section/department/division of a first instance court
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	
Please add any further comment.	
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time

Please indicate the training delivery methods used.	Face-to-face (physical presence); Online recorded (independent self-study); Mix of face-to-face and online;
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Statistics • Discussion and debates • Communication • Well-being at work • Gender policies • Information and communication technologies • Contract management • Criminal law • Ethics and deontology • Administrative law • European law • Safety at work • Conflict management • Organizational wellness
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Judges • University professors
Are the trainers seconded to the School or occasional appointed?	<ul style="list-style-type: none"> • Occasional appointed • Trainers seconded to the School on a part-time basis
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Role play • Brainstorming • Problem solving workshops
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	95
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how	Written test (e.g. multiple choice); Drafting of an action plan
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> • Management • Statistics • Discussion and debates • Communication

	<ul style="list-style-type: none"> · Well-being at work · Gender policies · Information and communication technologies · Artificial intelligence · Contract management · Ethics and deontology · Criminal law · Administrative law · European law · Safety at work · Conflict management · Organizational wellness · Leadership
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> · Lecture/presentation · Demonstrations or practical laboratories · Discussion and debates · Case studies · Brainstorming · Role play · Field work · Mentoring · Team building · Problem solving workshops · Computer mediate discussion
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	

Slovenia: Judicial Training Centre of Slovenia

Name of the training Institution in English:	Judicial Training Centre of Slovenia
Country:	Republic of Slovenia
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	Yes
Please add any further comment.	<p>A judge may be appointed president of a court if they are a judge at a court of equal or higher rank, have served as a judge for at least 3 years and have submitted a six-year strategic work program of the court.</p> <p>A state prosecutor may be appointed head of a district state prosecutor's office if they are under 64 years old at the time of application and fulfil the conditions for appointment as higher/supreme state prosecutor.</p> <p>The term for both is 6 years with the possibility of reappointment. The president of the Supreme Court is appointed by the National Assembly on the proposal of the Minister of Justice, after a prior opinion of the Judicial Council and a General</p>

	Session of the Supreme Court. The State Prosecutor General is appointed by the National Assembly on the proposal of the Prosecutorial Council after a prior opinion of the Government. Presidents of local, district and higher courts are appointed by a decision of the Judicial Council based on the prior opinion of the Minister of Justice, the president of the Supreme Court and the president of the immediately higher court. The heads of district state prosecutors' offices are appointed by the Prosecutorial Council on a proposal of the Minister of Justice, after a prior opinion of the State Prosecutor General.
Do the Presidents of courts and the Chief prosecutors have the same training?	Yes
Please add any further comment.	Presidents and directors of courts and heads and directors of state prosecutors' offices must complete a training program for judicial leadership within one year of their appointment. Failure to do so results in termination of office. The contents and duration of the training are outlined in the Rulebook issued by the Minister of Justice, on the basis of the Courts Act and the State Prosecutor's Office Act. The training is organized by the Judicial Training Centre. The training lasts 4 days and consists of two parts – a combined part for leaders of both courts and prosecutors' offices and a separate part with specific topics for judicial and prosecutorial leaders.
Who does choose the Presidents of courts?	National Council of the judiciary; Explained in detail in question 3; Minister
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	Explained in detail in question 3
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	<ul style="list-style-type: none"> • Selection by the President of the court • Selection by the Head of the District State Prosecutor's Office
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
How long does the President of court held the position by law?	Six year term
Can the President of court be reappointed?	Yes
Please add any further comment.	
How many times can the President of court be reappointed?	Not limited
Is the President re-appointment subject to evaluation?	Yes
Please add any further comment.	For any leadership position in the judicial or prosecutorial office, there is always a new selection process after the end of a mandate. All proposed candidates have equal options for appointment,

	including the previously appointed President or Head of office. When assessing the Presidents of Courts in accordance with the Criteria for the Quality of the Work of Judges for the Evaluation of the Judicial Service, the Personnel Council obtains the necessary information and an opinion on the performance of each court from the Supreme Court of the Republic of Slovenia.
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> · Establishment of the different specialized departments/section of the court · Allocation of judges to the different departments · Analysis of the duration of proceedings · Monitoring of court's performance (timing, timeframes, backlog etc.) · Definition of performance targets · Management of the prosecution court budget · Management of administrative personnel · Management of information and communication technologies · Management of office procurement · Management of health and safety of the court · Reporting (or alerting) on judge's disciplinary misconduct · Other tasks and functions (please specify) · Issuing General Court Acts, organization of other work processes (mediation), acting as authorized person for the provision of information of a public nature in judicial administration, carrying out activities under the Media Act, authorization of invoices etc.
Please add any further comment.	The same for Heads of State Prosecutors' Offices.
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	The Director of the Court acts as an administrative manager. Court Director is appointed by the President of the Court for a term of 5 years with the possibility of reappointment.
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	Yes
Please add any further comment.	The President of the Court may authorize the Director to take carry out various obligations (e.g. operating costs of the court). The Director is also in charge of the health and safety management and potential trainees.
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	

Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	Management; Organizational wellness; Communication
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	Lecture/presentation; Mentoring
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> · President of Supreme Court · Presidents of courts of second instance · Presidents of courts of first instance · Prosecutors: for Heads and Directors of State Prosecutors' Offices
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	Yes

Please add any further comment.	The course must be completed within one year of being appointed, however, there is no specific timeframe, as the course is only done once per year for all newly appointed presidents/directors/heads of departments.
The training courses are	Compulsory
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	4 days
Please add any further comment.	The training must last at least 24 learning units, 1 unit being 45 min.
Please indicate if the training courses are	Two consecutive days - a two week break - another two consecutive days
Please indicate the training delivery methods used.	Face-to-face (physical presence)
Please indicate the percentage of the different delivery methods (if any different)	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Communication • Organizational wellness • Conflict management • Safety at work • Business protocol, job vacancies, public relations, audit review, financial and accounting management, general budget, promotions and evaluations/assessments;
Please indicate who are the trainers.	Judges; Public prosecutors; Administrative court managers
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;
Please indicate the training methods/techniques used.	Lecture/presentation;
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	0%
Please add any further comment.	The training is carried out as a 4-day seminar.
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	No
Please add any further comment.	Participants are not evaluated. They do, however, receive a certificate of completion, which has to be submitted to the Judicial/Prosecutorial Council, the Minister of Justice and the President of the Supreme Court/State Prosecutor General, within one year from appointment to the function.

Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> · Artificial intelligence · Ethics and deontology · Management · Communication · Safety at work · Conflict management · Organizational wellness · Information and communication technologies
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	Lecture/presentation; Mentoring
Please add any further information or comment you wish.	Judges and prosecutors in leadership positions continuously participate in other national yearly trainings and seminars, where they obtain knowledge on current topics for their legal areas of expertise (criminal, civil, family, commercial etc.). The training for newly appointed Presidents, Directors and Heads of Offices is mainly targeted at managerial skills.
Please indicate who filled in this questionnaire and an e-mail contact.	Brina Topolovec, advisor at the Judicial Training Centre of Slovenia (brina.topolovec@gov.si)

Spain: Judicial School of Spain

Name of the training Institution in English:	"Judicial School of Spain"
Country:	Spain
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	No
Please add any further comment.	Presidents of the courts are appointed by the General Council of the Judiciary while Chief prosecutors are appointed by the Government at request of the Prosecutor General.
Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment.	The training of Presidents of courts depends on the General Council of the Judiciary (and, therefore, of the Judicial School) while the training of Chief prosecutor depends on the Prosecutor General office (and, therefore, of the Center of Legal Studies
Who does choose the Presidents of courts?	National Council of the judiciary; Local Council of judges
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	While the presidents of First-Instance Courts are elected by a council of judges (they are therefore elected by their colleagues), Presidents of Courts of Appeal and High Courts are appointed by the Council of Judiciary

Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	National Council of the judiciary/magistrates
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	Heads of section/division in Courts of Appeal are appointed by the Council of the Judiciary but the appointment is solely based on seniority. Heads of division in High Courts are also appointed by the Council of Judiciary but, in this case, the appointment is based in merits and, therefore, it implies a certain extent of discretionarily
How long does the President of court held the position by law?	Five years
Can the President of court be reappointed?	Yes
Please add any further comment.	They can only be reappointed once (accordingly, maximum 10 years)
How many times can the President of court be reappointed?	Once
Is the President re-appointment subject to evaluation?	Yes
Please add any further comment.	The evaluation is, again, a merit assessment made by the Council of the Judiciary
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> · Analysis of the duration of proceedings · Monitoring of court's performance (timing, timeframes, backlog etc.) · Definition of performance targets · Management of information and communication technologies · Reporting (or alerting) on judge's disciplinary misconduct
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	No
Please add any further comment.	Registrars are in charge of court staff management
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	No
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	

Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	<ul style="list-style-type: none"> · Management · Communication · Well-being at work · Gender policies · Information and communication technologies · Artificial intelligence · Ethics and deontology · Safety at work · Conflict management · Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	Discussion and debates; Brainstorming; Role play; Team building; Problem solving workshops;
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	Presidents of courts of second instance; Presidents of courts of first instance

Please add any further comment.	Strictly speaking, the Continuous Training Department promotes meetings of Presidents so that they can discuss topics they consider relevant concerning their everyday work. It is in such a context that specific training activities might take place.
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities
Please indicate the training delivery methods used.	Face-to-face (physical presence)
Please indicate the percentage of the different delivery methods (if any different).	Face-to-face: 100%
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management · Discussion and debates · Communication · Gender policies · Information and communication technologies · Ethics and deontology · Conflict management
Please indicate who are the trainers.	Judges
Are the trainers seconded to the School or occasional appointed?	Occasional appointed
Please indicate the training methods/techniques used.	Discussion and debates; Brainstorming
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	Discussion, debates and brainstorming go hand-in-hand and, frequently, they are intertwine
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	No
Please add any further comment.	

Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> · Communication · Gender policies · Ethics and deontology · Conflict management
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> · Discussion and debates · Brainstorming · Team building · Problem solving workshops
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	José Pablo Carrera Fernández, josepablo.carrera@cgpj.es

Sweden: Judicial Training Academy

Name of the training Institution in English:	Judicial Training Academy
Country:	Sweden
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	No
Please add any further comment.	
Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment. Chief prosecutors are trained by the National Prosecutors Authority and Presidents of courts by the Judicial Training Academy.	
Who does choose the Presidents of courts?	Presidents of courts apply to be appointed, a board consisting of a majority of judges rank the applicants and the government appoints the president.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	There is no difference between the selection procedure of presidents between first and second (or third) instance.
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	Heads of department are appointed and selected the same way as all judges, i.e. by application, evaluation and appointment as been described above.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	When it comes to heads of section there is a possibility for the presidents in first instance to appoint them.
How long does the President of court held the position by law?	The appointment by government is not limited in time.

Can the President of court be reappointed?	
Please add any further comment.	As a result of the lifetime appointment of presidents this will not happen.
How many times can the President of court be reappointed?	
Is the President re-appointment subject to evaluation?	
Please add any further comment.	
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> • Allocation of judges to the different departments • Establishment of the different specialized departments/section of the court • Discretionary assignment of proceedings to the departments/section • Discretionary assignment of proceedings to the individual judge • Evaluation of judges • Analysis of the duration of proceedings; Definition of performance targets • Monitoring of court's performance (timing, timeframes, backlog etc.) • Management of administrative personnel • Management of information and communication technologies; Management of office procurement • Management of health and safety of the court • Reporting (or alerting) on judge's disciplinary misconduct • Recruitment of judge's assistants • Recruitment of administrative staff
Please add any further comment.	
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	An Administrative manager is found in most courts but is sometimes not fulltime in the smallest district courts.
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	<p>From an administrative point of view, it is the President of the Court who decides on behalf of the Court.</p> <p>This decision-making power may in many questions be delegated by the President to an administrative head.</p> <p>However, since the delegation can always be withdrawn, there is never an overlap of competences. The decision-making power is, at the end of the day, always with the President of the court.</p>
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	

Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	
Management; Communication; Well-being at work ; Conflict management; Organizational wellness;	
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	
Demonstrations or practical laboratories; Discussion and debates; Field work; Mentoring; Problem solving workshops;	
Please add any further comment.	
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Please add any further comment.	
Please indicate if the training courses are	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	

Please indicate who are the trainers.	
Are the trainers seconded to the School or occasional appointed?	
Please indicate the training methods/techniques used.	
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial positions...	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> • Management • Statistics • Discussion and debates • Well-being at work • Gender policies • Artificial intelligence • Ethics and deontology • Conflict management • Safety at work • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Brainstorming • Team building • Problem solving workshops • Computer mediate discussion
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Erik Brattgård, director of the Judicial Training Academy.

Ukraine: National School of Judges of Ukraine

Name of the training Institution in English:	National School of Judges of Ukraine
Country:	Ukraine
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	No
Please add any further comment.	The selection of the Presidents/Deputy Presidents of courts is regulated by Article 20 of the Law of Ukraine "On the Judiciary and the Status of Judges"; the appointment of prosecutors complies with the procedure specified in Article 39 of the Law of Ukraine "On the Prosecutor's Office"

Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment.	training of judges is regulated by Article 89 of the Law of Ukraine "On the Judiciary and the Status of Judges"
Who does choose the Presidents of courts?	Election by judges of the office
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	No
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	The head of the State Administrative Court of Ukraine chooses the heads and deputy heads of court staff of courts of appeal. The head of the Territorial Branch of the State Administrative Court of Ukraine chooses the heads and deputy heads of court staff of local courts. The President of the court submits an application for the appointment of the head and deputy head of the court staff, appoints other heads of departments, sectors in the structure of the court.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	No
How long does the President of court held the position by law?	Three years (Article 20 of the Law)
Can the President of court be reappointed?	Yes
Please add any further comment.	-
How many times can the President of court be reappointed?	Elected by a meeting of judges for no more than two terms in a row (Article 20 of the Law)
Is the President re-appointment subject to evaluation?	No
Please add any further comment.	-
Please tick the tasks and functions that the President of court carries out.	
Please add any further comment.	The National School of Judges of Ukraine does not have the information set out in paragraph 17
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	-
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	No
Please add any further comment.	-

Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	
Please add any further comment.	The National School of Judges of Ukraine does not conduct training courses for ASPIRING Presidents of courts or middle management position
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> · Presidents of courts of first instance · Presidents of section/department/division of a first instance court

	<ul style="list-style-type: none"> · President of section/department/divisions of a second instance court · Presidents of courts of second instance · President of Supreme court's section/department/division
Please add any further comment.	-
Are the courses organized within a certain timeframe after the appointment?	Yes
Please add any further comment.	For the Presidents/Deputy Presidents of courts - during the first year after being elected to an administrative position
The training courses are	Compulsory
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Please add any further comment.	<p>The training time for the presidents/deputy presidents of courts is 20 academic hours, which is three days in a row during the first year after being appointed to an administrative position (clause 3.4. "Regulations on training and periodic training of judges at the National School of Judges of Ukraine".</p> <p>In addition, the presidents/deputy presidents of courts undergo mandatory 40-hour training during every 3 years of being a judge (Article 89 of the Law), as well as participate in periodic training (seminars, trainings, webinars, distance courses - optional).</p> <p>The training time for heads/deputy heads of court staff is 40 academic hours, which is 5 days in a row every six months. In addition, they participate in periodic training (seminars, trainings, webinars, distance courses - optional).</p>
Please indicate if the training courses are	Consecutive days/activities
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence)
Please indicate the percentage of the different delivery methods (if any different).	Until 2020, all trainings were conducted face-to-face. After the introduction of the quarantine related to the spread of the Corona virus (from 2020) and in connection with the introduction of martial law in Ukraine (from 2022), most trainings are conducted "online"
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management · Statistics · Gender policies · Information and communication technologies · Artificial intelligence · Contract management · Ethics and deontology · Safety at work · Conflict management
Please indicate who are the trainers.	Judges. In addition to judges, lecturers/trainers are also: University professors Scientists Lawyers Persons who hold lower management positions in the courts Employees of the National School of Judges of Ukraine

Are the trainers seconded to the School or occasional appointed?	Trainers seconded to the School on a full time basis; Trainers seconded to the School on a part-time basis; Occasional appointed
Please indicate the training methods/techniques used.	Lecture/presentation; Discussion and debates; Case studies; Brainstorming; Role play; Computer mediate discussion
Please indicated, at least an estimation, the percentage of use of the different techniques on the various courses.	For the Presidents/deputies presidents of courts: 85% lecture/presentation and 15% discussion, brainstorming. For heads/deputy heads of court staff: 70% lectures/presentations and 30% discussion, cases, brainstorming, role-playing, discussion using a computer
Please add any further comment.	-
Are course participants evaluated at the end of the training course?	Yes
If yes, how	<ul style="list-style-type: none"> • Written test (e.g. multiple choice) • Drafting of an action plan • Drafting of an organization project • Oral test
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial position.	No
Please add any further comment.	Explanation to paragraph 45: heads/deputy heads of court staff are evaluated at the end of the training course. But the presidents/deputies presidents of courts are not evaluated at the end of the training course.
Please indicate which subjects you think should be included in a training course for court president.	<ul style="list-style-type: none"> • Management • Statistics • Gender policies • Information and communication technologies • Artificial intelligence • Contract management • Ethics and deontology • Safety at work • Conflict management
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Brainstorming • Computer mediate discussion
Please add any further information or comment you wish.	-
Please indicate who filled in this questionnaire and an e-mail contact.	Department of Training of Judges of the National School of Judges of Ukraine, judges@nsj.gov.ua

United Kingdom: Judicial College of England and Wales

Name of the training Institution in English:	Judicial College of England and Wales
Country:	United Kingdom
Do the Presidents of the courts and the Chief prosecutors have the same selection/appointment procedures?	No
Please add any further comment.	Prosecutors are not part of the judiciary in the UK
Do the Presidents of courts and the Chief prosecutors have the same training?	No
Please add any further comment.	As above
Who does choose the Presidents of courts?	
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	<p>The system is very complicated. In the Tribunals there are Chamber Presidents for each type of Tribunal (Tax, Social Security etc.) Underneath them there are Regional Judicial managers.</p> <p>Both Presidents and Regional Managers are appointed on a recommendation of Independent Judicial Appointments Commission. In the courts there are Regional "Circuits" each with a Presiding Judge, appointed by the Lord Chief Justice.</p> <p>Under each Presider there are a) In Crime, a Resident Judges b) in Family A designated Family Judge and in Civil a Designated Civil Judge each with a large court or group of smaller courts.</p> <p>They are all appointed by the Lord Chief Justice for a limited period of time and then revert to being an ordinary judge.</p>
Who does choose, if any, the middle management positions, for example head of department/section/division of the courts?	See above
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	
How long does the President of court held the position by law?	In courts 4 years with a possible renewal of a further 4 years. In Tribunals, indefinitely.
Can the President of court be reappointed?	Yes
Please add any further comment.	See above
How many times can the President of court be reappointed?	Technically only for a second 4 year term but this can be extended exceptionally
Is the President re-appointment subject to evaluation?	No
Please add any further comment.	No formal evaluation system exists
Please tick the tasks and functions that the President of court carries out.	<ul style="list-style-type: none"> • Discretionary assignment of proceedings to the individual judge • Evaluation of judges • Analysis of the duration of proceedings • Monitoring of court's performance (timing, timeframes, backlog etc.)

	· Reporting (or alerting) on judge's disciplinary misconduct
Please add any further comment.	There is strict separation between the Courts administration and Judicial administration although there is of course close co-operation
Is there an Administrative manager alongside the President of the court?	Yes
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the President of the court and the Administrative manager?	No
Please add any further comment.	
Does the School organized training courses for ASPIRING Presidents of courts or middle management positions?	No
The School organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Presidents of courts or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicated the percentage of the different delivery methods used (if any different).	
Please add any further comment.	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring Presidents of courts.	
Please add any further comment.	We only offer training to newly appointed judicial leaders

Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring President of courts.	
Please add any further comment.	See above
Does the School organize training courses for ALREADY Presidents of courts or middle management positions?	Yes
The School organizes specific courses for the judges already... (please tick the positions for which courses are organized).	<ul style="list-style-type: none"> · President of section/department/divisions of a second instance court · Presidents of courts of first instance · Presidents of section/department/division of a first instance court
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	Yes
Please add any further comment.	In theory training should be within the first 6 months and certainly within the first year of appointment
The training courses are	Compulsory;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days;
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time;
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence); Online recorded (independent self-study); Mix of face-to-face and online
Please indicate the percentage of the different delivery methods (if any different).	Judges can choose from courses run face to face or online. Both types of courses have approximately 4 hours self-directed study in preparation and about the same after the first two days.
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management · Communication · Well-being at work · Gender policies · Conflict management · Organizational wellness
Please indicate who are the trainers.	Judges; Specialist educationalists
Are the trainers seconded to the School or occasional appointed?	Trainers seconded to the School on a part-time basis. The educationalists are employed by the school
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> · Lecture/presentation · Discussion and debates · Case studies · Brainstorming
Please indicated, at least an estimation, the percentage of use	Approximately 50/50 as between presentations and discussion in small group but the presentations are themselves highly

of the different techniques on the various courses.	interactive and no course has more than 12 delegates in total so whole group discussion is common
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants (president of the court or middle management position), during the process of re-appointment in the managerial p...	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for court president.	
Please indicate which training methods/techniques you consider more appropriate for training courses for presidents of court.	
Please add any further information or comment you wish.	I consider that on the basis of evaluation of the training courses and level 3/4 deeper evaluation our training is appropriate as to content and methodology
Please indicate who filled in this questionnaire and an e-mail contact.	Phil Rostant-Director of Training, Judicial College of England and Wales Employmentjudge.rostant@ejudiciary.net

II. - Chief prosecutors and their training questionnaire replies (SSM-CNR)

Belgium: Judicial training institute

Name of the training Institution in English:	Judicial training institute
Country:	Belgium
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	Yes
Please add any further comment.	
Do the Chief prosecutors and the Presidents of courts have the same training?	Yes
Please add any further comment.	Training isn't mandatory but the courses are open to both functions
Who does choose the Chief prosecutors?	Council of the judiciary
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Selection by the chief of the office
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	
How long does the Chief prosecutor held the position by law?	The mandate is 5 years and can be renewed for 5 years
Can the Chief prosecutor be reappointed?	Yes
Please add any further comment.	See above
How many times can the Chief prosecutor be reappointed?	2 times
Is the Chief prosecutor reappointment subject to evaluation?	Yes
Please add any further comment.	
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> · Establishment of the different specialized departments · Allocation of prosecutors to the different departments

	<ul style="list-style-type: none"> · Discretionary assignment of proceedings to the departments · Discretionary assignment of proceedings to the individual prosecutor · Evaluation of prosecutors · Analysis of the duration of proceedings · Monitoring of office's performance (timing, timeframes, backlog etc.) · Definition of performance targets · Management of the prosecution office budget · Management of information and communication technologies · Management of office procurement · Management of health and safety of the office · Reporting on prosecutor's disciplinary misconduct · Adoption of disciplinary measures on prosecutors
Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	Yes
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	No
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors aspiring to be... (please tick the positions for which courses are organized)	All courses are open for all management positions
Please add any further comment.	
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	Yes
Please add any further comment.	<p>Several courses are organized periodically, on management, budget, redaction of management plans but not systematically every year.</p> <p>They can participate more times, it just isn't usual</p>
Please indicate if the training courses are	Spaced out periodically/distributed over time. Consecutive days/activities

Please add any further comment.	It depends on the type of training
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence)
Please indicate the percentage of the different delivery methods used (if any different).	During corona, some courses were organized online but generally the trainings are face to face
Please add any further comment	See above
Please indicate the training methods/techniques	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Case studies • Brainstorming • Role play • Demonstrations or practical laboratories • Coaching • Mentoring • Problem solving workshops
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	30 % lectures 20 % discussions 50 % application of theory depending on the type of course
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Communication • Well-being at work • Information and communication technologies • Procurement management • Ethics and deontology • Personnel management • Conflict management • Organizational wellness • Safety at work • Budget, evaluation, managerial
Please add any further comment.	
Please indicate who are the trainers.	Managers of private organizations; Managers of other public organizations
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	

Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> • Management • Communication • Information and communication technologies • Procurement management • Ethics and deontology • Safety at work • Personnel management • Conflict management • Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Role play • Problem solving workshops
Please add any further comment2	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	All management positions
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	They are organized periodically and open to chiefs as well as aspiring chiefs
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time; Consecutive days/activities
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence);
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Communication • Well-being at work • Information and communication technologies • Procurement management • Safety at work

	<ul style="list-style-type: none"> • Personnel management • Conflict management • Organizational wellness
Please indicate who are the trainers.	Managers of private organizations; Managers of other public organizations
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Role play • Coaching • Mentoring • Problem solving workshops
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	See above
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how?	
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management • Communication • Information and communication technologies • Procurement management • Ethics and deontology • Personnel management • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Role play • Problem solving workshops
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	karin carlens : karin.carlens@igo-ifj.be

Bosnia and Herzegovina: Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina

Name of the training Institution in English:	Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina
Country:	Bosnia and Herzegovina
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	Yes
Please add any further comment.	
Do the Chief prosecutors and the Presidents of courts have the same training?	
Please add any further comment.	The President of the courts and the Chief prosecutors have a part of a standardized training in common, but other are separate.
Who does choose the Chief prosecutors?	High Judicial and Prosecutorial Council of Bosnia and Herzegovina
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	The difference in the elections are the requested years of experience
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Selection by the chief of the office; Election by prosecutors of the office
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance)	
How long does the Chief prosecutor held the position by law?	First and second instance of the Prosecutorial Offices - 5 years, State and Federal Prosecutorial Office - 6 years
Can the Chief prosecutor be reappointed?	Yes
Please add any further comment.	
How many times can the Chief prosecutor be reappointed?	Not limited.
Is the Chief prosecutor reappointment subject to evaluation?	Yes
Please add any further comment.	Beside of that must apply on the competition
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> Allocation of prosecutors to the different departments Supervision of individual prosecutor activities (e.g. wiretapping, arrest warrant, etc.)

	<ul style="list-style-type: none"> Monitoring of office's performance (timing, timeframes, backlog etc.) Management of the prosecution office budget Supervision of the individual prosecutor's expenses to carry out the case (e.g. investigation, wiretapping etc.) Management of administrative personnel Management of information and communication technologies Management of office procurement Management of health and safety of the office Reporting on prosecutor's disciplinary misconduct Disciplinary proceedings on administrative staff
Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	Yes
Please add any further comment.	Beside of the Chief prosecutor, the Prosecutorial Offices have a Secretary
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	No
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors aspiring to be (please tick the positions for which courses are organized)	Chief prosecutor attached to the Supreme court; Chief prosecutor attached to the court of appeal; Deputy chief prosecutor attached to the court of appeal; Chief prosecutor attached to the first instance court; Deputy chief prosecutor attached to the court of first instance;
Please add any further comment.	
The training courses are	They are compulsory for the chief prosecutors as well as the newly appointed prosecutors. For other they are optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	No
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time
Please add any further comment.	
Please indicate the training delivery methods used.	Face-to-face (physical presence); Mix of face-to-face and online

Please indicate the percentage of the different delivery methods used (if any different).	Theoretical and discussion 40%, active participation 20%, Case law 30%, other 10%.
Please add any further comment	
Please indicate the training methods/techniques	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Case studies • Role play • Mentoring • Problem solving workshops
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	Lecture/presentation 40%, Discussion and debates 20%, Case studies 30%, others 10%
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Communication • Gender equality • Information and communication technologies • Ethics and deontology • Criminal law • Civil law • Administrative law • European law • Personnel management
Please add any further comment.	
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Judges • Public prosecutors • University professors • Lawyers • Administrative court managers • NGO professionals
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how	There is a written test on training courses (ethics and ECHR), but not at all.
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a	

training course for aspiring chief prosecutors.	
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	<ul style="list-style-type: none"> · Lecture/presentation · Discussion and debates · Case studies · Mentoring · Role play
Please add any further comment	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized).	<input type="checkbox"/> Chief prosecutor attached to the Supreme court; <input type="checkbox"/> Chief prosecutor attached to the court of appeal; <input type="checkbox"/> Deputy chief prosecutor attached to the court of appeal; <input type="checkbox"/> Chief prosecutor attached to the first instance court; <input type="checkbox"/> Deputy chief prosecutor attached to the court of first instance
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	Yes
Please add any further comment.	There is an obligatory training for the newly appointed judges and prosecutors that covers several different field of law.
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days;
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time
Please indicate the training delivery methods used.	Face-to-face (physical presence); Mix of face-to-face and online
Please indicate the percentage of the different delivery methods (if any different).	Lecture/presentation 40%, Discussion and debates 20%, Case studies 30%, others 10%
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management · Communication · Gender equality · Information and communication technologies · Ethics and deontology · Criminal law · Civil law · Administrative law · European law · Personnel management
Please indicate who are the trainers.	<ul style="list-style-type: none"> · Judges · Public prosecutor

	<ul style="list-style-type: none"> • University professors • Lawyers • Administrative court managers • NGO professionals
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> • Lecture/presentation • Case studies • Discussion and debates • Mentoring • Role play • Problem solving workshops
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	Lecture/presentation 40%, Discussion and debates 20%, Case studies 30%, others 10%
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how?	In generally there is no evaluation of the participants at the end of the training course, except for the training on the topics of ethics and ECHR
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position)?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Case studies • Problem solving workshops
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Berina-Ina Alispahić, Professional Associate, e-mail: berina.ina.alispahic@cest.gov.ba

Bulgaria: National Institute of Justice

Name of the training Institution in English:	National Institute of Justice
Country:	Bulgaria

Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	Yes
Please add any further comment.	
Do the Chief prosecutors and the Presidents of courts have the same training?	No
Please add any further comment.	
Who does choose the Chief prosecutors?	Council of prosecutors
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Council of prosecutors
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	The President of the Supreme Court of Cassation, the President of the Supreme Administrative Court and the Prosecutor General are elected by the Plenum of the Supreme Judicial Council.
How long does the Chief prosecutor held the position by law?	5 years
Can the Chief prosecutor be reappointed?	Yes
Please add any further comment.	
How many times can the Chief prosecutor be reappointed?	Once
Is the Chief prosecutor reappointment subject to evaluation?	Yes
Please add any further comment.	
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> · Establishment of the different specialized departments · Allocation of prosecutors to the different departments · Supervision of individual prosecutor activities (e.g. wiretapping, arrest warrant, etc.) · Analysis of the duration of proceedings · Monitoring of office's performance (timing, timeframes, backlog etc.) · Definition of performance targets · Management of the prosecution office budget · Management of administrative personnel

	<ul style="list-style-type: none"> · Management of information and communication technologies · Management of office procurement · Management of health and safety of the office · Reporting on prosecutor's disciplinary misconduct · Recruitment of prosecutors' assistants · Recruitment of administrative staff · Disciplinary proceedings on administrative staff
Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	Yes
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	No
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	No
The School organizes specific courses for the prosecutors aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods used (if any different).	
Please add any further comment	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of	

the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Gender equality • Information and communication technologies • Artificial intelligence • Procurement management • Ethics and deontology • Criminal law • Civil law • Administrative law • European law • Safety at work • Personnel management • Conflict management • Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Case studies • Brainstorming • Role play • Problem solving workshops
Please add any further comment2	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes

The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	<ul style="list-style-type: none"> • Chief prosecutor attached to the court of appeal • Deputy chief prosecutor attached to the court of appeal • Chief prosecutor attached to the first instance court • Deputy chief prosecutor attached to the court of first instance
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	
The training courses are	Optional;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities;
Please indicate the training delivery methods used.	Face-to-face (physical presence)
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Statistics • Procurement management • Personnel management • Conflict management
Please indicate who are the trainers.	Public prosecutors; University professors; Researchers
Are the trainers seconded to the School or occasional appointed?	Occasional appointed
Please indicate the training methods/techniques used.	Lecture/presentation Discussion and debates
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how?	
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	
Please add any further comment.	

Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Gender equality • Information and communication technologies • Artificial intelligence • Procurement management • Ethics and deontology • Criminal law • Civil law • Administrative law • European law • Safety at work • Personnel management • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	Lecture/presentation; Discussion and debates; Case studies; Brainstorming; Role play; Problem solving workshops
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	

Czech Republic: Judicial Academy

Name of the training Institution in English:	Judicial Academy
Country:	Czech Republic
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	No
Please add any further comment.	
Do the Chief prosecutors and the Presidents of courts have the same training?	No
Please add any further comment.	The main difference is that the management training of Court Presidents is obligatory, whereas the management training of Chief Prosecutors is not. nevertheless, Judicial Academy organizes management training for Chief Prosecutors too. The number of participants is, however, significantly lower
Who does choose the Chief prosecutors?	Minister
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are	The Supreme Prosecutor (Prosecutor General) is appointed by the government on the proposal of the Minister of Justice. The Chief Prosecutor at the High Prosecutor's Office (HPO) is appointed by the Ministry of Justice on the proposal of the Prosecutor General. Chief prosecutors at the Regional

differences between the president of the court of first instance).	Prosecutor's Office (RPO) are appointed by the Ministry of Justice on the proposal of the chief prosecutor of the HPO. The Chief prosecutor at the District Prosecutor's Office is appointed by the Ministry of Justice on the proposal of the Chief prosecutor of the RPO. The Minister of Justice can also appoint or dismiss a regional or district public prosecutor on the proposal of the Prosecutor General.
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Minister
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	Deputy chief prosecutors are appointed and dismissed by the Minister of Justice on the proposal of the chief prosecutor whose deputy is in question
How long does the Chief prosecutor held the position by law?	It is not limited
Can the Chief prosecutor be reappointed?	Yes
Please add any further comment.	This question is only hypothetical, because the time in the office is not limited
How many times can the Chief prosecutor be reappointed?	N/A
Is the Chief prosecutor reappointment subject to evaluation?	
Please add any further comment.	N/A
Please tick the tasks and functions that the Chief prosecutor carries out.	Tasks and functions of Chief prosecutors – Regional, High and Supreme PO <ul style="list-style-type: none"> • Establishment of the different specialized departments • Allocation of prosecutors to the different departments • Discretionary assignment of proceedings to the departments • Discretionary assignment of proceedings to the individual prosecutor • Supervision of individual prosecutor activities (e.g. wiretapping, arrest warrant, etc.) • Evaluation of prosecutors • Analysis of the duration of proceedings • Monitoring of office's performance (timing, timeframes, backlog etc.) • Definition of performance targets • Management of the prosecution office budget • Supervision of the individual prosecutor's expenses to carry out the case (e.g. investigation, wiretapping etc.)

	<ul style="list-style-type: none"> • Management of administrative personnel • Management of information and communication technologies • Management of office procurement • Reporting on prosecutor's disciplinary misconduct • Adoption of disciplinary measures on prosecutors • Recruitment of prosecutors • Recruitment of administrative staff • Disciplinary proceedings on administrative staff <p>Tasks and functions of Chief prosecutors – District PO</p> <ul style="list-style-type: none"> • Allocation of prosecutors to the different departments • Discretionary assignment of proceedings to the departments • Discretionary assignment of proceedings to the individual prosecutor • Supervision of individual prosecutor activities (e.g. wiretapping, arrest warrant, etc.) • Evaluation of prosecutors • Analysis of the duration of proceedings • Monitoring of office's performance (timing, timeframes, backlog etc.) • Definition of performance targets • Management of administrative personnel • Reporting on prosecutor's disciplinary misconduct • Adoption of disciplinary measures on prosecutors • Disciplinary proceedings on administrative staff
Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	Yes
Please add any further comment.	There is a Director of the Administration of the PO
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	No
The School organizes specific courses for the prosecutors aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is	

different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods used (if any different).	
Please add any further comment	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> · Management · Statistics · Communication · Gender equality · Information and communication technologies · Artificial intelligence · Procurement management · Ethics and deontology · Criminal law

	<ul style="list-style-type: none"> • Civil law • Administrative law • European law • Safety at work • Personnel management • Conflict management • Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Coaching • Mentoring • Team building • Problem solving workshops • Computer mediated discussion
Please add any further comment2	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	<ul style="list-style-type: none"> • Chief prosecutor attached to the court of appeal • Deputy chief prosecutor attached to the court of appeal • Chief prosecutor attached to the first instance court • Deputy chief prosecutor attached to the court of first instance
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days
Please add any further comment.	The management training consists of three separate training events, each 2,5 days long
Please indicate if the training courses are	Consecutive days/activities
Please indicate the training delivery methods used.	Face-to-face (physical presence)

Please indicate the percentage of the different delivery methods (if any different).	70 % expert presentation vs 30 % practical activities (group work, discussions, sharing experience)
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Well-being at work • Information and communication technologies • Procurement management • Ethics and deontology • Safety at work • Personnel management • Conflict management • Organizational wellness • Leadership, emotional intelligence, ;
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Public prosecutors • University professors • Managers of other public organizations • Managers of private organizations • Administrative PO directors, representatives of the Ministry of justice, psychologists;
Are the trainers seconded to the School or occasional appointed?	The trainers are seconded on contractual basis;
Please indicate the training methods/techniques used.	Lecture/presentation; Discussion and debates; Case studies; Role play; Problem solving workshops
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how?	
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Gender equality • Information and communication technologies • Artificial intelligence • Procurement management

	<ul style="list-style-type: none"> • Ethics and deontology • Safety at work • Personnel management • Conflict management • Organizational wellness;
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Coaching • Mentoring • Team building • Problem solving workshops • Computer mediated discussion
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Eva Krejcova; ekrejcova@jacz.cz

Finland: Prosecutor General

Name of the training Institution in English:	Prosecutor General
Country:	Finland
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	No
Please add any further comment.	We both have our own selection in our own organization.
Do the Chief prosecutors and the Presidents of courts have the same training?	No
Please add any further comment.	We both arrange own training.
Who does choose the Chief prosecutors?	Prosecutor general
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Prosecutor general;

Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	The Prosecution Districts suggest person.
How long does the Chief prosecutor held the position by law?	5 years
Can the Chief prosecutor be reappointed?	Yes
Please add any further comment.	After 5 years the chief can apply a post again
How many times can the Chief prosecutor be reappointed?	As many times he/she wants
Is the Chief prosecutor reappointment subject to evaluation?	Yes
Please add any further comment.	By Prosecutor General.
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> · Discretionary assignment of proceedings to the departments · Monitoring of office's performance (timing, timeframes, backlog etc.) · Analysis of the duration of proceedings · Discretionary assignment of proceedings to the individual prosecutor · Definition of performance targets · Management of office procurement · Management of information and communication technologies · Management of health and safety of the office · Reporting on prosecutor's disciplinary misconduct · Adoption of disciplinary measures on prosecutors · Recruitment of prosecutors' assistants · Recruitment of administrative staff · Disciplinary proceedings on administrative staff
Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	Yes
Please add any further comment.	In the Prosecutor General
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	Yes
Please add any further comment.	The Administrative manager will help the Chief.
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	No
The School organizes specific courses for the prosecutors aspiring	

to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods used (if any different).	
Please add any further comment	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> · Communication · Information and communication technologies · Administrative law

	<ul style="list-style-type: none"> · Personnel management · Conflict management · Organizational wellness · Safety at work
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	<ul style="list-style-type: none"> · Discussion and debates · Lecture/presentation · Case studies · Mentoring · Brainstorming · Problem solving workshops
Please add any further comment	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	Courses for management
Please add any further comment.	Courses attached to the Supreme court, the court of appeal or the first instance court we arrange to all of our prosecutors.
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	We have yearly program for courses.
The training courses are2	Recommend;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days;
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time;
Please indicate the training delivery methods used.	Mix of face-to-face and online
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management · Statistics · Communication · Well-being at work · Information and communication technologies · Procurement management · Ethics and deontology · Gender equality · Safety at work · Personnel management

	<ul style="list-style-type: none"> • Conflict management • Organizational wellness
Please indicate who are the trainers.	<ul style="list-style-type: none"> • University professors; Researchers; Administrative court managers;
Are the trainers seconded to the School or occasional appointed?	<ul style="list-style-type: none"> • Occasional appointed
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Case studies • Brainstorming • Problem solving workshops • Computer mediate discussion
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	We use mostly lecture and discussion in our trainings.
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how?	
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Information and communication technologies • Procurement management • Ethics and deontology • Gender equality
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	Lecture/presentation; Discussion and debates; Mentoring;
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Training planner Tuula Koponen, tuula.koponen@oikeus.fi

France: Ecole Nationale de la Magistrature (ENM)

Name of the training Institution in English:	National Judicial School for the Judiciary (ENM)
Country:	France

Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	No
Please add any further comment.	<p>Appointment of judges</p> <p>The section of the CSM responsible for overseeing the appointment of judges has the power to make proposals regarding the following positions: judges at the Court of Cassation – First President of the Court of Cassation, Division Presidents, justices, lay judges and assistant judges; First Presidents of the Courts of Appeal and Presidents of Courts of First Instance.</p> <p>Concerning these 400 positions on the bench, the Council may take the initiative. It receives applications, examines candidate files, interviews some of the candidates and adopts proposals. Concerning all other judicial appointments, the power to make proposals belongs to the Minister of Justice, Keeper of the Seals. The CSM gives its opinion on the proposed appointment submitted by the Minister.</p> <p>This opinion may indicate “assent” (“avis conforme”) or “non assent” (“avis non conforme”). The section of the CSM responsible for the appointment of judges not only examines the files of judges whose appointment is proposed by the Minister of Justice, but also those of judges whose appointment is not proposed by the Ministry. The Council takes into account the situation of judges who provide comments on proposed appointments.</p> <p>Appointment of prosecutors</p> <p>Since the constitutional law of 27th July 1995, the section of the CSM responsible for overseeing the appointment of prosecutors gives its opinion (not assent) on the proposed appointments submitted by the Minister of Justice.</p> <p>This opinion may be “favourable” (“avis favorable”) or “unfavorable” (“avis défavorable”) and is not binding. The major innovation introduced by the constitutional law of 25th July 2008 was to refer proposed appointments of General Prosecutors to the CSM for an opinion.</p> <p>The section of the Council responsible for overseeing the appointment of prosecutors examines the files of prosecutors whose appointment is proposed by the Minister of Justice, as well as those of prosecutors whose appointment is not proposed by the Ministry and who provide comments on the appointments proposed. The Council may interview candidates when necessary.</p>
Do the Chief prosecutors and the Presidents of courts have the same training?	Yes
Please add any further comment.	
Who does choose the Chief prosecutors?	Council of the judiciary/magistrates; Minister

Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance.	<p>Since the constitutional law of 27th July 1995, the section of the CSM responsible for overseeing the appointment of prosecutors gives its opinion (not assent) on the proposed appointments submitted by the Minister of Justice. This opinion may be “favorable” (“avis favorable”) or “unfavorable” (“avis défavorable”) and is not binding.</p> <p>The major innovation introduced by the constitutional law of 25th July 2008 was to refer proposed appointments of General Prosecutors to the CSM for an opinion. The section of the Council responsible for overseeing the appointment of prosecutors examines the files of prosecutors whose appointment is proposed by the Minister of Justice, as well as those of prosecutors whose appointment is not proposed by the Ministry and who provide comments on the appointments proposed.</p> <p>The Council may interview candidates when necessary.</p>
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor’s office or deputy chief prosecutor?	Council of the judiciary/magistrates; Minister
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	<p>Since the constitutional law of 27th July 1995, the section of the CSM responsible for overseeing the appointment of prosecutors gives its opinion (not assent) on the proposed appointments submitted by the Minister of Justice. This opinion may be “favorable” (“avis favorable”) or “unfavorable” (“avis défavorable”) and is not binding. The major innovation introduced by the constitutional law of 25th July 2008 was to refer proposed appointments of General Prosecutors to the CSM for an opinion.</p> <p>The section of the Council responsible for overseeing the appointment of prosecutors examines the files of prosecutors whose appointment is proposed by the Minister of Justice, as well as those of prosecutors whose appointment is not proposed by the Ministry and who provide comments on the appointments proposed.</p> <p>The Council may interview candidates when necessary.</p>
How long does the Chief prosecutor held the position by law?	Maximum 7 years in the same court
Can the Chief prosecutor be reappointed?	No
Please add any further comment.	
How many times can the Chief prosecutor be reappointed?	
Is the Chief prosecutor reappointment subject to evaluation?	
Please add any further comment.	

Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> • Establishment of the different specialized departments; • Allocation of prosecutors to the different departments • Discretionary assignment of proceedings to the departments • Discretionary assignment of proceedings to the individual prosecutor • Supervision of individual prosecutor activities (e.g. wiretapping, arrest warrant, etc.) • Evaluation of prosecutors • Analysis of the duration of proceedings • Monitoring of office's performance (timing, timeframes, backlog etc.) • Management of the prosecution office budget • Supervision of the individual prosecutor's expenses to carry out the case (e.g. investigation, wiretapping etc.) • Management of information and communication technologies • Management of office procurement • Management of health and safety of the office • Reporting on prosecutor's disciplinary misconduct • Recruitment of prosecutors • Recruitment of prosecutors' assistants
Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	Yes
Please add any further comment.	<p>The clerk's director manage the administrative staff of the court (first and second levels) and also have budgetary, real estate and human resources missions.</p> <p>For each court of appeal, there is an administrative structure named regional administrative department</p>
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	No
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors aspiring to be (please tick the positions for which courses are organized)	
Please add any further comment.	This are not training for one specific function. It's training cycles that can provide added value
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	About the two main cycles, it lasts about a month + a training during a week

Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	No
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time;
Please add any further comment.	
Please indicate the training delivery methods used.	Face-to-face (physical presence)
Please indicate the percentage of the different delivery methods used (if any different).	
Please add any further comment	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Communication • Gender equality • Information and communication technologies • Ethics and deontology • Conflict management • Numeric tools
Please add any further comment.	
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Judges • Public prosecutors • Managers of other public organizations • Managers of private organizations;
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	No
Please add any further comment.	

Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	
Please add any further comment2	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	Chief prosecutor attached to the court of appeal; Deputy chief prosecutor attached to the court of appeal; Chief prosecutor attached to the first instance court; Deputy chief prosecutor attached to the court of first instance
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	Yes
Please add any further comment.	Depending, this can vary from 8 months to 3 years
The training courses are	Compulsory; Optional;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 7 days; Between 7 days and a month
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time;
Please indicate the training delivery methods used.	Face-to-face (physical presence);
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Well-being at work • Gender equality • Information and communication technologies • Ethics and deontology • Safety at work • Conflict management
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Judges • Public prosecutors • Lawyers

	<ul style="list-style-type: none"> Managers of other public organizations Managers of private organizations
Are the trainers seconded to the School or occasional appointed?	Occasional appointed
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> Lecture/presentation Demonstrations or practical laboratories Discussion and debates Case studies Brainstorming Role play Coaching Mentoring
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how?	
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Hugo PLAILLY - hugoplailly@justice.fr

Hungary: Department for Human Resources and Continuous Training of the Office of the Prosecutor General

Name of the training Institution in English:	Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General
Country:	Hungary

Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	No
Please add any further comment.	
Do the Chief prosecutors and the Presidents of courts have the same training?	No
Please add any further comment.	
Who does choose the Chief prosecutors?	Prosecutor General;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	<p>In accordance with Art 18(4) of the Act CLXIV of 2011 (on the Status and Career Path of the Prosecutor General, Prosecutors and other Prosecution Employees (hereinafter: Prosecution Employment Status Act) the Prosecutor General fills the senior and managerial prosecution offices falling within his competence of appointment.</p> <p>The application is announced by the Prosecutor General. The call for applications is public, and it as well as the results of the successful applications is published in the Prosecution Service Gazette and on the Prosecution Service's website. The prosecutors' council gives its opinion on the appointment (promotion) of the prosecutor.</p> <p>Before evaluating the application, the Prosecutor General must come to know the opinion of the prosecutors' council and the head of the organizational unit affected by the appointment of the applicant: the opinion of the prosecutor for head of department at the Office of the Prosecutor General, opinion of the prosecutor for head of division at the Office of the Prosecutor General who does not belong to the organ of the concerned Department, the opinion of the Appellate Chief Prosecutor furthermore in the case of the appointment of a chief prosecutor the opinion of the Deputy Prosecutor General.</p>
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Prosecutor General
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	See answer 8 with the specification that besides the opinion of the prosecutors' council the Prosecutor General must come to know the opinion about the applicant of the prosecutor for head of department (or prosecutor for head of division) of which the applicant will belong to in case of his/her appointment.
How long does the Chief prosecutor held the position by law?	The appointment is for an indefinite period.
Can the Chief prosecutor be reappointed?	Yes
Please add any further comment.	Managerial mandate belonging to the power/competence of appointment of the Prosecutor General is for an indefinite time – and besides obtaining the opinion of the prosecutors' council - may be revoked at any time, without justification. In the event

	of the long-term absence of a prosecutor in a managerial position, the Prosecutor General may, without inviting a job advertisement, engage a person for a fixed term to fulfil such managerial duties.
How many times can the Chief prosecutor be reappointed?	It is not limited.
Is the Chief prosecutor reappointment subject to evaluation?	No
Please add any further comment.	<p>The managerial appointment is not linked to a separate assessment. But according to the Prosecution Employment Status Act a prosecutor (including higher senior prosecutors and senior prosecutors), with the exception of the Prosecutor General and the Deputy Prosecutor General, shall be qualified every eight years until the expiry of the term of the first fixed-term appointment as prosecutor, or, in the case of a first appointment of indefinite duration, before the expiry of three years after the appointment, provided that he or she has worked under the direction of the qualifier or his or her deputy for at least one year during the qualification period. In addition to the cases mentioned, a prosecutor shall also be assessed if requested by the prosecutor, provided that two years have elapsed since the previous assessment, or circumstances have emerged that indicate the prosecutor's professional ineligibility or the necessity to alter the evaluation of the previous assessment.</p> <p>In this way, the prosecutor can be assessed out of turn before a new senior appointment is made. Based on the Prosecutor General's Instruction No. 4/2012 (I. 6.) on certain issues related to the status of prosecution personnel, a file examination must be carried out prior to the due date as a basis for the next assessment for prosecutors appointed to the prosecutor's office under the Office of the Prosecutor General, with the exception of senior prosecutors.</p>
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> · Allocation of prosecutors to the different departments · Evaluation of prosecutors · Definition of performance targets · Management of administrative personnel · Reporting on prosecutor's disciplinary misconduct · Adoption of disciplinary measures on prosecutors · Recruitment of administrative staff · Disciplinary proceedings on administrative staff
Please add any further comment.	<p>The competence of senior prosecutors varies depending on their position. For question 17, we have indicated the answers that fall under the jurisdiction of the head prosecutor of department, appellate chief prosecutor and chief prosecutor and Prosecutor General.</p> <p>A prosecutorial manager with lower position has more limited competence, for example to report disciplinary misconduct, but not to take disciplinary action; he or she cannot take action to recruit administrative staff.</p>

Is there an Administrative manager alongside the Chief prosecutor?	Yes
Please add any further comment.	In addition to the senior prosecutors, there are also managers in finance, personnel, IT and administration
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	Yes
Please add any further comment.	The managers responsible for the administrative area are under the direction and supervision of a senior prosecutor.
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	In the Hungarian legal system, the court and the prosecution service are completely separate, so not only senior prosecutors are not assigned to the courts, but also subordinate prosecutors.
The training courses are	Optional; Compulsory;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	up to 5 days;
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	No
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities; Spaced out periodically/distributed over time
Please add any further comment.	
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence); Online recorded (independent self-study);
Please indicate the percentage of the different delivery methods used (if any different).	40-40-20 %
Please add any further comment	
Please indicate the training methods/techniques	<ul style="list-style-type: none"> · Lecture/presentation · Demonstrations or practical laboratories · Discussion and debates · Case studies · Mentoring · Computer mediate discussion
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	40-30-10-10-10 %

Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Statistics • Information and communication technologies • Criminal law • Civil law • Administrative law • European law
Please add any further comment.	
Please indicate who are the trainers.	Judges; Public prosecutors; University professors; Lawyers; Managers of other public organizations
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers;
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how	Interview;
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	Yes
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Gender equality • Ethics and deontology • Safety at work • Personnel management • Conflict management • Organizational wellness • Information and communication technologies
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	Lecture/presentation; Discussion and debates; Brainstorming; Team building; Problem solving workshops
Please add any further comment.	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	

Please add any further comment.	In the Hungarian legal system, the court and the prosecution service are completely separate, so not only senior prosecutors are not assigned to the courts, but also subordinate prosecutors.
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	
The training courses are	Optional; Compulsory;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	up to 5 days;
Please add any further comment.	
Please indicate if the training courses are ...	Consecutive days/activities; Spaced out periodically/distributed over time;
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence); Online recorded (independent self-study);
Please indicate the percentage of the different delivery methods (if any different).	40-40-20 %
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Statistics • Information and communication technologies • Criminal law • Civil law • Administrative law • European law;
Please indicate who are the trainers.	Judges; Public prosecutors; University professors; Lawyers; Managers of other public organizations
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Mentoring • Computer mediate discussion
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	40-30-10-10-10
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how?	
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position),	No

during the process of re-appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Gender equality • Information and communication technologies • Ethics and deontology • Safety at work • Personnel management • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Brainstorming • Team building • Problem solving workshops
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Office of The Prosecutor General of Hungary, Department of International and European Affairs; e-mail: neuf@mku.hu

Kosovo: Academy of Justice

Name of the training Institution in English:	Academy of Justice, Kosovo
Country:	Kosovo
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	Yes
Please add any further comment.	The Chief Prosecutors are selected by the Kosovo prosecutorial Council that send the names to the President of the Country for decree.
Do the Chief prosecutors and the Presidents of courts have the same training?	Yes
Please add any further comment.	Many topics are jointly trained, but there are also training provided solely for prosecutors.
Who does choose the Chief prosecutors?	Council of prosecutors
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance.	

Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Council of prosecutors;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance)	No difference.
How long does the Chief prosecutor held the position by law?	4 years
Can the Chief prosecutor be reappointed?	Yes
Please add any further comment.	
How many times can the Chief prosecutor be reappointed?	
Is the Chief prosecutor reappointment subject to evaluation?	Yes
Please add any further comment.	
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> · Discretionary assignment of proceedings to the departments · Discretionary assignment of proceedings to the individual prosecutor · Supervision of individual prosecutor activities (e.g. wiretapping, arrest warrant, etc.) · Evaluation of prosecutors · Analysis of the duration of proceedings · Monitoring of office's performance (timing, timeframes, backlog etc.) · Definition of performance targets · Management of the prosecution office budget
Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	Yes
Please add any further comment.	The Prosecution Office Administrator is in charge of the general Services in Prosecution, including administration and the staff, but the Administrator is accountable to the Kosovo Prosecutorial Council Secretariat, and has the status of Civil Servant
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	Yes
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief	Yes

prosecutors or middle management positions?	
The School organizes specific courses for the prosecutors aspiring to be... (please tick the positions for which courses are organized)	Chief prosecutor attached to the court of appeal; Deputy chief prosecutor attached to the court of appeal; Chief prosecutor attached to the first instance court; Deputy chief prosecutor attached to the court of first instance; Chief prosecutor attached to the Supreme court;
Please add any further comment.	
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	Yes
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities;
Please add any further comment.	
Please indicate the training delivery methods used.	Face-to-face (physical presence);
Please indicate the percentage of the different delivery methods used (if any different).	Training delivery methods include the theoretical part in combination with interactive discussion, assignments in work groups, presentation of conclusions during the trainings and similar.
Please add any further comment	
Please indicate the training methods/techniques	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Problem solving workshops • Role play
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Communication • Statistics • Well-being at work • Ethics and deontology • European law • Administrative law
Please add any further comment.	
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Judges

	<ul style="list-style-type: none"> Public prosecutors University professors Researchers
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers;
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> Management Statistics Communication Gender equality Information and communication technologies Ethics and deontology European law Safety at work Organizational wellness Conflict management
Please add any further comment.	.
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	<ul style="list-style-type: none"> Demonstrations or practical laboratories Discussion and debates Case studies Brainstorming Role play Field work Problem solving workshops Team building
Please add any further comment	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	Chief prosecutor attached to the Supreme court; Chief prosecutor attached to the court of appeal; Deputy chief prosecutor attached to the court of appeal; Chief prosecutor attached to the first instance court; Deputy chief prosecutor attached to the court of first instance
Please add any further comment.	

Are the courses organized within a certain timeframe after the appointment?	Yes
Please add any further comment.	
The training courses are	Optional;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days;
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities;
Please indicate the training delivery methods used.	Face-to-face (physical presence);
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Well-being at work • Ethics and deontology • Conflict management • Organizational wellness • European law
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Judges • Public prosecutors • University professors • Researchers
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Case studies • Brainstorming • Role play • Team building • Problem solving workshops
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how?	
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors	

or middle management position), during the process of re-appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Gender equality • Information and communication technologies • Ethics and deontology • Administrative law • European law • Personnel management • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Team building • Problem solving workshops
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	

Latvia: Prosecution Office of the Republic of Latvia

Name of the training Institution in English:	Prosecution Office of the Republic of Latvia
Country:	Latvia
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	No
Please add any further comment.	
Do the Chief prosecutors and the Presidents of courts have the same training?	No
Please add any further comment.	Training for judges and prosecutors in Latvia currently is different due to the fact that the Latvian Judicial Training Centre is based on training judges and the prosecution office deals with the training of prosecutors.
Who does choose the Chief prosecutors?	Prosecutor general

Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Prosecutor general
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	
How long does the Chief prosecutor held the position by law?	5 years
Can the Chief prosecutor be reappointed?	Yes
Please add any further comment.	He can have two terms as a Chief prosecutor for the same office
How many times can the Chief prosecutor be reappointed?	2
Is the Chief prosecutor reappointment subject to evaluation?	Yes
Please add any further comment.	Qualification commission of the office will evaluate the chief prosecutor and give the conclusion, based on that the final appointment is done by prosecutor general.
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> • Supervision of individual prosecutor activities (e.g. wiretapping, arrest warrant, etc.) • Evaluation of prosecutors • Monitoring of office's performance (timing, timeframes, backlog etc.) • Reporting on prosecutor's disciplinary misconduct
Please add any further comment.	According to Law chief prosecutor has also powers in the criminal process
Is there an Administrative manager alongside the Chief prosecutor?	No
Please add any further comment.	Prosecution Office has two main establishments- Office of the Prosecutor General who is responsible for the work of prosecutors and Administrative Directors Department that support prosecutors and ensures management of the office- HR, finances, IT, Procurements etc.
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	No
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	No

The School organizes specific courses for the prosecutors aspiring to be (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods used (if any different).	
Please add any further comment	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> · Management · Communication · Personnel management

	<ul style="list-style-type: none"> · Conflict management Organizational wellness
Please add any further comment.	.
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	<ul style="list-style-type: none"> · Demonstrations or practical laboratories · Role play · Team building · Problem solving workshops
Please add any further comment2	Everything where they have to have practical workshops leaves the best results.
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	<ul style="list-style-type: none"> · Chief prosecutor attached to the Supreme court · Chief prosecutor attached to the court of appeal · Deputy chief prosecutor attached to the court of appeal · Chief prosecutor attached to the first instance court · Deputy chief prosecutor attached to the court of first instance;
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	No, they are organized based on the training plan for the year.
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time
Please indicate the training delivery methods used.2	Face-to-face (physical presence)
Please indicate the percentage of the different delivery methods (if any different).	During Covid there were online activities, however we start to get back to face to face trainings
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> · Management · Communication · Ethics and deontology · Criminal law · Personnel management · Conflict management
Please indicate who are the trainers.	<ul style="list-style-type: none"> · Public prosecutors · University professors · Managers of private organizations · Managers of other public organizations
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;

Please indicate the training methods/techniques used.	Lecture/presentation; Discussion and debates; Case studies; Brainstorming;
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	30%
Please add any further comment.	The number really depends on the trainer, since some are more willing to try new things, but some just stick to what they feel comfortable at.
Are course participants evaluated at the end of the training course?	No
If yes, how?	
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Information and communication technologies • Personnel management • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Role play • Field work • Team building • Mentoring
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Ms Renate Kiploka (renate.kiploka@lrp.gov.lv)

Malta: Judicial Studies Committee

Name of the training Institution in English:	Judicial Studies Committee
Country:	Malta
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	No
Please add any further comment.	
Do the Chief prosecutors and the Presidents of courts have the same training?	No
Please add any further comment.	

Who does choose the Chief prosecutors?	In Malta the Chief Prosecutor is appointed after a public call is issued. An appointments commission is set up and selection process takes place. The Commission holds interviews and makes its recommendations about the candidates to the Prime Minister.
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Prosecutor general;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance)	
How long does the Chief prosecutor held the position by law?	Until he reaches the age of 65 years
Can the Chief prosecutor be reappointed?	
Please add any further comment.	
How many times can the Chief prosecutor be reappointed?	
Is the Chief prosecutor reappointment subject to evaluation?	
Please add any further comment.	
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> • Establishment of the different specialized departments • Allocation of prosecutors to the different departments • Discretionary assignment of proceedings to the individual prosecutor • Evaluation of prosecutors • Monitoring of office's performance (timing, timeframes, backlog etc.) • Definition of performance targets • Management of the prosecution office budget • Reporting on prosecutor's disciplinary misconduct • Adoption of disciplinary measures on prosecutors • Recruitment of prosecutors • Recruitment of prosecutors' assistants
Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	Yes

Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	No
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	No
The School organizes specific courses for the prosecutors aspiring to be... (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods used (if any different).	
Please add any further comment	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	

Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> · Management · Statistics · Communication · Information and communication technologies · Personnel management · Conflict management · Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	Lecture/presentation; Brainstorming;
Please add any further comment	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	No
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Please add any further comment.	
Please indicate if the training courses are	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods (if any different).	

Please indicate the subjects of the training courses.	
Please indicate who are the trainers.	
Are the trainers seconded to the School or occasional appointed?	
Please indicate the training methods/techniques used.	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how?	
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Gender equality • Information and communication technologies • Ethics and deontology • Conflict management • Personnel management
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	Lecture/presentation
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Judicial Studies Committee - Malta

Moldova: The National Institute of Justice

Name of the training Institution in English:	The National Institute of Justice
Country:	Moldova
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	No

Please add any further comment.	
Do the Chief prosecutors and the Presidents of courts have the same training?	No
Please add any further comment.	
Who does choose the Chief prosecutors?	Council of prosecutors;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Council of prosecutors;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...2	
How long does the Chief prosecutor held the position by law?	5 years.
Can the Chief prosecutor be reappointed?	Yes
Please add any further comment.	No more than two mandates.
How many times can the Chief prosecutor be reappointed?	Only once.
Is the Chief prosecutor reappointment subject to evaluation?	Yes
Please add any further comment.	
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> · Allocation of prosecutors to the different departments · Discretionary assignment of proceedings to the departments · Discretionary assignment of proceedings to the individual prosecutor · Supervision of individual prosecutor activities (e.g. wiretapping, arrest warrant, etc.) · Analysis of the duration of proceedings · Monitoring of office's performance (timing, timeframes, backlog etc.)

	<ul style="list-style-type: none"> Supervision of the individual prosecutor's expenses to carry out the case (e.g. investigation, wiretapping etc.) Reporting on prosecutor's disciplinary misconduct
Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	Yes
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	No
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	No
The School organizes specific courses for the prosecutors aspiring to be (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods used (if any different).	
Please add any further comment	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	

Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> · Management · Communication · Gender equality · Ethics and deontology · Conflict management · Personnel management · Organizational wellness · Safety at work
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	Lecture/presentation; Discussion and debates
Please add any further comment	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	<input type="checkbox"/> Chief prosecutor attached to the court of appeal; <input type="checkbox"/> Chief prosecutor attached to the Supreme court; <input type="checkbox"/> Deputy chief prosecutor attached to the court of appeal; <input type="checkbox"/> Chief prosecutor attached to the first instance court; <input type="checkbox"/> Deputy chief prosecutor attached to the court of first instance
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	

The training courses are	Each prosecutor has the discretionary to select their own educational path
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time;
Please indicate the training delivery methods used.2	Face-to-face (physical presence);
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Communication • Ethics and deontology • Information and communication technologies • Conflict management
Please indicate who are the trainers.	Public prosecutors; University professors; Researchers
Are the trainers seconded to the School or occasional appointed? 2	<ul style="list-style-type: none"> • Trainers seconded to the School on a full time basis • Trainers seconded to the School on a part-time basis • Occasional appointed
Please indicate the training methods/techniques used.	Lecture/presentation; Discussion and debates; Case studies
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	30%
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how?	
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	Yes
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management • Communication • Gender equality • Information and communication technologies • Ethics and deontology • Safety at work

	<ul style="list-style-type: none"> • Personnel management • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	<ul style="list-style-type: none"> • Discussion and debates • Case studies • Role play • Coaching • Problem solving workshops
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	marandici.olga@inj.gov.md, bocan.ion@inj.gov.md

Netherlands: Studiecentrum Rechtspleging (SSR)

Name of the training Institution in English:	Training and Study Centre for the Judiciary (SSR)
Country:	The Netherlands
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	No
Please add any further comment.	
Do the Chief prosecutors and the Presidents of courts have the same training?	No
Please add any further comment.	
Who does choose the Chief prosecutors?	Chosen by the Board of Prosecutors General preceded by an appointment procedure, nominated by Minister
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	The Deputy Chief Prosecutors are also chosen by the Board of Prosecutors General
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	All management positions in a particular department are chosen by the Chief Prosecutor
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	

How long does the Chief prosecutor held the position by law?	<p>The appointment of a Chief Prosecutor has no statutory term, except that work can continue until the age of 70 at the latest. Informally one is hold a post for the maximum of 5 years.</p> <p>By Royal Decree on the recommendation of Our Minister, one of the attorneys-general is appointed president of the Board of Prosecutors General for a maximum period of three years. He may be reappointed once.</p>
Can the Chief prosecutor be reappointed?	No
Please add any further comment.	A Chief prosecutor cannot be reappointed at the organizational sub-unit of a prosecutor's office where he or she hold post for the maximum of 5 years. Though one can keep a new position for another 5 years at another organizational sub-unit.
How many times can the Chief prosecutor be reappointed?	0 Unless see above
Is the Chief prosecutor reappointment subject to evaluation?	As mentioned above, there is no reappointment of a Chief Prosecutor. The functional authority of the Chief Prosecutor is the Board of Prosecutors General. According to art.37 Brra there is regular attention by conducting performance reviews or drawing up assessments
Please add any further comment.	
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> · Allocation of prosecutors to the different departments · Recruitment of prosecutors · Adoption of disciplinary measures on prosecutors · Reporting on prosecutor's disciplinary misconduct · Management of health and safety of the office · Supervision of the individual prosecutor's expenses to carry out the case (e.g. investigation, wiretapping etc.) · Definition of performance targets · Disciplinary proceedings on administrative staff · Management of the prosecution office budget · Monitoring of office's performance (timing, timeframes, backlog etc.) · Analysis of the duration of proceedings · Evaluation of prosecutors
Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	Yes
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	Yes
Please add any further comment.	The Chief prosecutor is final responsible

Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors aspiring to be (please tick the positions for which courses are organized)	Yes
Please add any further comment.	
The training courses are	Optional for aspiring Chief prosecutors or middle management position
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	The course for aspiring chief prosecutors/board members is app. 1 year – 15 months (up to 19 days of training, mentoring and shadowing, exchange period)
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	Yes
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time
Please add any further comment.	
Please indicate the training delivery methods used.	Mix of face-to-face and online; learning groups (reflection), mentoring, shadowing, personal reports, reading literature, practice
Please indicate the percentage of the different delivery methods used (if any different).	
Please add any further comment	
Please indicate the training methods/techniques	<ul style="list-style-type: none"> • Demonstrations or practical laboratories • Lecture/presentation • Discussion and debates • Role play • Field work • Coaching • Brainstorming • Mentoring Team building
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Communication (deep democracy, organizational patterns) • Well-being at work • Management

	<ul style="list-style-type: none"> • Statistics i.e. data-analytics • Ethics and deontology • Safety at work • Conflict management • Organizational wellness • Gender policies • Business Management themes like IT, Governance, etc Personal Leadership/Biography
Please add any further comment.	
Please indicate who are the trainers.	<ul style="list-style-type: none"> • University professors • Managers of other public organizations • Administrative court managers • Managers of private organizations Researchers
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how	<ul style="list-style-type: none"> • Drafting of an action plan • Drafting of an organizational project • Interview We do evaluate the course, but not the participants. One cannot fail the test
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	No
Please add any further comment.	Participants still have to apply for the job, during or after the training
Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> • Management • Communication (deep democracy, organizational patterns) • Gender equality (Inclusion & diversity) • Information and communication technologies • Ethics and deontology • Safety at work • Personnel management • Conflict management • Organizational wellness • Personal Leadership: knowing who you are
Please add any further comment.	At the moment we are developing a training for this group. of aspiring (Deputy) Chief prosecutors. We include reflection, social learning in a group, group dynamics, how to deal with power, shadowing and mentoring by an experienced Chief prosecutors

Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	<ul style="list-style-type: none"> · Lecture/presentation · Demonstrations or practical laboratories · Discussion and debates · Case studies · Brainstorming · Role play · Field work · Coaching · Mentoring · Team building · Problem solving workshops
Please add any further comment	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized).	Chief prosecutor attached to the court of appeal; Deputy chief prosecutor attached to the court of appeal; Chief prosecutor attached to the first instance court; Deputy chief prosecutor attached to the court of first instance; Administrative managers alongside the (Deputy Chief Prosecutor (so called Non-judicial board members).
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	
The training courses are	<p>Compulsory. Within the period of 2,5 years all the board members of all the organizational sub-units (total of 45 members) participated in this leadership program (2020-2022). One of the goals of the program was to grasp an understanding of organizational behavior and culture.</p> <p>This program has been executed 3 times and is now concluded because all members have been trained. Once new board members are appointed, a new edition of the program might be executed.</p>
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	19 days;
Please add any further comment.	Those Board members who were appointed as such after the conclusion of this leadership program, will be invited to participate in above mentioned leadership program for the Aspiring (deputy) Chief Prosecutors (see above)
Please indicate if the training courses are	Stretched out periodically/distributed over a certain amount of time (12-18 months). Consecutive days/activities. Started with a two-day online session about managerial themes.

	Followed by: 1 starting day + 8 day parts (Biography) + 5x 5 half days (content-related topics) + 1 closing day
Please indicate the training delivery methods used.	During Corona some meetings were online sessions. Face-to-face (physical presence)
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Communication (deep democracy, organisational patterns) • Well-being at work • Gender equality • Information and communication technologies • Ethics and deontology • Safety at work • Personnel management • Conflict management • Organizational wellness • Personal Leadership: knowing who you are • Group dynamics, boardroom dynamics, organizational patterns, how to work efficiently and happily together, deep democracy, inclusion and diversity, organizational governance, philosophy and morality, ethical leadership
Please indicate who are the trainers.	<ul style="list-style-type: none"> • University professors • Managers of private organizations • Researchers • Process tutors, insight supervisors, coaches;
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Coaching • Team building • Problem solving workshops • Reflection • Intersession/action learning groups
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how?	Written test (e.g. multiple choice); Drafting of an action plan; Drafting of an organizational project; Interview

Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management (amongst: Information and communication technologies) • Communication (deep democracy, organisational patterns) • Gender equality • Information and communication technologies • Artificial intelligence • Ethics and deontology • Safety at work • Personnel management • Conflict management • Organizational wellness • Personal Leadership: knowing who you are • Well-being at work • Personnel management • Group dynamics, boardroom dynamics, organizational patterns, how to work efficiently and happily together, deep democracy, inclusion and diversity, organizational governance, philosophy and morality, ethical leadership • Artificial intelligence
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	<ul style="list-style-type: none"> • Demonstrations or practical laboratories • Discussion and debates • Case studies • Role play • Field work • Coaching • Mentoring • Brainstorming • Team building • Problem solving workshops • Action learning
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Inge van Calker: i.van.calker@ssr.nl

North Macedonia: Academy for Judges and Public Prosecutors

Name of the training Institution in English:	Academy for judges and public prosecutors
Country:	North Macedonia
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	Yes
Please add any further comment.	
Do the Chief prosecutors and the Presidents of courts have the same training?	No
Please add any further comment.	
Who does choose the Chief prosecutors?	Council of prosecutors;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance.	
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Selection by the chief of the office;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance.	
How long does the Chief prosecutor held the position by law?	The mandate of the Chief prosecutor is 4 years
Can the Chief prosecutor be reappointed?	Yes
Please add any further comment.	
How many times can the Chief prosecutor be reappointed?	It is not explicitly stated in the law for public prosecutor's offices. In the Law it is stated that he has the right to re-election
Is the Chief prosecutor reappointment subject to evaluation?	Yes
Please add any further comment.	
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> • Analysis of the duration of proceedings • Monitoring of office's performance (timing, timeframes, backlog etc.) • Allocation of prosecutors to the different departments • Definition of performance targets • Reporting on prosecutor's disciplinary misconduct • Management of office procurement • Management of health and safety of the office

Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	No
Please add any further comment.	The chief public prosecutor has his own deputy public prosecutor
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	No
The School organizes specific courses for the prosecutors aspiring to be (please tick the positions for which courses are organized)	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods used (if any different).	
Please add any further comment	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	

Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> • Management • Communication • Gender equality • Information and communication technologies • Ethics and deontology • Criminal law • European law • Personnel management • Conflict management • Organizational wellness
Please add any further comment.	•
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Case studies • Team building
Please add any further comment	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	Academy organizes at least 2 trainings per year for all Chief prosecutors
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	The Academy has an obligation to organize at least 2 trainings for Chief prosecutors
The training courses are	Optional; Compulsory; if the Chief prosecutor is not able to participate in the training for justified reasons, then he sends his deputy
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	1 day training

Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities;
Please indicate the training delivery methods used.	Face-to-face (physical presence);
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	Management; Communication; Ethics and deontology; Criminal law; Personnel management
Please indicate who are the trainers.	Public prosecutors;
Are the trainers seconded to the School or occasional appointed?	Academy has permanent list of trainers;
Please indicate the training methods/techniques used.	Lecture/presentation; Discussion and debates; Case studies; Role play; Coaching; Mentoring; Problem solving workshops
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how?	At the end of the course participants evaluate the trainers by filling the questionnaires;
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management • Communication • Gender equality • Information and communication technologies • Ethics and deontology • Criminal law • European law • Personnel management • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	<ul style="list-style-type: none"> • Lecture/presentation • Case studies • Brainstorming • Role play • Discussion and debates • Problem solving workshops
Please add any further information or comment you wish.	

Please indicate who filled in this questionnaire and an e-mail contact.	Sonja Mojsovska, advisor for implementation and development of the quality system in Academy for judges and public prosecutors (North Macedonia) Sonja. Mojsovska@jpacademy.gov.mk
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Poland: National School of Judiciary and Public Prosecution

Name of the training Institution in English:	National School of Judiciary and Public Prosecution
Country:	Poland
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	Yes
Please add any further comment.	The procedures are the same, but the appointment decision is taken by different body: A regional, district and district public prosecutor is appointed, after the candidacy is presented to the competent assembly of public prosecutors, and dismissed by the Public Prosecutor General, at the request of the National Public Prosecutor.
Do the Chief prosecutors and the Presidents of courts have the same training?	Yes
Please add any further comment.	
Who does choose the Chief prosecutors?	Prosecutor general;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	A regional, district and district public prosecutor is appointed, after the candidacy is presented to the competent assembly of public prosecutors, and dismissed by the Public Prosecutor General, at the request of the National Public Prosecutor.
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Selection by the chief of the office
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance.)	Prosecutors are appointed and dismissed from these functions by the National Public Prosecutor or the heads of organizational units of the public prosecutor's office authorized by him. Prosecutors are appointed and dismissed from these functions by the Deputy Public Prosecutor General for Military Affairs or the heads of organizational units of the public prosecutor's office authorized by him/her to perform functions in organizational units competent in military matters, with the exception of the National Public Prosecutor's Office
How long does the Chief prosecutor held the position by law?	A regional, circuit and district prosecutor is appointed for a term of office of 6 years and dismissed by the Prosecutor General
Can the Chief prosecutor be reappointed?	No
Please add any further comment.	The legal rules do not describe the re-appointment procedure.

How many times can the Chief prosecutor be reappointed?	
Is the Chief prosecutor reappointment subject to evaluation?	
Please add any further comment.	
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> • Establishment of the different specialized departments • Allocation of prosecutors to the different departments • Discretionary assignment of proceedings to the departments • Discretionary assignment of proceedings to the individual prosecutor • Supervision of individual prosecutor activities (e.g. wiretapping, arrest warrant, etc.) • Evaluation of prosecutors • Analysis of the duration of proceedings • Monitoring of office's performance (timing, timeframes, backlog etc.) • Management of the prosecution office budget • Supervision of the individual prosecutor's expenses to carry out the case (e.g. investigation, wiretapping etc.) • Management of administrative personnel • Reporting on prosecutor's disciplinary misconduct • Adoption of disciplinary measures on prosecutors • Recruitment of prosecutors' assistants • Recruitment of prosecutors • Recruitment of administrative staff
Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	No
Please add any further comment.	<p>There is no position of Administrative Manager or Prosecutors Office Director. The similar position is located insight the structure of prosecution office (district, circuit or regional) and it calls the Director of Financial & Administration Unit.</p> <p>All decisions of the Director need to be consulted with the Chief Prosecutor.</p>
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	No
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	No
The School organizes specific courses for the prosecutors aspiring to be (please tick the positions for which courses are organized)	

Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	
Please add any further comment.	
Please indicate if the training courses are	
Please add any further comment.	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods used (if any different).	
Please add any further comment	
Please indicate the training methods/techniques	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	
Please add any further comment.	
Please indicate who are the trainers.	
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> • Management • Communication • Information and communication technologies • Artificial intelligence • Procurement management

	<ul style="list-style-type: none"> · Organizational wellness · Conflict management · Personnel management
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	Discussion and debates; Role play; Coaching
Please add any further comment.	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	No
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Please add any further comment.	
Please indicate if the training courses are	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	
Please indicate who are the trainers.	
Are the trainers seconded to the School or occasional appointed?	
Please indicate the training methods/techniques used.	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	

If yes, how?	
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management • Communication • Information and communication technologies • Artificial intelligence • Personnel management • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	Discussion and debates; Role play; Coaching;
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Anna Natowska-Michrowska at the International Cooperation Department of the NSJPP, e-mail: a.michrowska@kssip.gov.pl

Portugal: Centre for Judicial Studies

Name of the training Institution in English:	Centre for Judicial Studies
Country:	Portugal
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	No
Please add any further comment.	Different Superior Councils and procedures
Do the Chief prosecutors and the Presidents of courts have the same training?	Yes
Please add any further comment.	
Who does choose the Chief prosecutors?	Council of prosecutors;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance.	
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Council of prosecutors;

Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance.	
How long does the Chief prosecutor held the position by law?	Three years
Can the Chief prosecutor be reappointed?	Yes
Please add any further comment.	
How many times can the Chief prosecutor be reappointed?	No statutory limit
Is the Chief prosecutor reappointment subject to evaluation?	No
Please add any further comment.	
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> · Monitoring of office's performance (timing, timeframes, backlog etc.); Analysis of the duration of proceedings · Definition of performance targets · Evaluation of prosecutors · Management of administrative personnel · Reporting on prosecutor's disciplinary misconduct
Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	Yes
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	No
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors aspiring to be... (please tick the positions for which courses are organized)	Chief prosecutor attached to the first instance court;
Please add any further comment.	
The training courses are	Compulsory;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 21 days
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	Yes
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time;

Please add any further comment.	
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence); Online recorded (independent self-study)
Please indicate the percentage of the different delivery methods used (if any different).	
Please add any further comment	
Please indicate the training methods/techniques	<ul style="list-style-type: none"> • Lecture/presentation • Discussion and debates • Brainstorming • Problem solving workshops • Computer mediate discussion
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Well-being at work • Gender equality • Information and communication technologies • Procurement management • Administrative law • Safety at work • Personnel management • Conflict management • Organizational wellness
Please add any further comment.	
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Judges • Public prosecutors • University professors • Administrative court managers • Managers of other public organizations
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers;
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how	Dissertation;
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	Yes
Please add any further comment.	

Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Gender equality • Information and communication technologies • Procurement management • Administrative law • Safety at work • Personnel management • Conflict management • Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Problem solving workshops • Team building
Please add any further comment	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	No
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Please add any further comment.	
Please indicate if the training courses are	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	
Please indicate who are the trainers.	

Are the trainers seconded to the School or occasional appointed?	
Please indicate the training methods/techniques used.	
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how?	
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Gender equality • Information and communication technologies • Artificial intelligence • Procurement management • Ethics and deontology • Administrative law • Safety at work • Personnel management • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Computer mediated discussion • Problem solving workshops • Team building
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Fernando Vaz Ventura - fernando.v.ventura@mail.cej.mj.pt

Romania: National Institute of Magistracy - NIM

Name of the training Institution in English:	National Institute of Magistracy - NIM
Country:	Romania

Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	Yes
Please add any further comment.	The procedure is the same for all the courts and prosecutors' offices, up to courts of appeal and the prosecutors' offices attached to them. The procedure is different for the appointment of the High Court of Cassation and Justice (HCCJ) president, vice-presidents and section presidents, as well as for the appointment of the top management positions at the Prosecutors Office attached to the HCCJ, National Anticorruption Directorate and Directorate for Organized Crime and Terrorism.
Do the Chief prosecutors and the Presidents of courts have the same training?	Yes
Please add any further comment.	The same type of training: workshops
Who does choose the Chief prosecutors?	Council of the judiciary/magistrates; Minister; President of Romania
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	<p>The prosecutors in management positions at the Prosecutors Office attached to the High Court of Cassation and Justice (HCCJ), National Anticorruption Directorate (DNA) and the Directorate for Investigating Organized Crime and Terrorism (DIICOT) are appointed by the President of Romania, based on the proposal of the Minister of Justice, with the advisory opinion of the Superior Council of Magistracy (SCM's) Section for prosecutors.</p> <p>The Minister's proposals are made following a selection procedure that includes an interview before a committee made up of the Minister of Justice and members appointed by the Ministry of Justice, the Prosecutors' Section of the Superior Council of the Magistracy, the National Institute of the Magistracy, a specialist in management, institutional organization and communication and a psychologist.</p> <p>The chief prosecutors for all other top management positions (chief prosecutors of the prosecution offices attached to first instance courts / tribunals / courts of appeal) are appointed by the SCM's Section for prosecutors, based on the results of a contest/exam, organized by the SCM, with the NIM support. The selection process is the same for all levels.</p>
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Council of the judiciary/magistrates
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	Appointment to the other management positions in prosecution offices' (others that the Prosecution Office attached to the High Court of Cassation and Justice, the National Anticorruption Directorate and the Directorate for Investigating Organized Crime and Terrorism) is done by the SCM's Section for prosecutors, without contest/exam, based on the chief prosecutor's proposal

How long does the Chief prosecutor held the position by law?	3 years
Can the Chief prosecutor be reappointed?	Yes
Please add any further comment.	Only through another selection process (contest/exam)
How many times can the Chief prosecutor be reappointed?	Only once, for another 3 years term.
Is the Chief prosecutor reappointment subject to evaluation?	Yes
Please add any further comment.	The evaluation is the same as the one for the first term.
Please tick the tasks and functions that the Chief prosecutor carries out.	
Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors aspiring to be... (please tick the positions for which courses are organized)	Chief prosecutor attached to the Supreme court; Chief prosecutor attached to the court of appeal; Deputy chief prosecutor attached to the court of appeal; Chief prosecutor attached to the first instance court; Deputy chief prosecutor attached to the court of first instance; other leading positions within the prosecutors' offices at all levels
Please add any further comment.	The courses are opened to any interested prosecutor in a future leading position
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	2 days;
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	Yes
Please add any further comment.	The number of places is limited and the selection is done annually, based on the scores that take into consideration the previous participation in training activities.
Please indicate if the training courses are	Consecutive days/activities
Please add any further comment.	

Please indicate the training delivery methods used.	Face-to-face (physical presence);
Please indicate the percentage of the different delivery methods used (if any different).	
Please add any further comment	
Please indicate the training methods/techniques	<ul style="list-style-type: none"> • Discussion and debates • Case studies • Brainstorming • Role play • Problem solving workshops
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	Equal percentages
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Communication • Well-being at work • Ethics and deontology • Personnel management • Conflict management • Organizational wellness
Please add any further comment.	
Please indicate who are the trainers.	Public prosecutors; Managers of private organizations
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Trainers seconded to the School on a part-time basis
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Gender equality • Information and communication technologies • Ethics and deontology • Safety at work • Personnel management • Conflict management • Organizational wellness

Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	<ul style="list-style-type: none"> • Discussion and debates • Case studies • Brainstorming • Role play • Coaching • Mentoring • Problem solving workshops
Please add any further comment	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	Chief prosecutor attached to the Supreme court; Chief prosecutor attached to the court of appeal; Deputy chief prosecutor attached to the court of appeal; Chief prosecutor attached to the first instance court; Deputy chief prosecutor attached to the court of first instance; other leading positions within the prosecutors' offices at all levels
Please add any further comment.	Chief prosecutor attached to the Supreme court can attend the training activities only if requested. Trainings are also opened to chief prosecutors of sections within prosecution offices at all levels.
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	
The training courses are	Optional;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	2 days;
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities;
Please indicate the training delivery methods used.	Face-to-face (physical presence);
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Well-being at work • Communication • Information and communication technologies • Ethics and deontology • Personnel management • Conflict management • Organizational wellness
Please indicate who are the trainers.	Public prosecutors; Managers of private organizations

Are the trainers seconded to the School or occasional appointed?	Trainers seconded to the School on a part-time basis
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> • Discussion and debates • Case studies • Brainstorming • Role play • Problem solving workshops
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	Equal percentage
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how?	
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Gender equality • Information and communication technologies • Ethics and deontology • Personnel management • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	<ul style="list-style-type: none"> • Discussion and debates • Case studies • Brainstorming • Role play • Coaching • Mentoring • Problem solving workshops
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Nadia Taran, Head of International Relations Office, external financing projects and public relations nadia.taran@inm-lex.ro

Serbia: Judicial Academy

Name of the training Institution in English:	Judicial Academy
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Country:	Republic of Serbia
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	Yes
Please add any further comment.	All Presidents of courts are elected by High Judicial Council. All Chief prosecutors, except Supreme Public Prosecutor, are elected by High Prosecutorial Council. Supreme Public Prosecutor is elected by the National Assembly, for a term of six years, at the proposal of the High Prosecutorial Council after a public competition, by the votes of three-fifths of all deputies.
Do the Chief prosecutors and the Presidents of courts have the same training?	Yes
Please add any further comment.	In general, they have the same training. In some cases, the Judicial Academy provides also specialized trainings adapted to the particularity of each profession. For example, Chief prosecutors attended the trainings "Prevention of leakage of information for the purpose of raising of the quality of prosecutorial investigation".
Who does choose the Chief prosecutors?	Council of prosecutors;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance...	As said before, all Chief prosecutors except Supreme Public Prosecutor are elected by High Prosecutorial Council. The Supreme Public Prosecutor is elected by the National Assembly, for a term of six years, at the proposal of the High Prosecutorial Council after a public competition, by the votes of three-fifths of all deputies
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Prosecutor general; Election by prosecutors of the office
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance	The Supreme public prosecutor and the chief public prosecutor head the administration in the public prosecutor's office and are responsible for the proper and timely work of the public prosecutor's office. The Supreme public prosecutor and the chief public prosecutor determine the organization and work of the public prosecutor's office, decide on the rights based on the work of public prosecutors and on the labor relations of civil servants and officers in the public prosecutor's office. In managing the administration of the public prosecutor's office, the Supreme public prosecutor and the chief public prosecutor adopt the plan and program of work of the public prosecutor's office.
How long does the Chief prosecutor held the position by law?	6 years
Can the Chief prosecutor be reappointed?	No
Please add any further comment.	

How many times can the Chief prosecutor be reappointed?	/
Is the Chief prosecutor reappointment subject to evaluation?	No
Please add any further comment.	
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> • Allocation of prosecutors to the different departments • Analysis of the duration of proceedings • Monitoring of office's performance (timing, timeframes, backlog etc.) • Management of the prosecution office budget • Supervision of the individual prosecutor's expenses to carry out the case (e.g. investigation, wiretapping etc.) • Management of administrative personnel • Management of information and communication technologies • Management of office procurement • Management of health and safety of the office • Reporting on prosecutor's disciplinary misconduct • Recruitment of prosecutors' assistants • Recruitment of administrative staff • Disciplinary proceedings on administrative staff
Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	Yes
Please add any further comment.	The Supreme public prosecutor's office has a secretary who assists the Supreme Public Prosecutor in performing administrative tasks in the Public prosecutor's office. A person who meets the requirements for election as an appellate chief public prosecutor may be appointed as the secretary of the Supreme Public Prosecutor's Office. The Secretary of the Supreme public prosecutor's office has the status of a civil servant in office. The public prosecutor's office may have a secretary who assists the chief public prosecutor in performing administrative tasks in the public prosecutor's office. The chief public prosecutor appoints the Secretary of public prosecutor's office.
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	No
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors aspiring to be... (please tick the positions for which courses are organized)	Chief prosecutor attached to the Supreme court; Chief prosecutor attached to the court of appeal; Deputy chief prosecutor attached to the court of appeal; Chief prosecutor

	attached to the first instance court; Deputy chief prosecutor attached to the court of first instance
Please add any further comment.	
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	Yes
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time;
Please add any further comment.	
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence); Online recorded (independent self-study); Mix of face-to-face and online
Please indicate the percentage of the different delivery methods used (if any different).	Before COVID-19 face-to-face was regularly used the training delivery method. In 2020 the Judicial Academy adapted to the new circumstances and started to use different methods as online live and e-distance learning. Now, we are using all the methods but face-to-face is prevalent one.
Please add any further comment	
Please indicate the training methods/techniques	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Mentoring • Team building • Problem solving workshops • Computer mediate discussion
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	Presentation, case studies and discussions are prevalent ones.
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Communication • Statistics • Gender equality • Information and communication technologies • Ethics and deontology • Procurement management

	<ul style="list-style-type: none"> · Criminal law · Civil law · Administrative law · Personnel management · Conflict management · Organizational wellness
Please add any further comment.	In previous years the focus was on trainings regarding the communication and crisis management such as the training on "The importance of strategic communication with the media and the public (The importance of communication strategy - communication action plans of public prosecutor's offices/courts)" and trainings on "PR Crisis Management".
Please indicate who are the trainers.	Public prosecutors; Researchers; University professors; Judges
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Trainers seconded to the School on a full time basis; Trainers seconded to the School on a part-time basis; Occasional trainers
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how	Written test (e.g. multiple choice); Drafting of an action plan;
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> · Management · Statistics · Communication · Gender equality · Information and communication technologies · Artificial intelligence · Procurement management · Ethics and deontology · Criminal law · Civil law · Administrative law · European law · Safety at work · Personnel management · Conflict management · Organizational wellness
Please add any further comment.	
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	<ul style="list-style-type: none"> · Lecture/presentation · Demonstrations or practical laboratories · Discussion and debates · Case studies · Brainstorming

	<ul style="list-style-type: none"> • Role play • Field work • Mentoring • Team building • Problem solving workshops • Computer mediated discussion
Please add any further comment	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	Chief prosecutor attached to the Supreme court; Chief prosecutor attached to the court of appeal; Deputy chief prosecutor attached to the court of appeal; Chief prosecutor attached to the first instance court; Deputy chief prosecutor attached to the court of first instance
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	Yes
Please add any further comment.	
The training courses are	Optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 day
Please add any further comment.	
Please indicate if the training courses are	Spaced out periodically/distributed over time;
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence); Online recorded (independent self-study); Mix of face-to-face and online
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Information and communication technologies • Procurement management • Ethics and deontology • Criminal law • Civil law • Administrative law • European law • Safety at work • Personnel management • Conflict management • Organizational wellness

Please indicate who are the trainers.	<ul style="list-style-type: none"> • Judges • Public prosecutors • University professors • Researchers
Are the trainers seconded to the School or occasional appointed?	<ul style="list-style-type: none"> • Trainers seconded to the School on a full time basis • Trainers seconded to the School on a part-time basis • Occasional appointed
Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Mentoring • Team building • Problem solving workshops • Computer mediate discussion
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how?	Written test (e.g. multiple choice); Drafting of an action plan
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management. • Statistics • Communication • Gender equality • Information and communication technologies • Artificial intelligence • Procurement management • Ethics and deontology • Criminal law • Civil law • Administrative law • European law • Safety at work

	<ul style="list-style-type: none"> • Personnel management • Conflict management • Organizational wellness
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	<ul style="list-style-type: none"> • Computer mediated discussion • Problem solving workshops • Team building • Mentoring • Field work • Role play • Brainstorming • Case studies • Discussion and debates • Demonstrations or practical laboratories • Lecture/presentation
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Maja Prelic Simovic maja.prelic-simovic@pars.rs Kristina Petrovic kristina.petrovic@pars.rs Andrea Delibasic andrea.delibasic@pars.rs

Spain: Center for Legal Studies

Name of the training Institution in English:	Center for Legal Studies
Country:	Spain
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	No
Please add any further comment.	The Chief prosecutors (different management positions) are appointed by the Government at the proposal of the Prosecutor General, previously communicated to the Council of Prosecutors. They have to belong to the first or the second category of prosecutors, and at least 20 or 10 years working as prosecutors, pending on the specific cases. There are other requirements, pending on the case, and it is difficult to conduct them all to an only procedure.
Do the Chief prosecutors and the Presidents of courts have the same training?	No
Please add any further comment.	
Who does choose the Chief prosecutors?	Prosecutor general; Government;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance.	Chief prosecutors are appointed by the Government, at the proposal of the Prosecutor General, as explained above, and in general terms. There are different management positions, and it is difficult to conduct them all to an only procedure.

Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance.	Prosecutors may occupy different management positions, and, as it is explained above, it is difficult to simplify them to an only procedure
How long does the Chief prosecutor held the position by law?	5 years
Can the Chief prosecutor be reappointed?	Yes
Please add any further comment.	They may be reappointed for equal periods of five years.
How many times can the Chief prosecutor be reappointed?	Some of them are maximum ten years in charge
Is the Chief prosecutor reappointment subject to evaluation?	No
Please add any further comment.	The Prosecutor General has to communicate the reappointments to the Council of Prosecutors before making the proposal to the Government.
Please tick the tasks and functions that the Chief prosecutor carries out.	
Please add any further comment.	It is difficult to concrete functions, attending to the different positions. One of their most important, general function, is to promote unic, coherent criteria
Is there an Administrative manager alongside the Chief prosecutor?	No
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors aspiring to be (please tick the positions for which courses are organized)	
Please add any further comment.	The Centre has started organizing courses for prosecutors who wants to be area specialists. They have not started yet, but will, hopefully, in 2023
The training courses are	Optional;

Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	15-20 hours;
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	No
Please add any further comment.	
Please indicate if the training courses are	Online, asynchronous, so people that attend to them may organize their studying time
Please add any further comment.	
Please indicate the training delivery methods used.	online, asynchronous
Please indicate the percentage of the different delivery methods used (if any different).	virtualized, gamified
Please add any further comment	
Please indicate the training methods/techniques	Role play; Lecture/presentation
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	70% role play
Please add any further comment.	
Please indicate the subjects of the training courses.	Gender equality; Administrative law; Criminal law; Civil law
Please add any further comment.	
Please indicate who are the trainers.	Public prosecutors;
Please add any further comment.	With pedagogical and informatic support
Are the trainers seconded to the School or occasional appointed?	Occasional trainers;
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how	work in progress; Oral test
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	No
Please add any further comment.	Work in progress
Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> • Gender equality • Information and communication technologies • Procurement management • Ethics and deontology • European law • Conflict management • Management

	<ul style="list-style-type: none"> • Statistics • Communication • Criminal law • Civil law • Administrative law
Please add any further comment.	All of them are very useful, anyway
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	<ul style="list-style-type: none"> • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Coaching • Team building • Problem solving workshops
Please add any further comment2	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	No
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	
Please add any further comment.	
The training courses are	
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	
Please add any further comment.	
Please indicate if the training courses are	
Please indicate the training delivery methods used.	
Please indicate the percentage of the different delivery methods (if any different).	
Please indicate the subjects of the training courses.	
Please indicate who are the trainers.	
Are the trainers seconded to the School or occasional appointed?	
Please indicate the training methods/techniques used.	

Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	
Please add any further comment.	
Are course participants evaluated at the end of the training course?	
If yes, how?	
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> · Management · Communication · Gender equality · Procurement management · Ethics and deontology · Conflict management · Organizational wellness · Statistics · European law · All of them are very useful and appropriate for the case, anyway
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	<ul style="list-style-type: none"> · Role play · Case studies · Discussion and debates · Field work · Problem solving workshops · Team building
Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	secretaria.cej@mjusticia.es

Sweden: Swedish Prosecution Authority Training Unit

Name of the training Institution in English:	Swedish Prosecution Authority Training Unit
Country:	Sweden
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	No
Please add any further comment.	Chief prosecutors are appointed by the Prosecutor General and Presidents of courts by the Swedish government

Do the Chief prosecutors and the Presidents of courts have the same training?	No
Please add any further comment.	They are trained by different training units
Who does choose the Chief prosecutors?	Prosecutor general;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	The Swedish Prosecution Authority has a Council for Preparation of Appointment Cases (<i>Rådet för beredning av anställningsärenden</i>) which prepares and suggests appointment decisions of Chief Prosecutors, Deputy Chief Prosecutors and promoted prosecutors
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	Prosecutor general;
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	See above
How long does the Chief prosecutor held the position by law?	No time limit
Can the Chief prosecutor be reappointed?	Yes
Please add any further comment.	There is no time limit. If the Chief prosecutor choose to quit there is no rule saying that he/she cannot be reappointed (after application)
How many times can the Chief prosecutor be reappointed?	No time limits or reappointment limits
Is the Chief prosecutor reappointment subject to evaluation?	Yes
Please add any further comment.	If the CP has quitted he/she needs to apply for service again and is evaluated as if he/she had applied for the first time
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> · Discretionary assignment of proceedings to the individual prosecutor · Evaluation of prosecutors · Monitoring of office's performance (timing, timeframes, backlog etc.) · Definition of performance targets · Management of information and communication technologies · Management of health and safety of the office · Reporting on prosecutor's disciplinary misconduct · Management of office procurement · Recruitment of prosecutors

	<ul style="list-style-type: none"> Recruitment of prosecutors' assistants "Last man standing" if a prosecutor is absent
Please add any further comment.	Responsible for the working environment of the employees and the physical conditions of the premises
Is there an Administrative manager alongside the Chief prosecutor?	Yes
Please add any further comment.	Responsible for the administrative personell
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	Yes
Please add any further comment.	The CPs responsibility for the working environment of the employees means that the CP also gets involved if there are problems among the administrative personnel
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors aspiring to be (please tick the positions for which courses are organized)	The Swedish prosecutors are not attached to a specific court. For aspiring CP/Deputy CP: The Training Unit assists a Chief Procurement Program; for appointed chiefs the Training Unit organizes both compulsory and optional training
Please add any further comment.	I will furthermore describe the compulsory training for newly appointed chiefs (e.g. Deputy Chief Prosecutors or middle management chiefs)
The training courses are	Compulsory;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Three parts: 5+5+(3+3+3) days, see e-mail with education plans (content and duration) in Swedish (please contact me if Google Translate cannot translate it). I will in an additional e-mail send examples of education plans regarding optional training courses for chiefs;
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	Yes
Please add any further comment.	See above
Please indicate if the training courses are	Spaced out periodically/distributed over time
Please add any further comment.	See above
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence); Online recorded (independent self-study); Mix of face-to-face and online;
Please indicate the percentage of the different delivery methods used (if any different).	Part I and II: 2 days self-study and 3 days physical presence, hence 40 percent self-study in these parts. Part III (3+3+3 days with one month between the subparts in Part III) is 100 percent physical presence
Please add any further comment	
Please indicate the training methods/techniques	<ul style="list-style-type: none"> Lecture/presentation Demonstrations or practical laboratories Discussion and debates

	<ul style="list-style-type: none"> • Case studies • Brainstorming • Role play • Field work • Coaching • Mentoring • Team building • Problem solving workshops • Computer mediate discussion
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	Discussion, case studies, mentoring and role play are core techniques when the participants are physically present
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Well-being at work • Gender equality • Information and communication technologies • Procurement management • Ethics and deontology • Administrative law • Safety at work • Personnel management • Conflict management • Organizational wellness
Please add any further comment.	For content, see e-mailed education plans
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Public prosecutors • Managers of other public organizations • Administrative managers and personnel from the Swedish Prosecution Authority and private leadership consultants
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers;
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how	All chiefs are evaluated at least one time annually;
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	Yes
Please add any further comment.	The annual evaluator (most likely the chief's superior chief) is obliged to give written witty words when the person applies for a new position

Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Gender equality • Information and communication technologies • Artificial intelligence • Procurement management • Ethics and deontology • Administrative law • Safety at work • Personnel management • Conflict management • Organizational wellness
Please add any further comment.	.
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Coaching • Mentoring • Team building • Problem solving workshops • Computer mediated discussion • Blended learning depending on the subject
Please add any further comment	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors already (please tick the positions for which courses are organized)	See e-mail regarding optional training courses/opportunities;
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	No specific time limit, but some experience is advised/good to have before taking these courses
The training courses are	Optional;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	See education plans/training description;
Please add any further comment.	

Please indicate if the training courses are	Spaced out periodically/distributed over time;
Please indicate the training delivery methods used.	Face-to-face (physical presence);
Please indicate the percentage of the different delivery methods (if any different).	100 percent face to face
Please indicate the subjects of the training courses.	Personnel management; Conflict management; Organizational wellness;
Please indicate who are the trainers.	Leadership consultants or in-house leadership trained personnel
Are the trainers seconded to the School or occasional appointed?	Trainers seconded to the School on a full time basis; Occasional appointed; See above
Please indicate the training methods/techniques used.	Lecture/presentation; Discussion and debates; Case studies; Role play; Coaching; Mentoring
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	Same as the answer for the compulsory courses, but there are less lectures/presentations on these optional courses
Please add any further comment.	
Are course participants evaluated at the end of the training course?	No
If yes, how?	
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Personnel management • Conflict management • Organizational wellness • These optional courses are focused on further self-development, not "bread and butter" which other courses deal with;
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	<ul style="list-style-type: none"> • Discussion and debates • Lecture/presentation • Demonstrations or practical laboratories • Case studies • Brainstorming • Role play • Field work • Coaching • Mentoring • Team building • Problem solving workshops
Please add any further information or comment you wish.	

Please indicate who filled in this questionnaire and an e-mail contact.	Director of training Stephan Uttersköld <stephan.utterskold@aklagare.se>
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Ukraine: The Prosecutor's Training Center of Ukraine

Name of the training Institution in English:	The Prosecutor's Training Center of Ukraine
Country:	Ukraine
Do the Chief prosecutors and the Presidents of courts have the same selection/appointment procedures?	No
Please add any further comment.	
Do the Chief prosecutors and the Presidents of courts have the same training?	No
Please add any further comment.	
Who does choose the Chief prosecutors?	Chief prosecutors appointed by the Prosecutor General upon recommendation of the Council of prosecutors
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance).	Institutions that play a role in the appointment process in Ukraine are: the Qualification disciplinary Commission of Prosecutors and Council of Prosecutors
Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office or deputy chief prosecutor?	To the position of deputy chief or district or regional prosecutor's office
Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance)	Institutions that play a role in the appointment process in Ukraine are: the Qualification disciplinary Commission of Prosecutors and Council of Prosecutors
How long does the Chief prosecutor held the position by law?	Prosecutors could held the position of the Chief prosecutor of district and regional prosecutor's office during 5 years.
Can the Chief prosecutor be reappointed?	Yes
Please add any further comment.	
How many times can the Chief prosecutor be reappointed?	There are no limitations in number of times of reappointed to the position of the Chief prosecutor.
Is the Chief prosecutor reappointment subject to evaluation?	No
Please add any further comment.	
Please tick the tasks and functions that the Chief prosecutor carries out.	<ul style="list-style-type: none"> · Allocation of prosecutors to the different department · Discretionary assignment of proceedings to the departments

	<ul style="list-style-type: none"> Discretionary assignment of proceedings to the individual prosecutor Analysis of the duration of proceedings Monitoring of office's performance (timing, timeframes, backlog etc.) Management of the prosecution office budget Management of administrative personnel Management of information and communication technologies Management of office procurement Management of health and safety of the office Reporting on prosecutor's disciplinary misconduct Recruitment of administrative staff Disciplinary proceedings on administrative staff
Please add any further comment.	
Is there an Administrative manager alongside the Chief prosecutor?	No
Please add any further comment.	
If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager?	
Please add any further comment.	
Does the School organize training courses for ASPIRING Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors aspiring to be (please tick the positions for which courses are organized)	<p>Chief prosecutor attached to the Supreme court; Chief prosecutor attached to the court of appeal; Deputy chief prosecutor attached to the court of appeal; Chief prosecutor attached to the first instance court; Deputy chief prosecutor attached to the court of first instance.</p> <p>The PTCU has organized trainings for prosecutors and Chief prosecutors, who represented victims and state interests in all court instances</p>
Please add any further comment.	
The training courses are	According to the legislation, prosecutors must compulsorily attend trainings on professional ethics and anticorruption legislation. Training on other topics is optional
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days. Traditionally each training continues no longer than 3 days. But sometimes due to the duration of program it could continue longer.;
Are these training courses to be attended just one time by the aspiring Chief prosecutors or middle management positions?	No
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities;

Please add any further comment.	
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence); Online recorded (independent self-study); Mix of face-to-face and online
Please indicate the percentage of the different delivery methods used (if any different).	Because of the martial law conditions, during 2022-2023 the PTCU held most trainings on online format (60%). Nevertheless, on autumn 2022 at the PTCU were restarted holding training in offline and hybrid format (online + offline) (40%)
Please add any further comment	
Please indicate the training methods/techniques	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Coaching • Mentoring • Team building • Problem solving workshops • Computer mediate discussion
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	Using of the different techniques depends on trainer and format of training. Traditionally, more popular kind of techniques are case study (33%), discussion and debates (33%), role play (33%)
Please add any further comment.	
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Communication • Management • Well-being at work • Gender equality • Personnel management • Conflict management • Civil law • Criminal law • Ethics and deontology • Safety at work • Statistics • Information and communication technologies • Procurement management • Administrative law • Organizational wellness • OSINT, war crimes, international humanitarian and criminal law, ECtHR practice, human rights, human trafficking beings, international cooperation in criminal matters
Please add any further comment.	
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Judges

	<ul style="list-style-type: none"> Public prosecutors University professors Researchers Lawyers Managers of other public organizations Managers of private organizations
Please add any further comment.	
Are the trainers seconded to the School or occasional appointed?	Occasional trainers
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how	The method of evaluation depends on trainer and format of the training; Written test (e.g. multiple choice); Oral test; Interview; Drafting of an action plan
Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors.	<ul style="list-style-type: none"> Management Communication Information and communication technologies Ethics and deontology Safety at work Personnel management Conflict management Organizational wellness
Please add any further comment.	.
Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring Chief prosecutors.	<ul style="list-style-type: none"> Case studies Brainstorming Role play Field work Coaching Mentoring Team building Discussion and debates Demonstrations or practical laboratories Problem solving workshops
Please add any further comment	
Does the School organize training courses for ALREADY Chief prosecutors or middle management positions?	Yes
The School organizes specific courses for the prosecutors already	Chief prosecutor attached to the Supreme court; Chief prosecutor attached to the court of appeal; Deputy chief prosecutor attached to the court of appeal; Chief prosecutor

(please tick the positions for which courses are organized)	attached to the first instance court; Deputy chief prosecutor attached to the court of first instance; The PTCU has organized training for prosecutors and Chief prosecutors, who represent victim's interests and state interest at all court instances;
Please add any further comment.	
Are the courses organized within a certain timeframe after the appointment?	No
Please add any further comment.	
The training courses are	According to the legislation, prosecutors must be compulsory attend trainings on professional ethics and anticorruption legislation. Training on other topics is optional;
Please indicate how long are the training courses. If their length is different for the different positions, please specify it in the text field.	Up to 3 days. Traditionally each training continues no longer than 3 days. But sometimes due to the duration of program it could continue longer
Please add any further comment.	
Please indicate if the training courses are	Consecutive days/activities;
Please indicate the training delivery methods used.	Face-to-face (physical presence); Online live (online presence); Online recorded (independent self-study); Mix of face-to-face and online
Please indicate the percentage of the different delivery methods (if any different).	Because of the martial law conditions, during 2022-2023 the PTCU held most trainings on online format (60%). Nevertheless, on autumn 2022 at the PTCU were restarted holding training in offline and hybrid format (online + offline) (40%)
Please indicate the subjects of the training courses.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Well-being at work • Gender equality • Information and communication technologies • Procurement management • Ethics and deontology • Organizational wellness • Conflict management • Personnel management • Safety at work
Please indicate who are the trainers.	<ul style="list-style-type: none"> • Judges • Public prosecutors • University professors • Researchers • Lawyers • Managers of other public organizations • Managers of private organizations
Are the trainers seconded to the School or occasional appointed?	Occasional appointed;

Please indicate the training methods/techniques used.	<ul style="list-style-type: none"> • Lecture/presentation • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Coaching • Mentoring • Team building • Problem solving workshops
Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.	Using of the different techniques depends on trainer and format of training. Traditionally, more popular kind of techniques are case study (33%), discussion and debates (33%), role play (33%)
Please add any further comment.	
Are course participants evaluated at the end of the training course?	Yes
If yes, how?	Written test (e.g. multiple choice); Drafting of an action plan; Oral test; Interview
Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?	No
Please add any further comment.	
Please indicate which subjects you think should be included in a training course for Chief prosecutors.	<ul style="list-style-type: none"> • Management • Statistics • Communication • Information and communication technologies • Procurement management • Ethics and deontology • Personnel management • Conflict management • Organizational wellness • Safety at work
Please indicate which training methods/techniques you consider more appropriate for training courses for Chief prosecutors.	<ul style="list-style-type: none"> • Demonstrations or practical laboratories • Discussion and debates • Case studies • Brainstorming • Role play • Field work • Coaching • Mentoring • Team building • Problem solving workshops

Please add any further information or comment you wish.	
Please indicate who filled in this questionnaire and an e-mail contact.	Kateryna Bieloshchuk, head of the prospective development department of the PTCU, k.beloschuk@gmail.com

III. - Questionnaire on Presidents of courts and their training

This questionnaire is meant to collect information on the training of Presidents of courts and Chief prosecutors.

In order to do it, some further information is also needed to put the training in the correct context.

In particular, the questionnaire addresses the following issues: selection and appointment procedures, functions and tasks, and then training.

Please note that this collection of information is divided into two areas. One for training course for aspiring chief prosecutors (or middle management positions), and another one for already chief prosecutors (or middle management positions).

Please feel free to use extensively the “*further comment free text area*” to explain better the information that cannot be grasped by the closed answer.

Please also send a mail to sfj_questionnaire@scuolamagistratura.it if you need further explanation.

We also kindly ask you to send to the same mail address any further documents (for example training programs) that may help to better understand your training offer.

If Presidents of courts and Chief prosecutors have the same appointment/selection rules and training, please just fill in one questionnaire and state it at the beginning, answering the question below (n. 3 and n. 5).

The information collected will be shared with all the Training schools once analyzed.

Thanks for your cooperation.

Initial questions

1. **Name of the training Institution in English**
2. **Country**
3. **Do the presidents of the courts and the chief prosecutors have the same selection/appointment procedures?**
Yes
No
4. **Please add any further comment**
5. **Do the presidents of the courts and the chief prosecutors have the same training?**
Yes
No
6. **Please add any further comment**

Selection and appointment of presidents of courts

7. **Who does choose the presidents of the court?**
Council of the judiciary
Minister
Election by the judges of the office
Election by the Parliament
Other (please specify)

8. **Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance and the selection of the president of the courts of second instance/appeal, etc.).**
9. **Who does choose the, if any, middle management positions, for example head of department/section/division of the courts?**
 Council of the judiciary
 Minister
 Selection by the president of the court
 Election by the judges of the office
 Election by the Parliament
 Other (please specify)
10. **Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance and the selection of the president of the courts of second instance/appeal, etc.).**
11. **How long by law does the president of the court held the position?**
 No. of years
 Please add any further comment
12. **Can the president of the court be re-appointed?**
 Yes
 No
13. **Please add any further comment**
14. **How many times can the president of the court be reappointed?**
 Number of times
 Please add any further comment
15. **Is the president re-appointed subject to evaluation?**
 Yes
 No
16. **Please add any further comment**

Tasks and functions of presidents of courts

17. **Please tick the tasks and functions that the president of the court carries out**
 Establishment of the different specialized departments/sections of the court
 Allocation of judges to the different departments/sections
 Discretionary assignment of proceedings to the departments
 Discretionary assignment of proceedings to the individual judge
 Evaluation of judges
 Analysis of the duration of proceedings (length, timeframes, backlog, etc.)
 Monitoring of court's performance (incoming, resolved, pending etc.) Definition of performance targets
 Management of the court budget
 Management of administrative personnel
 Management of information and communication technologies
 Management of office procurement

Management of health and safety of the court
Reporting on judge's disciplinary misconduct
Adoption of disciplinary measures on judges
Recruitment of judges
Recruitment of judge's assistants
Recruitment of administrative staff
Disciplinary proceedings on administrative staff
Other tasks and functions (please specify)

18. Please add any further comment

19. Is there an administrative manager alongside the president of the court?

Yes

No

20. Please add any further comment

21. If yes, are there some overlaps between the tasks and functions of the president of the court and the administrative manager?

Yes

No

22. Please add any further comment

Training

Training courses only for **aspiring president of courts and middle management position (e.g. head of a court division, head of section)**

23. The school organizes specific courses for the judges aspiring to be... (please tick the positions for which courses are organized)

President of Supreme Court

President of Supreme court's section/department/division

President of court of appeal (second instance court)

President of appeal's section/department/division

President of court of first instance

President of court's first instance section/department/division (middle management positions)

Other (please specify)

None

24. Please add any further comment

25. The training courses are

Optional

Compulsory

Please specify if the training courses are optional or compulsory for the different positions

26. Please add any further comment

27. Please indicate how long are the training courses for the different positions.

Up to 3 days

Up to 7 days

Up to 14 days

Up to 21 days

Other (please specify)

28. Are these training courses to be attended just one time by the aspiring chief prosecutors or middle management positions?

Yes

No

29. Please add any further comment

30. Please indicate if the training courses are

Consecutive days/activities

Spaced out periodically/distributed over time

31. Please add any further comment

32. Please indicate the training delivery methods used

Face-to-face (physical presence)

Online live (online presence)

Online recorded (independent self-study)

Mix of face-to-face and online

Please indicate the percentage of the different delivery methods. if there are different

Please add any further comment

33. Please indicate the percentage of the different delivery methods. if there are different

34. Please add any further comment

35. Please indicate the training methods/techniques

Lecture/presentation

Demonstrations or practical laboratories

Discussion and debates

Case studies

Brainstorming

Role playing

Field work

Coaching

Mentoring

Team building

Problem solving workshops

Computer mediated discussion

Other (please specify)

36. Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.

37. Please add any further comment

38. Please indicate the subjects of the training courses

Management

Statistics

Communication

Gender equality

Information and communication technologies

Artificial intelligence

Procurement management

Ethics and deontology

Criminal law
Civil law
Administrative law
European law
Safety at work
Personnel management
Conflict management
Organizational wellness
Other (please specify)

39. Please add any further comment

40. Please indicate who are the trainers

Judges
Public prosecutors
University professors
Researchers
Lawyers
Administrative court managers
Managers of other public organizations
Managers of private organizations
Other professionals/experts (please specify)

41. Please add any further comment

42. Are the trainers seconded to the School or occasional appointed?

Trainers seconded to the School on a full time basis
Trainers seconded to the School on a part-time basis
Occasional trainers
Other (please specify)

43. Please add any further comment

44. Are course participants evaluated at the end of the training course?

Yes
No

45. If yes, how

Written test (e.g. multiple choice)
Dissertation
Drafting of an action plan
Drafting of an organizational project
Oral test
Interview
Other (please specify)

46. Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?

Yes
No

47. Please add any further comment

48. Please indicate which subjects you think should be included in a training course for aspiring presidents of courts

Management
Statistics
Communication
Gender equality
Information and communication technologies
Artificial intelligence
Procurement management
Ethics and deontology
Criminal law
Civil law
Administrative law
European law
Safety at work
Personnel management
Conflict management
Organizational wellness
Other (please specify)

49. Please add any further comment

50. Please indicate which training methods/techniques you consider more appropriate for training course for aspiring presidents of courts

Lecture/presentation
Demonstrations or practical laboratories
Discussion and debates
Case studies
Brainstorming
Role playing
Field work
Coaching
Mentoring
Team building
Problem solving workshops
Computer mediated discussion
Other (please specify)

Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.

51. Please add any further comment

Training courses only for **already presidents of courts and middle management position (e.g. head of a court division, head of section)**

52. Does the school organize specific courses for ALREADY presidents of the courts or middle management positions

Yes
No

53. The school organizes specific courses for judges already ... (please tick the positions for which courses are organized)

President of Supreme Court

President of Supreme court's section/department/division

President of court of appeal (second instance court)

President of appeal's section/department/division

President of court of first instance

President of court's first instance section/department/division

Middle management position

Other (please specify)

None

54. Please add any further comment

55. Are the courses organized after a certain timeframe after the appointment?

Yes (please also specify after how long the courses are organized since the appointment)

No

Other (please specify)

56. Please add any further comment

57. The training courses are

Optional

Compulsory

Please specify if the training courses are optional or compulsory for the different positions

58. Please indicate how long are the training courses for the different positions

Up to 3 days

Up to 7 days

Up to 14 days

Up to 21 days

Other (please specify)

59. Please add any further comment

60. Please indicate if the training courses are

Consecutive days/activities

Spaced out periodically/distributed over time

61. Please indicate the training delivery methods used

Face-to-face (physical presence)

Online live (online presence)

Online recorded (independent self-study)

Mix of face-to-face and online

62. Please indicate the percentage of the different delivery methods (if any different)

63. Please indicate the training methods/techniques

Lecture/presentation

Demonstrations or practical laboratories

Discussion and debates

Case studies

Brainstorming

Role playing

Field work

Coaching

Mentoring

Team building

Problem solving workshops

Computer mediated discussion

Other (please specify)

Please indicate, at least an estimation, the percentage of use of the different techniques on the various courses.

64. Please indicate who are the trainers and the percentage (e.g. estimation in the further comment) of the training in which they are involved.

Judges

Public prosecutors

University professors

Researchers

Lawyers

Administrative court managers

Managers of other public organizations

Managers of private organizations

Other professionals/experts (please specify)

65. Are the trainers seconded to the School or occasional appointed?

Trainers seconded to the School on a full time basis

Trainers seconded to the School on a part-time basis

Occasional appointed

Other (please specify)

66. Please indicate the training methods/techniques used

Lecture/presentation

Demonstrations or practical laboratories

Discussion and debates

Case studies

Brainstorming

Role playing

Field work

Coaching

Mentoring

Team building

Problem solving workshops

Computer mediated discussion

Other (please specify)

67. Please indicate at least an estimation, the percentage of use of the different techniques on the various courses.

68. Please add any further comment

69. Are course participants evaluated at the end of the training course?

Yes

No

70. If yes, how

Written test (e.g. multiple choice)
Dissertation
Drafting of an action plan
Drafting of an organizational project
Oral test
Interview
Other (please specify)

71. Is this evaluation taken into consideration for the assessment of the participants (president of court or middle management position), during the process of re-appointment in the managerial position?

Yes
No

72. Please add any further comment

73. Please indicate the subjects of the training courses

Management
Statistics
Communication
Well-being at work
Gender policies
Information and communication technologies
Artificial intelligence
Contract management
Ethics and deontology
Criminal law
Civil law
Administrative law
European law
Safety at work
Conflict management
Organizational wellness
Other (please specify)

74. Please indicate which training methods/techniques you consider more appropriate for training course for presidents of courts

Lecture/presentation
Demonstrations or practical laboratories
Discussion and debates
Case studies
Brainstorming
Role playing
Field work
Coaching
Mentoring
Team building
Problem solving workshops
Computer mediated discussion
Other (please specify)

75. Please add any further comment or comment you wish

76. Please indicate who filled in this questionnaire and an e-mail contact

IV. - Questionnaire on Chief prosecutors and their training (SSM-CNR)

This questionnaire is meant to collect information on the training of Presidents of courts and Chief prosecutors.

In order to do it, some further information is also needed to put the training in the correct context.

In particular, the questionnaire addresses the following issues: selection and appointment procedures, functions and tasks, and then training.

Please note that this collection of information is divided into two areas. One for training course for aspiring chief prosecutors (or middle management positions), and another one for already chief prosecutors (or middle management positions).

Please feel free to use extensively the “*further comment free text area*” to explain better the information that cannot be grasped by the closed answer.

Please also send a mail to sfj_questionnaire@scuolamagistratura.it if you need further explanation.

We also kindly ask you to send to the same mail address any further documents (for example training programs) that may help to better understand your training offer.

If Presidents of courts and Chief prosecutors have the same appointment/selection rules and training, please just fill in one questionnaire and state it at the beginning, answering the question below (n. 3 and n. 5).

The information collected will be shared with all the Training schools once analyzed.

Thanks for your cooperation.

Initial questions

1. **Name of the training Institution in English**
2. **Country**
3. **Do the chief prosecutors and the presidents of the courts and the have the same selection/appointment procedures?**
Yes
No
4. **Please add any further comment**
5. **Do the chief prosecutors and the presidents of the courts have the same training?**
Yes
No
6. **Please add any further comment**

Selection and Appointment of chief prosecutors

7. **Who does choose the chief prosecutors?**
Council of prosecutors
Council of the judiciary/magistrates
Minister
Prosecutor general
Election by prosecutors of the office
Parliament
Other (please specify)

8. Please add any further comment (for example if there are more institutions that play a role in the appointment process, if there are differences between the president of the court of first instance and the selection of the president of the courts of second instance/appeal, etc.).
9. Who does choose the, if any, middle management positions, for example head of department/section/division of the prosecutor's office?
 - Council of prosecutors
 - Council of the judiciary/magistrates
 - Minister
 - Prosecutor general
 - Election by prosecutors of the office
 - Selection by the chief prosecutor
 - Other (please specify)
10. Please add any further comment (for example if there are more institutions that play a role in the appointment process, etc.).
11. How long by law does the chief prosecutors held the position?
 - Years
12. Can the chief prosecutors be reappointed?
 - Yes
 - No
13. Please add any further comment
14. How many times can the chief prosecutor be reappointed?
 - Number of times
15. Is the chief prosecutor re-appointment subject to evaluation?
 - Yes
 - No
16. Please add any further comment

Tasks and functions of chief prosecutors

17. Please tick the tasks and functions that the chief prosecutor carries out
 - Establishment of the different specialized departments
 - Allocation of prosecutors to the different departments
 - Discretionary assignment of proceedings to the departments
 - Discretionary assignment of proceedings to the individual prosecutor
 - Supervision of individual prosecutor activities (e.g. wiretapping, arrest warrant, etc.)
 - Evaluation of prosecutors
 - Analysis of the duration of proceedings (length, timeframes, backlog, etc.)
 - Monitoring of office's performance (incoming, resolved, pending, etc.)
 - Definition of performance targets
 - Management of the prosecution office budget
 - Supervision of the individual prosecutor's expenses to carry out the case (e.g. investigation, wiretapping etc.)
 - Management of administrative personnel
 - Management of information and communication technologies
 - Management of office procurement
 - Management of health and safety of the office

Reporting on prosecutor's disciplinary misconduct
Adoption of disciplinary measures on prosecutors
Recruitment of prosecutors
Recruitment of prosecutors' assistants
Recruitment of administrative staff
Disciplinary proceedings on administrative staff
Other tasks and functions (please specify)

18. Please add any further comment

19. Is there an administrative manager alongside the chief prosecutors?

Yes

No

20. Please add any further comment

21. If yes, are there some overlaps between the tasks and functions of the chief prosecutors and the administrative manager?

Yes

No

22. Please add any further comment

Training

Training courses only for **aspiring chief prosecutors and middle management position (e.g. deputy chief prosecutors)**

23. The school organizes specific courses for the prosecutors ASPIRING to be ... (please tick the positions for which courses are organized)

Chief prosecutor attached to the Supreme court

Chief prosecutor attached to the court of appeal

Deputy chief prosecutor attached to the court of appeal

Chief prosecutor attached to the first instance court

Deputy chief prosecutor attached to the court of first instance

Other (please specify)

None (se questa è la risposta si va alla 27)

24. Please add any further comment

25. The training courses are

Optional

Compulsory

Please specify if the training courses are optional or compulsory for the different positions

26. Please add any further comment

27. Please indicate how long are the training courses for the different positions.

Up to 3 days

Up to 7 days

Up to 14 days

Up to 21 days

Other (please specify)

28. Are these training courses to be attended just one time by the aspiring chief prosecutors or middle management positions?

Yes

No

29. Please add any further comment

30. Please indicate if the training courses are

Consecutive days/activities

Spaced out periodically/distributed over time

31. Please add any further comment

32. Please indicate the training delivery methods used

Face-to-face (physical presence)

Online live (online presence)

Online recorded (independent self-study)

Mix of face-to-face and online

33. Please indicate the percentage of the different delivery methods. if there are different

34. Please add any further comment

35. Please indicate the training methods/techniques

Lecture/presentation

Demonstrations or practical laboratories

Discussion and debates

Case studies

Brainstorming

Role playing

Field work

Coaching

Mentoring

Team building

Problem solving workshops

Computer mediated discussion

Other (please specify)

36. Please indicate at least an estimation, the percentage of use of the different techniques on the various courses

37. Please add any further comment

38. Please indicate the subjects of the training courses

Management

Statistics

Communication

Well-being at work

Gender equality

Information and communication technologies

Artificial intelligence

Procurement management

Ethics and deontology

Criminal law

Civil law

Administrative law

European law
Safety at work
Personnel management
Conflict management
Organizational wellness
Other (please specify)

39. Please add any further comment

40. Please indicate who are the trainers

Judges
Public prosecutors
University professors
Researchers
Lawyers
Administrative court managers
Managers of other public organizations
Managers of private organizations
Other professionals/experts (please specify)

41. Please add any further comment

42. Are the trainers seconded to the School or occasional appointed?

Trainers seconded to the School on a full time basis
Trainers seconded to the School on a part-time basis
Occasional trainers
Other (please specify)

43. Please add any further comment

44. Are course participants evaluated at the end of the training course?

Yes
No

45. If yes, how

Written test (e.g. multiple choice)
Dissertation
Drafting of an action plan
Drafting of an organizational project
Oral test
Interview
Other (please specify)

46. Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position?

Yes
No

47. Please add any further comment

48. Please indicate which subjects you think should be included in a training course for aspiring chief prosecutors

Management
Statistics

Communication
Gender equality
Information and communication technologies
Artificial intelligence
Procurement management
Ethics and deontology
Criminal law
Civil law
Administrative law
European law
Safety at work
Personnel management
Conflict management
Organizational wellness
Other (please specify)

49. Please add any further comment

50. Please indicate which training methods/techniques you consider more appropriate for training courses for aspiring chief prosecutors

Lecture/presentation
Demonstrations or practical laboratories
Discussion and debates
Case studies
Brainstorming
Role playing
Field work
Coaching
Mentoring
Team building
Problem solving workshops
Computer mediated discussion
Other (please specify)

51. Please add any further comment

Training courses for **already chief prosecutors and middle management position (e.g. deputy chief prosecutors)**

52. Does the school organize specific course for ALREADY chief prosecutors?

Yes
No

53. The school organizes specific courses for the prosecutors already ... (please tick the positions for which courses are organized)

Chief prosecutor attached to the Supreme court
Chief prosecutor attached to the court of appeal
Deputy chief prosecutor attached to the court of appeal
Chief prosecutor attached to the first instance court
Deputy chief prosecutor attached to the court of first instance
Other (please specify)

None

54. Please add any further comment

55. Are the courses organized after a certain timeframe after the appointment?

Yes (please also specify after how long the courses are organized since the appointment)

No

Other (please specify)

56. Please add any further comment

57. The training courses are

Optional

Compulsory

Please specify if the training courses are optional or compulsory for the different positions

58. Please indicate how long are the training courses for the different positions.

Up to 3 days

Up to 7 days

Up to 14 days

Up to 21 days

Other (please specify)

59. Please add any further

60. Please indicate if the training courses are

Consecutive days/activities

Spaced out periodically/distributed over time

61. Please indicate the training delivery methods used

Face-to-face (physical presence)

Online live (online presence)

Online recorded (independent self-study)

Mix of face-to-face and online

62. Please indicate the percentage of the different delivery methods (if any different)

63. Please indicate the subjects of the training courses

Management

Statistics

Communication

Well-being at work

Gender policies

Information and communication technologies

Artificial intelligence

Contract management

Ethics and deontology

Criminal law

Civil law

Administrative law

Investigation techniques

Evidence

European law

Safety at work

Conflict management
Organizational wellness
Other (please specify)

64. Please indicate who are the trainers and the percentage (e.g. estimation in the further comment) of the training in which they are involved.

Judges
Public prosecutors
University professors
Researchers
Lawyers
Administrative court managers
Managers of other public organizations
Managers of private organizations
Other professionals/experts (please specify)

65. Are the trainers seconded to the School or occasional appointed?

Trainers seconded to the School on a full time basis
Trainers seconded to the School on a part-time basis
Occasional appointed
Other (please specify)

66. Please indicate the training methods/techniques used

Lecture/presentation
Demonstrations or practical laboratories
Discussion and debates
Case studies
Brainstorming
Role playing
Field work
Coaching
Mentoring
Team building
Problem solving workshops
Computer mediated discussion
Other (please specify)

67. Please indicate at least an estimation, the percentage of use of the different techniques on the various courses.

68. Please add any further comment

69. Are course participants evaluated at the end of the training course?

Yes
No

70. If yes, how

Written test (e.g. multiple choice)
Dissertation
Drafting of an action plan
Drafting of an organizational project
Oral test
Interview

Other (please specify)

71. Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle management position), during the process of re-appointment in the managerial position?

Yes

No

72. Please add any further comment

73. Please indicate which subjects you think should be included in a training course for chief prosecutors

Management

Statistics

Communication

Gender equality

Information and communication technologies

Artificial intelligence

Procurement management

Ethics and deontology

Criminal law

Civil law

Administrative law

European law

Safety at work

Personnel management

Conflict management

Organizational wellness

Other (please specify)

74. Please indicate which training methods/techniques you consider more appropriate for training course for chief prosecutors

Lecture/presentation

Demonstrations or practical laboratories

Discussion and debates

Case studies

Brainstorming

Role playing

Field work

Coaching

Mentoring

Team building

Problem solving workshops

Computer mediated discussion

Other (please specify)

75. Please add any further comment or comment you wish

76. Please indicate who filled in this questionnaire and an e-mail contact