



MEMORANDUM OF ACTIVITIES

CENTRE FOR LEGAL STUDIES (CEJ)

2013 ACADEMIC YEAR





CONTENTS

1. INTRODUCTION BY THE DIRECTOR	1
2. MISSION AND VISION	2
2.1. Legal Framework: the Mission of the CEJ	
2.2. Strategic Plan 2013/2015: the Vision of the CEJ	
3. TRAINING	7
3.1. Initial Training	
3.2. Continuous Training	
3.3. International Activity	
3.4. Online Training	
3.5. Specialised Training in the Judicial Police Force	
4. STUDIES AND RESEARCH	28
4.1. Publications	
4.2. Library and Documentation	
4.3. Debate Days	
5. RESOURCE MANAGEMENT	29
5.1. Human Resources Management	
5.2. Economic Management	
5.3. Procurement Management and Processing	
5.4. Management and Processing of Agreements and Management Commissions	
5.5. New Technologies	
5.6. Management of Spaces and Material Resources	
5.7. Management of Information Systems and Improvement of Procedures	
6. GENDER PERSPECTIVE	39



1. INTRODUCTION BY THE DIRECTOR

This Annual Memorandum presents the activities carried out by the Centre for Legal Studies in 2013 and also stands as a useful tool for offering a clear view of the regulatory functions attributed to us. Through this memorandum, we show our commitment to the principles of transparency and good government that should oversee every public service at a moment of great importance with the adoption of the Transparency and Good Government Act and its imminent coming-into-effect.

As we did last year, we want to highlight the fact that this Memorandum is the best reflection of a process of change started by this centre at the end of 2012, embodied in the preparation of the Strategic Plan 2013/2015. It stands as a clear example of teamwork designed to achieve the goal of professional excellence in training for our different careers and corps. For the first time, not only are the figures given, but also the improvements in every area are analysed on a national scale and with regard to international cooperation.

In keeping with the rest of the public administration, we have moved forward in processes that involve information, transparency and good government, improving the channels that can be used by those who attend our activities for their relations with the Centre for Legal Studies. Significant milestones in 2013 included the setting-up of institutional mailboxes, for service reasons, which will allow users to address a specific area and obtain a quicker reply. All continuous training activities have been published, showing the selection criteria for taking part as an attendee or teacher, and the list of teachers who have been appointed is also published on the website.

In 2013, important new features were also introduced into the Initial Training Teaching Plans for the Career of Public Prosecutor and Court Secretaries so that civil officers on practicums could be moved to their professional posts more quickly and efficiently.

The Continuous Training programmes were adapted to the specific training requirements of each career and corps and to the necessary technical specialities, incorporating new methods.

International activity underwent significant progress thanks to the fact that, for the first time, the Centre for Legal Studies took part in every body of government on the various judicial training networks and participated actively in various projects financed by the European Union.

We must also remember the progress made in the management of resources, i.e. in management, including in particular the implementation of an occupational hazards prevention system, the inventory of assets, the start-up of a Wi-Fi service and the commencement of the Investments Plan 2013/2015 designed to modernise all the institutional and training spaces at the centre.



In 2013, the main results of the plan include the implementation of energy efficiency measures, the extension of central heating to the whole centre, the improvement and extension of the video surveillance cameras circuit and the refurbishment of the library.

In short, the intense work carried out in 2013 responds to the desire for continuously improving the performance of our regulatory functions and becoming the centre of reference for the Justice Administration in training to guarantee the targets we have been set.

Finally, I would like to take this opportunity to acknowledge the collaboration and efforts made from all areas of the centre, which have provided all the necessary information we present here today and, in particular, I would like to acknowledge the work carried out by the Management Committee, which has brought about great change in the design and internal structure. This committee's contribution has again been vital in preparing the Annual Activity Report and Memorandum 2013.

The Director. Antonio Zárata Conde.



2. MISSION AND VISION

2.1. LEGAL FRAMEWORK: THE MISSION OF THE CEJ

As provided in article 434 of Organic Law 6/1985 of 1 July, on the Judiciary, the Centre for Legal Studies (CEJ) is a Public Law entity with its own legal personality, dependent on the Ministry of Justice.

The Statute of the Centre for Legal Studies, adopted by Royal Decree 1276/2003 of 10 October (Official State Gazette of 17 October), determines its legal status as an **autonomous body with its own differentiated legal personality, its own property and assets, as well as autonomy for management and full legal standing and the capacity for**



operating. Based in Madrid, it carries out its activities throughout Spain.

Royal Decree 1203/2010 of 24 September, which develops the basic organic structure of the Ministry of Justice, determines that the **CEJ is attached to the Ministry through the Secretariat of State for Justice**, with the legal status, structure and functions provided in its specific regulations.

The Mission of the CEJ, as defined in its Statute, is **to collaborate with the Ministry of Justice for the selection, initial and continuous training of the members of the career of Public Prosecutors and the Higher Legal Corps of Court Secretaries, Coroners and other Justice Administration personnel.**

Law 53/2002 of 30 December on Fiscal, Administrative and Social Measures also awards the CEJ the **continuous training of Treasury Counsels and specialisation courses for legal professionals.**

These regulations are complemented by two other provisions of particular importance:

- Royal Decree 997/2003 of 25 July, which adopts the Regulations for the Legal Service of the State, which awards the Studies Office (article 3.1.c) the organisation of training activities for officers of the Corps of Treasury Counsels in collaboration with the Centre for Legal Studies.
- Law 24/2007 of 9 October, which amends Law 50/1981 of the Organic Statute of the Public Prosecutor's Office, which specifically defines competence for training in the Career of Public Prosecutor as corresponding to the Centre for Legal Studies, without prejudice to collaboration from the Technical Secretariat of the Chief State Prosecutor's Office for planning the training of the members of the Career of Public Prosecutor (article 13.3 of the Organic Statute of the Public Prosecutor's Office).

Furthermore, the CEJ is a **training centre for the Judicial Police Force** as set out in Organic Law 2/1986 of 13 March on State Security Forces and Corps and Royal Decree 769/1987 of 19 June on the Judicial Police Force.

It may develop **specialisation courses for legal professionals and, for said purpose, sign agreements with other public or private entities.**

Similarly, it may carry out **functions that correspond to documentation and publications.**

The highest management bodies of the CEJ are the Board and the Director.

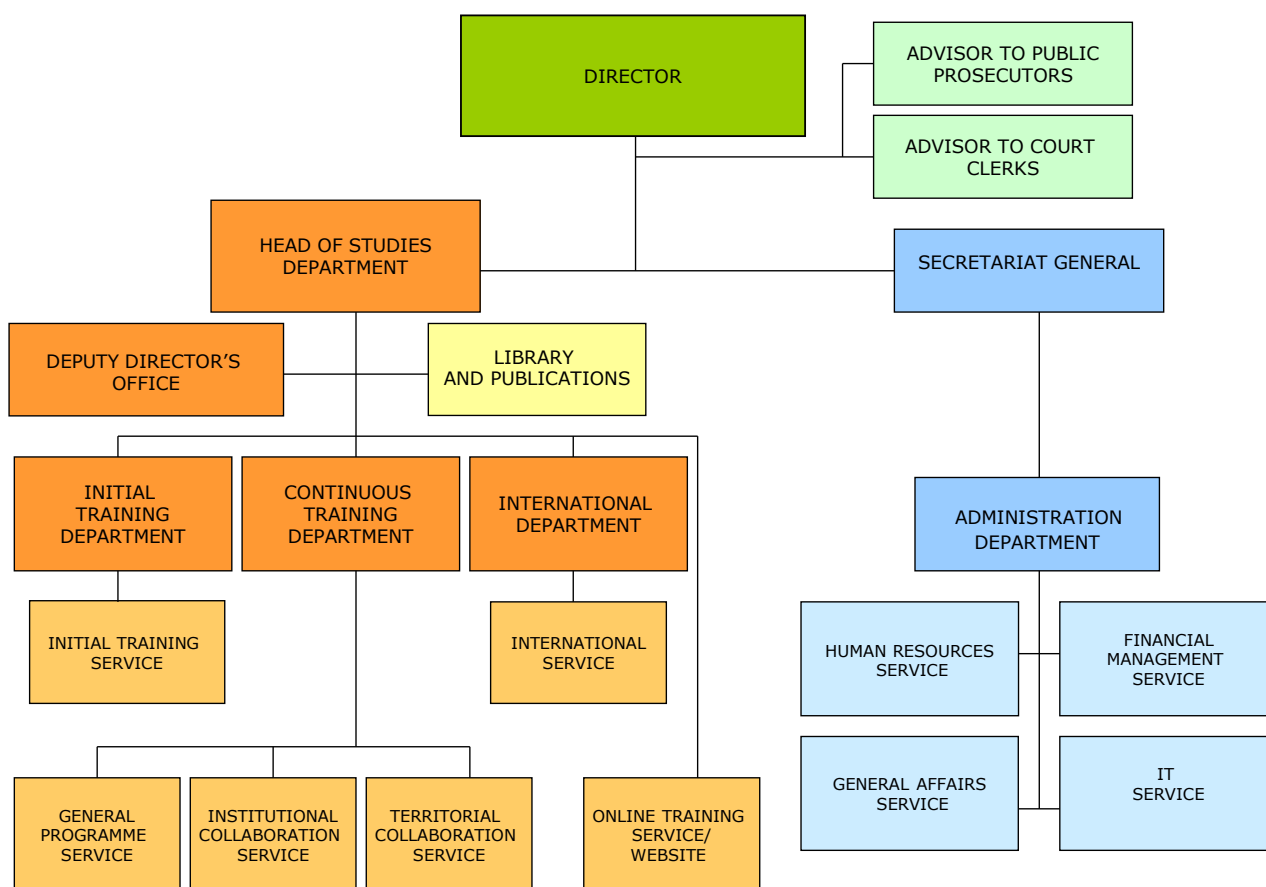
The Board is chaired by the Minister of Justice and made up of 23 members. It is convened at least once a year to adopt the preliminary project for the body's budget and annual memorandum; however, the Chairman may resolve to convene extraordinary meetings as necessary.



The Director of the Centre (with the rank of Deputy Director General, in accordance with additional provision 5 of Royal Decree 495/2010 of 30 April) is assisted by a Head of Studies and Secretary General, who hold the category of Deputy Directors.

Teachers are external to the centre and are selected in accordance with the principles of equality, publicity, merit and capacity.

ORGANISATION CHART OF THE CEJ: In 2013, the structure of the CEJ was as follows:





2.2. THE STRATEGIC PLAN 2013/2015: VISION OF THE CEJ

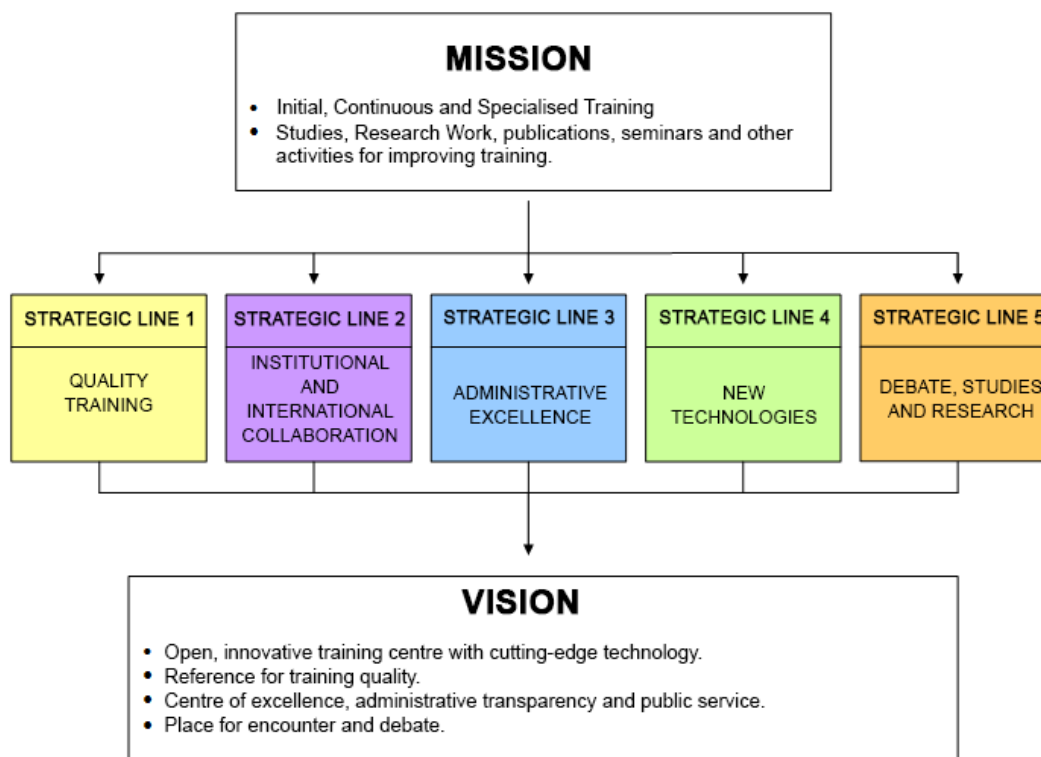
On the initiative of the Director of the CEJ, the Management Committee focused on the months of January and February 2013 when preparing the **new Strategic Plan 2013-2015** and, following internal discussions in the organisation, the definition of the strategic lines, targets and action programmes for said period.

What is the Strategic Plan? The Strategic Plan is the instrument which:

- based on the functions and competencies assigned in the legislative framework (Mission),
- enables the establishment of strategic lines and targets for each strategic line (Strategic Lines and Targets),
- the definition of action projects to achieve said targets (Project),
- and the implantation of the evaluation and monitoring system for said projects,
- to achieve the goal (Vision) of becoming a quality training centre of reference in the area of Law and administrative excellence, contributing to the efforts made by the Ministry of Justice to modernise the public service of justice in benefit of citizens.



CENTRE FOR LEGAL STUDIES STRATEGIC PLAN 2013/2015



Strategic Lines of the CEJ for the period 2013/2015.

1. **QUALITY TRAINING:** Review of the initial, continuous and specialised training plans to adapt them to the current needs of the Justice Administration and the directives arising from the Justice Action Plan 2012-2012. (Strategic Line 1).
2. **INSTITUTIONAL AND INTERNATIONAL COLLABORATION:** To become a national and international reference in training and cooperation in the area of Justice and Law (Strategic Line 2).
3. **ADMINISTRATIVE EXCELLENCE:** To develop the centre's management capacities to ensure administrative excellence and the quality of the public service through mechanisms that guarantee transparency (Strategic Line 3).
4. **NEW TECHNOLOGIES:** Implementation and development of cutting-edge Communications Technologies across all the centre's activities (Strategic Line 4).
5. **STUDIES AND RESEARCH:** To contribute to the progress of knowledge and technical-legal research in the Justice sector (Strategic Line 5).



Anticipated benefits of the Strategic Plan.

1. Provision of an instrument for management and control.
2. Provision of a tool for planning and programming activities.
3. Provision of a management instrument.
4. Obtaining an aggregate tool for information about the centre's activities.
5. To report to the Ministry of Justice, the Board of Governors of the Centre, the Chief State Prosecutor's Office and the General State Treasury Counsel's Office.
6. To foster transparency with regard to citizens.
7. To publicise the Centre for Legal Studies.
8. To reflect the efforts and work carried out by public employees at the Centre for Legal Studies.
9. To set down bases for performance appraisal systems.
10. To change the organisational culture.
11. To motivate public employees at the Centre for Legal Studies.
12. To enable public employees to participate in the Centre for Legal Studies.
13. To strengthen the institutional aspect.
14. To adhere to sector best practice.

3. TRAINING

In accordance with the Statute of the Centre for Legal Studies, **the main function (mission) given to the Centre is to provide training.**

This training work constitutes **Strategic Line 1 (Quality Training) of the CEJ's Strategic Plan 2013/2015**, which seeks to review the initial, continuous and specialised training plans to adapt them to the requirements of modern and effective Justice Administration and the directives arising from the Justice Action Plan 2012-2015 in reference to the Justice Administration Corps.



The training given by the CEJ is divided into the following types:

TYPES OF TRAINING GIVEN BY THE CEJ	DEFINITION	STUDENTS	SPECIFICATIONS
1. Initial Training (IT)	Training for new arrivals to enter the Career of Public Prosecutor and the Justice Administration Corps.	Public prosecutors on practicums and other officers from the Justice Administration Corps on practicums.	This is part of the selection process and is compulsory. This training is given through selection courses..
2. Continuous Training (CT)	Permanent training of members of the Career of Public Prosecutor and officers of the Justice Administration Corps and the Treasury Counsel Corps.	Public Prosecutors, Court Secretaries, Treasury Counsels, Coroners and INTCF Officers.	It is offered by the CEJ in collaboration with the Chief State Public Prosecutor's Office and the General State Treasury Counsel's Office.
3. International Training (INT)	Training given on an international scale.	Public Prosecutors, Court Secretaries, Treasury Counsels, Coroners and INTCF Officers.	It is a cross-sector activity (mostly continuous training, but it also includes initial training activities).
4. Online training (OLT)	Telematic (online) training, distance learning.	Public Prosecutors, Court Secretaries, Treasury Counsels, Coroners and INTCF Officers.	It is instrumental and cross-sector (mostly continuous training, but it also includes initial training activities).
5. Training in the Judicial Police Force (JP)	Training for specialisation in the functions of the Judicial Police Force.	Students who have just joined the State Security Forces and Corps (Civil Guard and National Police Force).	This training is given by the CEJ in collaboration with the training centres of the State Security Forces and Corps.

The following is an explanation of the training activities carried out by the Centre for Legal Studies in 2013 in each of the above types of training. The section gives the main activity and management indicators and describes the content of the training, commenting on the main innovations and improvements.

3.1. INITIAL TRAINING

3.1.1. Definition and specifications.

Initial Training is the training given to new arrivals (part of the selection processes) via selection courses organised by the CEJ. Said courses are compulsory for gaining access to the Career of Public Prosecutor and the Justice Administration Corps.

Initial Training at the Centre for Legal Studies is characterised by the following features:

1. **Compulsory training for new arrivals** as part of the selection processes for gaining access to the Career of Public Prosecutor and the Justice Administration Corps.



2. **It is provided in collaboration with the Ministry of Justice and, insofar as it affects the selection courses for the Career of Public Prosecutor, with the Selection Committee for the Judicial Career and Career of Public Prosecutor**, as provided for in article 305 of Organic Law 6/85 of the Judiciary.
3. **Careers and Corps whose selection courses fall under the competency of the Centre for Legal Studies.**
 - 1) Career of Public Prosecutor (Subgroup A1).
 - 2) Higher Legal Corps of Court Secretaries (Subgroup A1).
 - 3) National Corps of Coroners (Subgroup A1).
 - 4) Special Corps of Officers of the National Institute of Toxicology and Forensic Science (Spanish acronym: INTCF) (Subgroup A1).
 - 5) Administrative and Procedural Management Corps (Subgroup A2).
 - 6) Administrative and Procedural Processing Corps (Subgroup C1).
 - 7) Special Corps of Laboratory Technicians of the INTCF (Subgroup C1).
 - 8) Assistant Court Secretary Corps (Subgroup C2).
 - 9) Special Corps of Laboratory Assistance of the INTCF (Subgroup C2).
4. **The selection courses constitute the second part of the selection processes** and are divided into two phases (theoretical-practical course and tutored practicums) of variable duration depending on the Careers and Corps to which the selection process corresponds:
5. **The management of several of these Corps has been partially transferred to the Autonomous Communities** (Coroners, Management, Processing and Assistance), which requires the Centre for Legal Studies to coordinate with the Autonomous Communities and the Ministry of Justice to programme and organise content and schedules for the selection courses.
6. The training model in place at the Centre for Legal Studies is based on the coordination and organisation of professionals (public prosecutors, Court Secretaries, treasury counsels, coroners, university lecturers), who act as **external teachers** (coordinators, teachers and tutors). Unlike other training centres, the training model is not based on a staff of standing teachers who depend on the organisation.
7. **The remunerations paid to the coordinators, teachers and tutors for the selection courses are set** in accordance with the salary scale of the Centre for Legal Studies.
8. **The preparation of the Teaching Plans** by the management team of the CEJ involves collaboration from the Chief State Public Prosecutor's Office (through its Technical Secretariat) for the selection courses for Public Prosecutors, and the Ministry of Justice for those that correspond to the Justice Administration Corps.



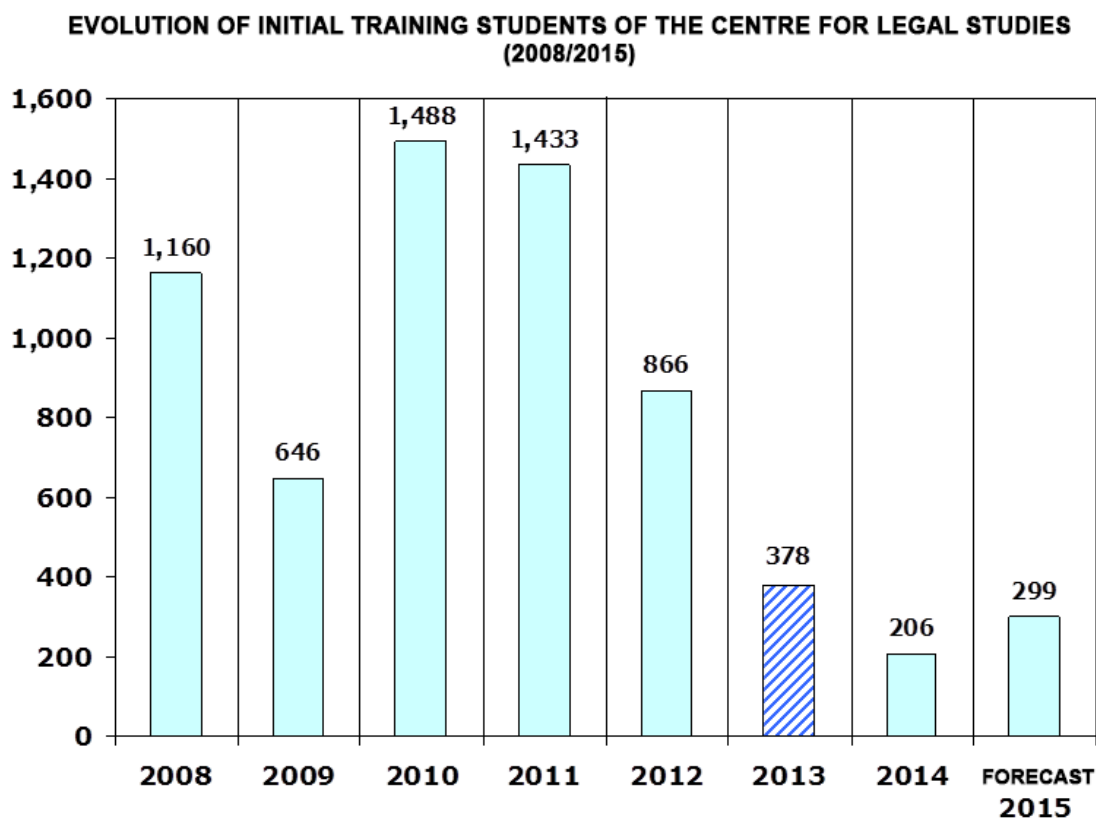
9. Initial Training is constantly measured and evaluated: sociological questionnaires for the groups of Public Prosecutors and Court Secretaries, evaluations of training quality by means of questionnaires, in accordance with the **ISO 9001-2000 quality standard** on the quality assurance of processes, and regular monitoring meetings with delegates from the selection courses.

3.1.2. Initial Training in 2013: evolution and overview.

The economic crisis since 2011 and the consequent measures for reducing the Offer of Public Employment to moderate the growth of the public deficit led to a **significant reduction in the number of selection courses and Initial Training students** (officers on practicums) **in 2012, 2013 and 2014.**

However, it is important to point out that, in 2013, as in every year, places have been announced for Public Prosecutors and Court Secretaries and the trend has increased slightly in terms of the places anticipated for 2015.

1. Evolution of Initial Training from 2008 to 2013.



The year 2013 registered the lowest number of Initial Training students since 2008, a total of 370 students and 7 selection courses.

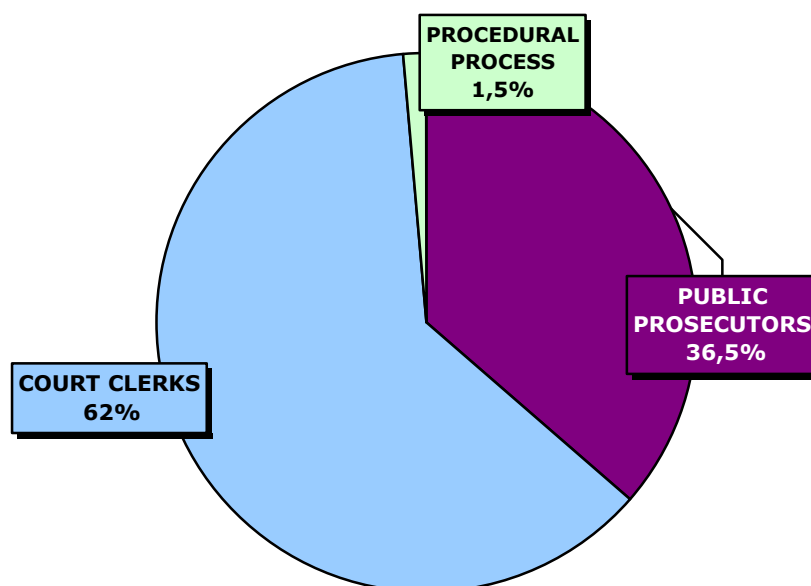
2. Overview of Initial Training in 2013.



The following table shows **information about the students (officers on practicums) who received initial training in 2013** and differentiates between the selection courses that started in 2012 and those that started in 2013 (some of which are continued in 2014).

INITIAL TRAINING 2013			
No.	Selection course and programme for each Career or Corps	Years in which the selection course is given	No. of students
1	52nd Public Prosecutor Programme	2012/2013	123
2	38th Court Secretary Programme (open competition)	2012/2013	104
3	3rd Administrative and Procedural Programme (extension 2013) - (internal promotion)	2013	1
4	4th Administrative and Procedural Programme (extension 2013) (open comp. and internal p.)	2013	3
5	39th Court Secretary Programme (internal promotion)	2013	65
6	39th Court Secretary Programme (open competition)	2013/2014	67
7	53rd Public Prosecutor Programme	2013/2014	15
TOTAL NUMBER OF INITIAL TRAINING STUDENTS IN 2013			378

DISTRIBUTION OF INITIAL TRAINING STUDENTS ACCORDING TO CAREER OR CORPS (2013)



3.1.3. Areas for improvement and innovations in Initial Training management in 2013.



As a training centre that constantly strives to improve the quality of the initial training given to all officers on practicums, the Centre for Legal Studies performs a continuous review of the various training programmes and activities that can be seen in the annual review of the Teaching Plans by the centre's management team (training improvements) and annually introduces various improvements to the management procedures of the Initial Training selection courses (improvements to management).

MAIN IMPROVEMENTS IN INITIAL TRAINING 2013

Improvements in the selection course for the 53rd Public Prosecutor Programme.

1	Adaptation of the teaching calendar to the delay in the selection process: reduction of theoretical classes and greater emphasis on practical issues.
2	Introduction of practicums in Courts and in the Public Prosecutor's Office of Madrid in the theoretical-practical course.
3	Introduction of new theoretical subjects (approach to economic and environmental crimes), maintenance of communication workshops and incorporation of a new workshop on questioning techniques.
4	Introduction of visits to 6 new institutions, such as the Supreme Court, the Bank of Spain, the CIE and the National Institute of Toxicology and Forensic Science.
5	Maintenance of Talks given by Courtroom Prosecutors on all the specialities and new roundtables (on legal language, intellectual property and procedural research and law).

Improvements to two selection courses for the 39th Court Secretary programme (internal promotion and open competition).

6	New thematic content: international civil and criminal legal cooperation and European small claims processes, studied from a practical point of view.
7	New content for roundtables (inspection service of the CGPJ) and greater emphasis on active methods and student participation.
8	More emphasis on tutored practicums in the more common working documents of Court Secretaries.

Common improvements to all selection courses.

9	Regular meetings with selection course delegates to monitor the courses and incorporate improvements and suggestions.
10	Improvements to the content of the tutored practicums via more consistent programmes and improvements to the coordination of tutorials.
11	Increase in the use of Virtual Communities based on the MOODLE tele-training platform for the exchange of information and documentation among teachers, tutors, students and managers of the CEJ.
12	Other improvements to management: written formalisation of the appointment of teachers and tutors, rationalisation of templates for communicating with and notifying trainers at the CEJ, audio-visual recording of events.



3.2. CONTINUOUS TRAINING

3.2.1. Definition of Continuous Training and specifications.

Continuous Training is the permanent or continuous training given by the Centre for Legal Studies to the members of the Career of Public Prosecutor, Court Secretaries, Treasury Counsels, Coroners and Officers of the National Institute of Toxicology and Forensic Science.

At the Centre for Legal Studies, Continuous Training is characterised by the following:

1. **Permanent training which, as it is not compulsory, unlike the selection courses, depends on the available items in the CEJ's budget for each year.**

The context of deep budgetary crisis and, consequently, the policies applied by the Government of Spain to reduce public spending and restrict current expenses meant that, from 2010 to 2013, the current expenses of the CEJ, as included in its expense budgets, fell by 33%.

In accordance with the restrictions on spending, the credit of Chapter 2 (Current expenses on goods and services), which is used to finance the organisation of selection courses for Initial Training, Continuous Training and Cooperation, as well as the procurement of works, services and supplies, was reduced by 17.90% in 2013 in comparison with the previous year.

However, the Directors of the CEJ applied most of that adjustment in 2013 to the procurement of services and supplies for the CEJ and limited the cuts affecting items allocated to Continuous Training to -6%.

CONTINUOUS TRAINING BUDGET	2011	2012	2013	VARIATION 2013/2012
PUBLIC PROSECUTORS	€1,633,050	€1,606,921	€1,510,506	-6%
COURT SECRETARIES	€639,627	€629,393	€591,629	-6%
TREASURY COUNSELS	€174,444	€171,653	€161,354	-6%
CORONERS AND OFFICERS OF THE INTCF	€174,444	€171,653	€161,354	-6%
TOTAL	€2,621,565	€2,579,620	€2,424,843	-6%

2. **The Continuous Training Plan for each year includes the planning and budget of all the continuous training activities for each Career or Corps** (this plan is drawn up in collaboration with the Ministry of Justice, the Chief State Treasury Counsel's Office and the Chief State Public Prosecutor's Office).



3. **The Continuous Training Plan is divided into four action programmes:** General Programme, Territorial Collaboration Programme, Institutional Collaboration Programme and International Programme (although the international activities are cross-sector and comprise initial and continuous training activities as well as cooperation and institutional activities).
4. **The training model in place at the Centre for Legal Studies is based on the coordination and organisation of professionals** (public prosecutors, Court Secretaries, treasury counsels, coroners, university lecturers) **who act as external teachers.**
5. **The remunerations paid to the directors and speakers in Continuous Training activities are set** in accordance with the salary scale of the Centre for Legal Studies.
6. **Each Continuous Training programme can include up to 8 different types of training activities:** workshops, 1-day activities, short courses, long courses, international seminars, residential stays and, for the Career of Public Prosecutor, specialist public prosecutor days and specialisation courses for Public Prosecutors.
7. **The training activity is regulated by a series of regulations and instructions that are reviewed and updated each year and published on the CEJ's website:** regulations for directors or attendees at training activities, a style sheet, and a form to give the intellectual property rights corresponding to any papers published to the CEJ.
8. **Continuous Training places are awarded subject to public announcement** and to pre-established objective criteria in accordance with the principles of publicity and competition.

Unlike most national training centres (state or autonomous community) or European or international centres, **100% of the places are awarded by adoption of a resolution handed down by the Directors of the CEJ for public announcement, subject to the principles of competition and transparency** and in accordance with objective, public award criteria pre-established in the resolution on the announcement.
9. **Intensive use of Information and Communications Technologies (ICT):** shown in the growing offer of online courses, the use of the CEJ's web portal for publishing the resolutions on the announcement, the submission and telematic processing of the more than 15,000 applications for participation that are received each year and the telematic issue of academic certificates.
10. **The result of the Continuous Training is the more than 3200 expert and legal papers that are read and included in the CEJ's Collection of Papers**, which can be accessed openly and free of charge via the CEJ's web portal. This collection is the main added value of the CEJ.



3.2.2. Continuous Training in 2013.

The following is a description of the activities carried out by the Centre for Legal Studies in 2013 in national Continuous Training, which comprises the General Programmes, Territorial Collaboration and Institutional Collaboration programmes (the Continuous Training included in the International Programme is described in section 3.3).

In 2013, the main objectives sought by Continuous Training were as follows:

- **Do more with less (principle of efficiency):** in other words, adapt the Continuous Training Plans to the 6% cut in credits for such training by a more efficient allocation of resources without reducing training quality and reaching a higher number of potential students.
- **Increase institutional collaboration:** not only to finance training activities in conjunction with other institutions, but also to exchange experiences and knowledge with other legal training centres or institutions connected to the justice sector.
- **Increase cross-discipline training activities** through mixed activities that include the participation of various Careers and Corps.
- **Increase training activities in the territories where the students being trained reside:** as a means to bringing training activities to public prosecutors and officers posted across the territory and save on transport and accommodation, reinvesting said savings into other training activities.

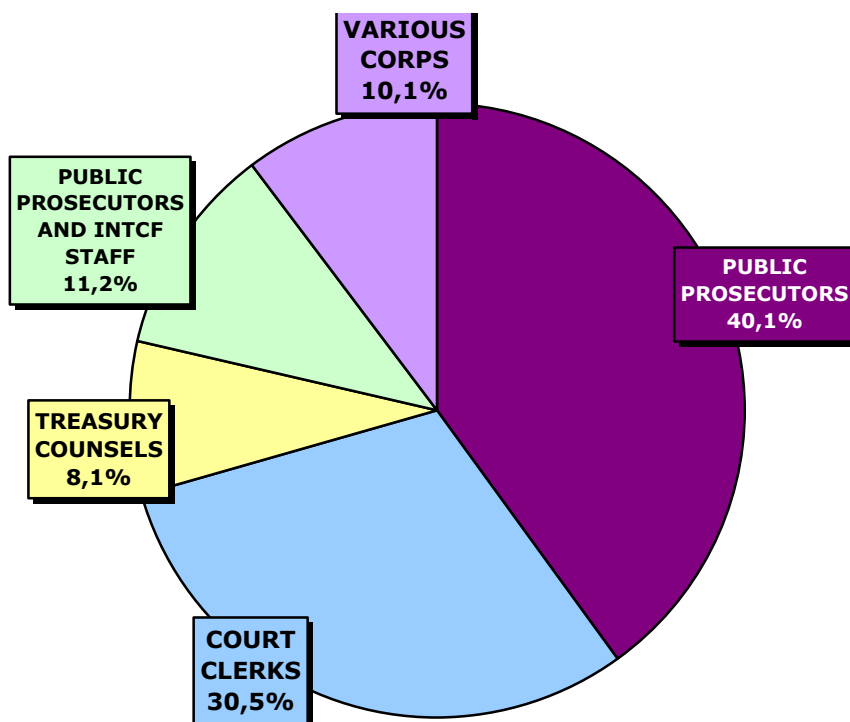
1. Global data on Continuous Training 2013 (national and in-class).

TOTAL CONTINUOUS TRAINING 2013			
Careers and Corps	Activities	Attendees	Average attendees per activity
Public prosecutors	79	2139	27.08
Court Secretaries	60	1554	25.90
Treasury Counsels	16	198	12.38
Coroners and Officers of the INTCF	22	310	14.09
Various Careers and Corps	20	151	7.55
Total	197	4352	22.09

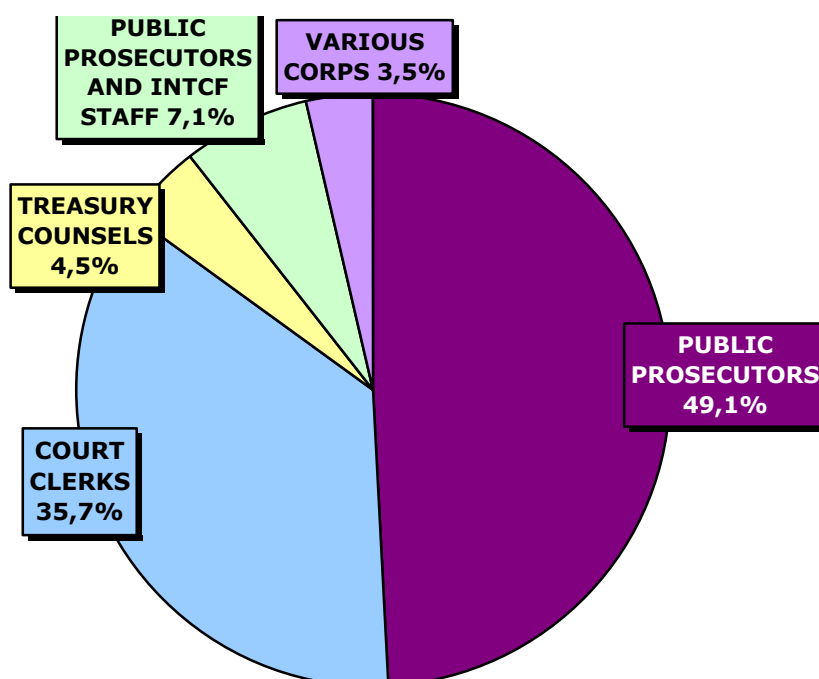
The following sector diagrams offer a graphic view of this distribution:



DISTRIBUTION OF CONTINUOUS TRAINING STUDENTS ACCORDING TO CAREER OR CORPS (2013)



STUDENTS ON CONTINUOUS TRAINING ACTIVITIES ACCORDING TO CAREER OR CORPS (2013)





2. Continuous Training Data 2013 (national and in-class) according to programme:

- **General Programme:** comprising the national and in-class training activities organised and financed exclusively by the Centre for Legal Studies with its own resources.

CONTINUOUS TRAINING 2013: GENERAL PROGRAMME		
Careers and Corps	Activities	Attendees
Public prosecutors	54	1833
Court Secretaries	40	1472
Treasury Counsels	14	188
Coroners and Officers of the INTCF	22	310
Various Careers and Corps	5	71
Total	135	3874

- **Territorial Collaboration Programme:** comprising the national and in-class training activities organised and financed by the CEJ in conjunction with other Territorial Public Administrations (Autonomous Communities and Local Authorities), which must be constituted by means of collaboration agreements (subject to an official, binding preliminary report issued by the MINHAP).

In 2013, 3 training activities were carried out as part of the Territorial Collaboration Programme: Action Plan with Xunta de Galicia (development of the framework agreement of 2011) and agreement with Xunta de Galicia, the Chief State Public Prosecutor's Office, the Provincial Council of La Coruña, for the Summer School of the Public Prosecutor's Office.

CONTINUOUS TRAINING 2013 TERRITORIAL COLLABORATION PROGRAMME		
Careers and Corps	Activities	Attendees
Public prosecutors	2	50
Court Secretaries	1	20
Total	3	70

- **Institutional Collaboration Programme:** including the national training activities organised and financed by the CEJ in conjunction with other national institutions.



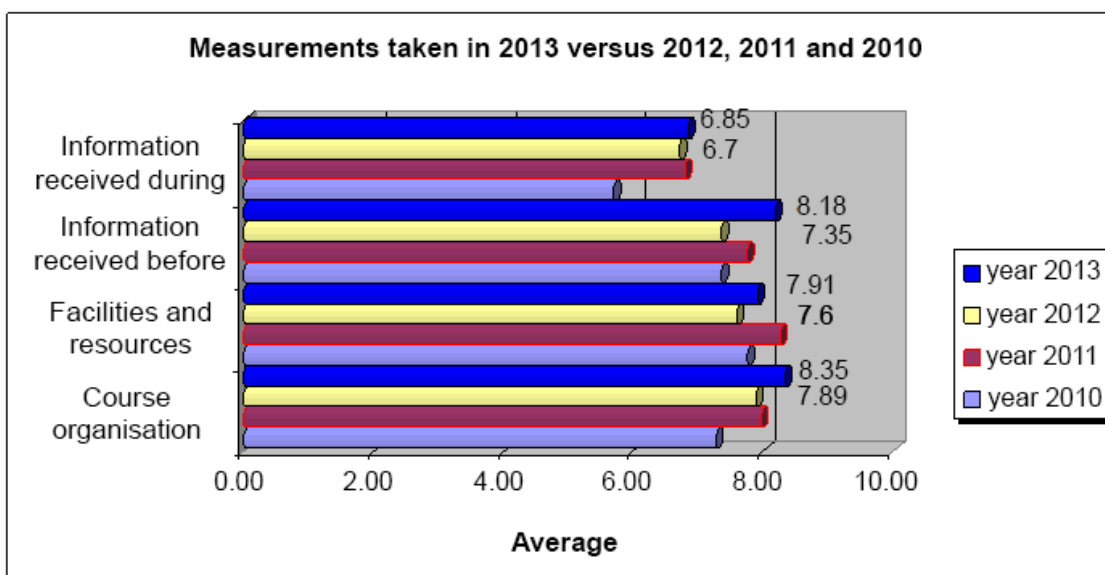
CONTINUOUS TRAINING 2013 INSTITUTIONAL COLLABORATION PROGRAMME		
Careers and Corps	Activities	Attendees
Public prosecutors	23	256
Court Secretaries	19	62
Treasury Counsels	2	10
Various Careers and Corps	15	80
Total	59	408

These activities have been programmed in the framework of the following agreements and action plans signed by the CEJ and applicable to 2013.

- 1) Action plan with the General Council of the Judiciary, by virtue of which all the Careers and Corps whose training falls under the competency of the CEJ can take part in training for Judges and Senior Judges and vice versa.
- 2) Action plan with the Department of Legal Services of the Social Security Administration.
- 3) Action plan with the Chief State Treasury Counsel's Office (Department of State Legal Services): so that the CEJ can contribute to organising the 35th Days of the Chief State Treasury Counsel's Office, which focused this year on the subject of "The Reform of the Public Administration").
- 4) Action plan with the AÉQUITAS Foundation of the General Council of Notaries Public.
- 5) Action plan with the Manantial Foundation.
- 6) Agreement with the University of Alcalá and the Chief State Public Prosecutor's Office.

3. Evaluation of Continuous Training 2013 (national and in-class) according to programme:

In 2013, 1234 questionnaires were evaluated corresponding to the same number of attendees, which obtained valid data (bug- and error-free) of a representative sample of 20% of the total Continuous Training figure.



3.2.3. Areas for improvement and innovations in the management of Continuous Training (in-class, national) in 2013.

MAIN IMPROVEMENTS IN CONTINUOUS TRAINING 2013	
Improvements to training and teaching.	
1	Public prosecutors: introduction of a new, more practical type of training activity (workshops) in small groups and a specific course on corruption attended by international experts.
2	Court Secretaries: introduction of activities on the subjects most requested by the collective (mediation, labour reforms, public management) or the incorporation of Court Secretaries in more activities carried out by the CGPJ and with other corps.
3	Extension of the scope of institutional collaboration in 2013 (new agreements with the Institute of Fiscal Studies, the Bar of Court Agents and the Universities of Alcalá and Rey Juan Carlos).
Improvements and innovations in Continuous Training management	
4	Formal appointment by the Director of the CEJ of 100% of the directors and speakers involved in the training activities and publication of the appointments.
5	More reliable statistics (75% increase in the number of attendees to training activities that complete quality questionnaires).
6	Restructuring of the Continuous Training Department into 2 Services and preparation of a single procedure for processing training activities.
7	Improvements to computer applications for processing training activities (improvements to the allocation of places to substitutes, better information on relinquishments after the deadline or non-attendance by those selected).
8	Introduction of a Manual on the Use of the Collection of Papers on the Web Portal.
9	Improvements to the weekly activities programme, the network file structure for information and the reorganisation and reduction of physical files.



3.3. INTERNATIONAL ACTIVITY

3.3.1. Types of international activity of the CEJ

1. **Training activities:** these are training activities abroad for the Career of Public Prosecutors and Corps of officers whose training falls under the competency of the CEJ (Court Secretaries, Treasury Counsels, Coroners and Officers of the National Institute of Toxicology and Forensic Science).

Most activities correspond to Continuous Training, but there are also international activities on the Initial Training selection courses (AIAKOS programme, THEMIS competition).

2. **Cooperation activities:** these are international legal cooperation activities or development cooperation activities in which the Centre for Legal Studies takes part in the training of foreign professionals in Spain or in a foreign country.
3. **Institutional activities:** these include the coordination, preparation and attendance at meetings, working parties and assemblies of the legal training networks; bilateral meetings and events with other legal training centres and receiving visits from international training delegations at the CEJ.

3.3.2. International legal training networks of which the Centre for Legal Studies is a full member.

1. **The European Judicial Training Network (EJTN):** based in Brussels, it comprises all the training networks for judges and public prosecutors in the European Union. In Spain, members include the Legal School (General Council of the Judiciary) and the Centre for Legal Studies (Ministry of Justice).



Membership of this network, which opens all the legal training schools in Europe to participation in and exchange with the Centre for Legal Studies **for training in the Career of Public Prosecutor**, requires the annual payment of the contribution (included in Chapter 4 of the CEJ's expense budget).

2. **The Euro-Arab Judicial Training Network (EAJTN):** made up of the training centres and schools for Judges and Public Prosecutors from different countries in the European Union (Spain, France, Italy, Netherlands, Belgium and Romania) and the Arab world (Morocco, Algeria, Jordan, United Arab Emirates), it seeks to foster international legal cooperation between the states of the European Union and those



on the other side of the Mediterranean and the Arab world in general through increasing knowledge of the different cultures and legal systems and the promotion of experience exchanges and reforms to improve legal training and strengthen States of Law.



Membership of this network also requires the annual payment of the contribution (included in Chapter 4 of the CEJ's expense budget).

3. **The Training Network for Ibero-American Public Prosecutor's Officers (Spanish acronym: RECAMPI):** this involves the training networks for public prosecutors in Ibero-America (including Spain and Portugal).



4. **The Academy of European Law (ERA= Europäischen Rechtsakademie),** which is a non-profit public foundation focused on providing training in Community law to various legal professionals.



The year 2013 represented an important change for the international activity of the Centre for Legal Studies as it became part of the bodies of government and administration of all these international training networks.

- In March 2013, at the General Assembly of the REAFJ of Paris (27-28 March), the new Board of Directors was elected and the CEJ was voted in. At the Assembly, the Director of the CEJ presented the report on the Network's website.



- In May 2013, the General Assembly of RECAMPI met in Venezuela and awarded the Pro Tempore Secretariat of the network to Uruguay and Spain (CEJ).
- In June 2013, the CEJ became part of the Steering Committee of the EJTN. The CEJ is also part of the Working Parties for Programmes, Exchange, Criminal Subgroup and Linguistic Subgroup. It also takes part in two projects: the Criminal Project and the Linguistic Project.
- Also in 2013, the CEJ became a member of the Board of Directors of the Academy of European Law (ERA).

3.3.3. International training activities 2013.

1. Activities organised by the Centre for Legal Studies with the European Judicial Training Network (EJTN).

ACTIVITIES OF THE EUROPEAN JUDICIAL TRAINING NETWORK IN 2013				
Activity type	Number of activities	Participants		
		Men	Women	Total
General exchange programme (short stay)	36	17	19	36
General exchange programme (long stay)	2	1	1	2
Study visits	4	3	4	7
Open activities	6	3	9	12
Advanced activities	5	3	3	6
Linguistic project	4	5	6	11
Criminal project 1	1	3	4	7
Criminal project 2	1	0	2	2
Independent seminars	5	6	7	13
AIAKOS Exchange - Public prosecutors on practicums (Initial Training)	16	2	14	16
THEMIS Competition - Public prosecutors on practicums (Initial Training)	2	3	2	5
TOTAL	82	46	71	117



Main highlights regarding training activities with the EJTN in 2013:

- 39% increase in activities (23 more than in 2012).
- Majority participation of women (60%).
- Exchange programme: 38 Spanish public prosecutors visited the courts of 11 countries in the EU (in particular, Italy, Poland and Germany) and the CEJ welcomed 22 European public prosecutors from 7 different countries (in particular, Germany and Romania).
- AIAKOS exchange programme (Initial Training): the 15 public prosecutors on practicums from the 53rd programme visited France for a week to learn more about the country's judicial system and strengthen their knowledge on EU law, accompanied by the Consultant Public Prosecutor of the Management Department at the Centre for Legal Studies. In return, 28 public prosecutor students from 5 countries of the EU (most of them French) visited the CEJ for one week.

2. Activities with the Academy of European Law (ERA): in 2013, the CEJ took part in activities run by the Academy of European Law (ERA), sending 34 public prosecutors and 21 Court Secretaries to 16 seminars. It is important to note that these activities received 1074 applications for participation.

Other international training activities: the result of agreements signed with the National School of French Senior Judges (ENG) (Terrorism project and Project on juvenile delinquency) and other bilateral projects, such as the Batch 3 Project with the French ENG, aimed towards Court Secretaries.

Summary of international training in 2013: the number of participants fell on average by 10% in comparison with 2012, although, in the case of Court Secretaries, the figure increased significantly thanks to the agreement with the French ENG.

TOTAL PARTICIPANTS IN INTERNATIONAL TRAINING IN 2013 (COMPARISON WITH 2012)			
Profile	2012	2013	Percentage variation 2013/2012
Career of Public Prosecutors	169	161	-4.7%
Court Secretaries	10	23	+130.0%
Treasury Counsels	10	1	-90.0%
Coroners	3	0	-100.0%
Public prosecutors on practicums (Initial Training)	38	21	-44.7%
Total	230	206	-10.4%



3.3.4. International: cooperation activities 2013.

1. **Cooperation Activities for Development in Ibero-America with the AECID through the Ibero-American Programme of Specialised Technical Training (Spanish acronym: PIFTE):** in 2013, the CEJ took part in the organisation of 2 training activities for Ibero-American justice professionals, involving 3 Spanish public prosecutors as speakers (2 in Cartagena de Indias, Colombia, and 1 in Montevideo, Uruguay).
2. **Cooperation Activities for Development in the Arab world with the AECID (Masar Project),** which seeks to strengthen the democratic systems of the countries that took part in the so-called "Arab Spring": in November 2013, the CEJ welcomed a delegation of 8 Egyptian judges who took part in a study day on constitutional law.
3. **International Legal Cooperation Activities in Ibero-America with RECAMPI:** in October and November 2013, Spain welcomed a visit from two delegations of public prosecutors from Peru.

3.3.5. International: institutional activities 2013.

1. **Attendance at 38 international meetings in 2013,** as a result of the international training activity and participation in international legal cooperation projects and projects on cooperation for development. The meetings were attended by either the Director of the CEJ, the General Deputy Director (Head of Studies), the Adviser Public Prosecutor of the Management Department or the Head of the International Area.

Within the framework of the European Judicial Training Network, 11 meetings were attended:

MEETINGS WITHIN THE FRAMEWORK OF THE EJTN IN 2013			
MEETING	DATE	VENUE	ATTENDEES
General Assembly.	6-7 June 2013	Dublin (Ireland)	2
Steering Committee	5 June 2013	Dublin (Ireland)	1
Programmes working party	18-19 March 2013	Lisbon (Portugal)	1
	19-20 November 2013	Riga (Latvia)	1
Exchange Working Party	12-13 March 2013	London (United Kingdom)	1
	25 September 2013	Bucharest (Romania)	1
Criminal Working Party	4 April 2013	Brussels (Belgium)	1
	20 September 2013	Madrid (Spain)	1
Linguistic Working Party	24 April 2013	Barcelona (Spain)	1
	17-18 October 2013	Krakow (Poland)	1
TOTAL			11

25 meetings were also attended as a result of participation in other legal training networks (ERA, RECAMPI, REAFJ) or participation in international legal cooperation projects and cooperation for development in legal training.



The most important projects of the European Commission or the AECID in which the CEJ took part in 2013 were the Batch 3 Project (for Court Secretaries), the Leonardo da Vinci Project (for the preparation of an Initial Training Guide involving several countries), the Masar Project and the HELP Project (*Human Rights Education for Legal Professionals*).

MEETING	DATE	VENUE	ATTENDEES
ACADEMY OF EUROPEAN LAW (ERA)			
Meeting of the Board of Government	20 October 2013	Trier (Germany)	1
BATCH 3 PROJECT			
Visit to the ENG	22 April 2013	Dijon (France)	1
Meeting of the Scientific Committee	12 June 2013	EIPA (Luxemburg)	1
	10 September 2013	Edinburgh (United Kingdom)	1
Regional meeting	25 September 2013	Dresden (Germany)	1
	9-10 October 2013	Madrid (Spain)	3
CEJ-ENG Agreement Meeting	28 October 2013	Madrid (Spain)	4
LEONARDO DA VINCI PROJECT			
Work meeting	18 January 2013	Madrid (Spain)	1
Presentation of Project Guide	28 June 2013	Ankara (Turkey)	2
RECAMPI			
General Assembly.	22-23 May 2013	Caracas (Venezuela)	2
EURO-ARAB JUDICIAL TRAINING NETWORK			
General Assembly.	27-28 March 2013	Paris (France)	1
OTHERS			
Twinning Light Croatia	24 January 2013	Zagreb (Croatia)	1
Masar Project Meeting	27 November 2013	Madrid (Spain)	1
50th Anniversary National Institute of Senior Judges of Morocco	11 February 2013	Rabat (Morocco)	1
HELP Project Conference	18 June 2013	Strasbourg (France)	1
Board of Directors Ibero-American Schools Network	15 July 2013	Burgos (Spain)	1
Visit of Spanish delegation to the Turkish Ministry of Justice	29 September 2013	Ankara (Turkey)	1
Training of members of the judiciary for efficient and effective justice	23-25 October 2013	Antalya (Turkey)	1
TOTAL			25

2. Reception of 9 delegations from foreign countries in 2013.

A total of 64 justice professionals from 9 countries (Latvia, Bolivia, Morocco, Russia, Azerbaijan, Peru, Bulgaria, South Korea and Egypt) gained first-hand knowledge of the structure and functions of the Centre for Legal Studies and were informed about the selection of training activities for Public Prosecutors and other personnel working for the Justice Administration.



3.3.6. Areas for improvement and innovation in international activity management (training, cooperation and institutional) in 2013.

MAIN IMPROVEMENTS IN INTERNATIONAL IN 2013	
1	Promotion of 4 new international agreements involving the CEJ (ERA, Leonardo da Vinci Programme, French ENM and National Institute of Judicial Training of Bulgaria).
2	130% increase in the participation of Court Secretaries in international activities (highly restricted as the EJTN did not accept their participation in its activities, which are open exclusively to Judges and Public Prosecutors).
3	Improvements to promote the Spain Brand: translation into English of the Teaching Plans of the selection courses for Public Prosecutors and Court Secretaries, translation into French of the CEJ brochure.
4	Improvements to management of the activities during selection stages and award of places using new improved application forms.

3.4. ONLINE TRAINING

The Centre for Legal Studies has increased its offer of online training in recent years, which enables flexible times, travel-free access, increasing the offer of training in accordance with levels and professional objectives which also allows savings in costs, as well as a wider dissemination of content to a higher number of people.

Besides its offer of online training, the Centre for Legal Studies uses its MOODLE tele-training module to provide various internal training services (Virtual Communities) or external services for the Ministry of Justice, the Career of Public Prosecutors and the Justice Administration Corps whose training falls under the competency of the centre (Virtual Forums).

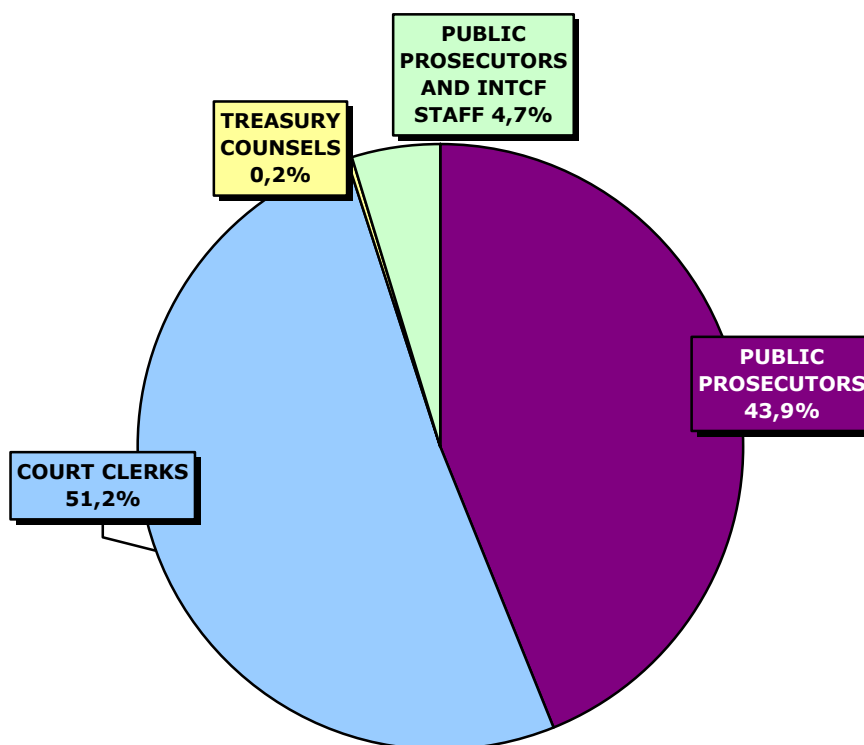
3.4.1 Online training in 2013.

In 2013, the CEJ organised 34 online courses involving 856 participants.



ONLINE CONTINUOUS TRAINING 2013				
Careers and Corps	Participants	Men	Women	% Women of total
Public prosecutors	376	123	253	67.3%
Court Secretaries	438	132	306	69.9%
Treasury Counsels	2	1	1	50%
Coroners and officers of the INTCF	40	11	29	72.5%
Total	856	267	589	68.8%

STUDENTS TAKING PART IN ALL THE ONLINE CONTINUOUS TRAINING ACTIVITIES ACCORDING TO CAREER OR CORPS (2013)



Most outstanding notes on online training 2013:

- **Online courses on legal or experts subjects:** 23 activities on Civil and Criminal International Legal Cooperation for Public Prosecutors and Court Secretaries, 1 activity on Forensic Anthropology (initial level) for Coroners and, for the first time, 1 Online Course on Economy and Accounting, for Public Prosecutors.



- **Online language courses (English, French, German and Italian)** for 220 participants (66% Public Prosecutors, 29% Court Secretaries, 4.5% Coroners and 0.5% Treasury Counsels).
- **Online computer courses (Outlook, Word, Excel, Access and PowerPoint)** for 306 participants (22% Public Prosecutors, 62% Court Secretaries and 6% coroners).
- **Online courses for Initial Training:** in 2013, the 15 Public Prosecutors on practicums (53rd programme) took part in an online language course (compulsory content of the Teaching Plan) and 31 students from the 30th Court Secretary programme also took part voluntarily.

3.5. SPECIALISED TRAINING IN THE JUDICIAL POLICE FORCE.

Among its different functions, the Centre for Legal Studies is responsible for the complementary training of members of the State Security Corps and Forces in the specialisation of the Judicial Police Force.

- In 2013, 11 **courses on the Judicial Police Force were given, involving 1038 participants.** 890 of the participants were men (85.74% of the total) and 148 were women (14.26% of the total).
- 4 of the 11 courses (36%) were for the Civil Guard and 7 of the 11 courses (64%) were for members of the National Police Force.
- The number of teachers on the 11 courses on the Judicial Police Force totalled 166.

4. STUDIES AND RESEARCH

Study and research at the CEJ, which are part of its functions as a training centre for the Career of Public Prosecutor and Justice Administration Corps, are expressly provided in the centre's Statute and considered in **Strategic Line 5 (Studies and Research)** of the Strategic Plan, with a view to the centre being a place of debate, study and research within the policies of the Ministry of Justice.

4.1. PUBLICATIONS

Article 3.1.g) of the Statute of the CEJ awards it responsibility for the promotion and preparation of publications. This function is part of the general publications policy implemented by the General State Administration and its corresponding regulations.

The editorial programme of the CEJ for the year 2013 is part of the editorial programme of the Ministry of Justice, which is characterised by its preference for publishing electronic books, reducing paper formats to a minimum.



1. Publications in 2013 were as follows:

- **Memorandum of the Centre for Legal Studies 2012** (with a cost reduction of 56% in comparison with the previous year).
- **Memorandum of the Chief State Public Prosecutor's Office 2013.**
- **Teaching plans for the 3 new selection courses on Initial Training that began in 2013.**

2. **Collection of papers:** the texts of the speakers at the Continuous Training activities are available via free, unrestricted access on the web portal of the Centre for Legal Studies. At the end of 2013, there were more than 3300 papers available in the collection.

4.2. LIBRARY AND DOCUMENTATION

The CEJ has a specialised law library as a support service for training, study and research. It is for its coordinators, teachers, tutors and students on the selection courses, the directors, speakers and attendees of the continuous training activities and external users.

At 31 December 2013, the bibliographical collection, which specialises in case law and legal doctrine and science contained more than 16,000 volumes and 48 periodicals, 19 of which are subscriptions and 29 of which are donations.

4.3. DEBATE DAYS.

In 2013, 3 important debate days took place in the CEJ Assembly Room. The centre strengthened its role as the main forum for legal debate within the Ministry of Justice and the legal community. The events were attended by various authorities (Ministry of Justice, Ministry of the Interior, Chief State Public Prosecutor) and a variety of speakers (members of the CGPJ, Senior Judges from the Supreme Court, President of the Bar of Court Agents and journalists).

1. Debate Day on the Reform of the Rules of Criminal Procedure (29 May 2013).



2. Debate Day at the CEJ on the Modification of the Judicial Organisation and Structure in Spain (18 June 2013).
3. Debate Days at the CEJ on social violence and hate groups (10 and 11 June 2013).

5. RESOURCE MANAGEMENT

Through the Secretariat General, the CEJ manages the legal, economic, technical and administrative issues that make up the centre's areas of management (Human Resources, Economic Management, Computer Systems and General Affairs).

There are also specific action areas that correspond to legal business, relations, organisation and procedures (contracts, agreements, technical and legal consultancy services, coordination work, information systems management, the promotion of procedures, instructions) and they fall under the responsibility of the Secretariat General.

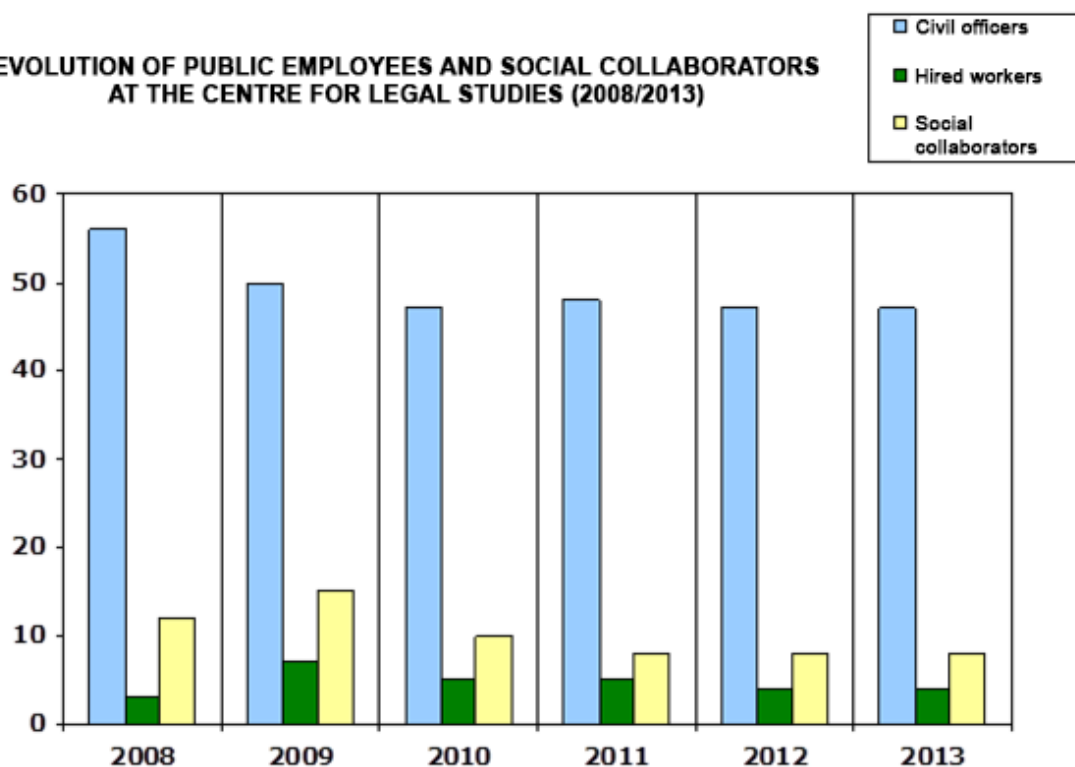
5.1. HUMAN RESOURCES MANAGEMENT

Human Resources management is key to any organisation because human resources are the only ones capable of transforming it and improving it in terms of effectiveness and efficiency.

The following table shows a downward line in the number of public employees at the centre: 51 in 2013 in comparison with the 60 of 2007, which implies a **reduction of 15% in the number of jobs in the last 6 years**. The number of social collaborators has also fallen (8 in 2013 in comparison with 15 in 2009).



EVOLUTION OF PUBLIC EMPLOYEES AND SOCIAL COLLABORATORS AT THE CENTRE FOR LEGAL STUDIES (2008/2013)



Public employees working at the CEJ are mostly women (73% of the total) and their average age is 51 years.

Job occupancy rarely exceeds 90% (as a result of staff mobility and the difficulties involved when selecting new workers and authorising their service commissions). The number of workers (positions occupied) at the CEJ is shown in the following table.

PUBLIC EMPLOYEES (WORKERS)	31 December 2012	31 December 2013	Variation
Department	2	2	0
Training	21	18	-3
Management	23	24	+1
TOTAL CEJ	46	44	-2



IMPROVEMENTS IN HUMAN RESOURCES MANAGEMENT IN 2013

1	Implantation of an Occupational Hazards Prevention system at the centre (hazards assessment, prevention plan, compulsory training, training of emergency and first aid teams, procedure for leave due to occupational accident); positive result of a work inspection.
2	Active worker selection policy: 5 advertisements on the FUNCIONA portal and 2 new workers (1 Head of Service N26 and 1 Head of Department N28) after 40 selection interviews.
3	Internal reorganisation of workers and restructuring of units: strengthening of the Continuous Training Area at the expense of Initial Training, integration of the Accounting Section in the Economic Management Service.
4	Improvements to computer applications and procedures for monitoring work times; resolution of doubts and queries on the subject using the Human Resources institutional mailbox (in December 2013, 100% of staff could accredit compliance with their work times).
5	In-house staff training: English classes and specific technical training in public procurement and economic and budgetary management.
6	Increase in the progressiveness of Aid for Social Action to compensate the 50% reduction (common to all the General State Administration).
7	Greater use of the intranet to provide information to public employees at the CEJ (39 notes in 2013 in comparison with 22 in 2012).
8	Salary management of public employees at the CEJ and civil officers on practicums: web publication of information for students to process registrations and cancellations from the Social Security system within the deadline; schedules to control and monitor the various procedures through every phase of salary management.

5.2. ECONOMIC MANAGEMENT

One essential aspect of the management of the Secretariat General is its economic services, which manage and implement the budget that corresponds to the autonomous body.

1. Budgetary programming and implementation:

- a. **Conditions for the programme:** around 56% of the centre's budget focuses on concept 124 ("remuneration for civil officers on practicums"), which is used to pay the salaries of Initial Training students.

However, the budget programme is complex insofar as it depends on certain factors that are external to the CEJ (variability of the duration of selection tests and the difficult estimation of amounts owing to the obligation to pay higher remuneration to students who were previously official civil officers, a circumstance that was previously unknown).



b. Conditions for the implementation of the budget: The implementation of the budget approved for the year requires two types of controls, which have been improved since June 2008.

- Control of the authorisations for continuous training activities to avoid courses that cost more than the credit that is available (prior retentions in the Accounting Information System).
- Control and monitoring of training expenses in accordance with the expense quota for Careers and Corps approved by the Board of the CEJ, by means of a prior retentions system for expenses and analytical accounting.

2. Structure of the CEJ budget in 2 budgetary programmes:

Since 2010, the expense budget of the CEJ has been structured in two different budgetary programmes to separate the expenses allocated to training for the Career of Public Prosecutor.

THE EXPENSE BUDGET OF THE CEJ IS DIVIDED INTO 2 BUDGETARY PROGRAMMES		
PROGRAMME	TITLE	CONTENT
111Q	TRAINING OF JUSTICE ADMINISTRATION PERSONNEL	<p>1. Final expenses allocated directly to training Justice Administration personnel.</p> <p>a. Initial Training: students' salaries, cost of selection courses. b. Cost of Continuous Training and Cooperation activities. c. Judicial Police Force courses.</p> <p>2. Instrumental expenses of the CEJ.</p> <p>a) Expenses corresponding to public employees at the CEJ. b) Procurement of works, services and supplies. c) Meetings, travel and institutional events.</p>
111R	TRAINING FOR THE CAREER OF PUBLIC PROSECUTOR	<p>Final expenses allocated directly to training for the career of Public Prosecutor.</p> <p>a) Initial Training: students' salaries, cost of selection courses. b) Cost of Continuous Training and Cooperation activities. c) Publications. d) Quotas for judicial training networks.</p>

3. Budgetary allocation in 2013 and comparison.

The following table shows the budgetary allocation, broken down by programme, approved in the General State Budget Act for the Expense Budget of the Centre for Legal Studies for the year 2013.

BUDGET 2013 BROKEN DOWN BY PROGRAMME				
Chapter	Title	111Q	111R	TOTAL
1	Personnel expenses	€5,071,040	€1,716,730	€6,787,717
2	Current expenses in goods and services	€2,572,160	€1,709,370	€4,281,530
4	Current transfers	-	€14,070	€14,070
6	Capital investments	€488,430	-	€488,430



8	Financial assets	€4,070	-	€4,070
Total expense budget		€8,135,700	€3,440,170	€11,575,870

In 2013, the expense budget of the CEJ underwent an **overall reduction of 29.77% in comparison with the 2012 budget.**

The following table shows a comparison of the credits approved for the 2012 budget.

COMPARISON BETWEEN FINAL BUDGET 2012 AND BUDGET 2013				
Chapter	Title	2012 FINAL	2013	Variation
1	Personnel expenses	€10,897,720	€6,787,717	-37.71%
2	Current expenses in goods and services	€5,215,140	€4,281,530	-17.90%
4	Current transfers	€32,680	€14,070	-56.90%
6	Capital investments	€333,230	€488,430	+46.57%
8	Financial assets	€4,640	€4,070	-12.28%
Total expense budget		€16,483,410	11,575,870	-29.77%

The table shows that most of this reduction corresponds to the lower number of public prosecutors and civil officers on practicums (the students on selection courses fell from 886 in 2012 to 378 in 2013) and, consequently, the lower figure means **a 38% reduction in expenses that correspond to Chapter 1** from which the salaries of civil officers on practicums are paid.

It also shows that the **current expenses (Chapter 2)** used to finance training and for the procurement of essential supplies and services for the operation of the CEJ **were down 17.90% in comparison with 2012.**

From 2010 to 2013, as a result of the **austerity policies and reduction of public deficit**, there has been a significant reduction in current expenses corresponding to Chapters 2 (training and procurement of services and supplies) and 4 (removal of grants in 2012), as well as the capital expenditure of Chapter 6 (Investments).

CURRENT EXPENSES BETWEEN 2010 AND 2013				
Chapter	Title	2010	2013	Variation
2	Current expenses in goods and services	€5,410,600	€4,281,530	-20.87%
4	Current transfers	€1,003,240	€14,070	-98.60%
Total current expenses		€6,413,840	€4,295,600	-33.03%



From 2010 to 2013, current expenses fell by 33%. The average cut is 20.87% for items allocated to training and the procurement of services and supplies for the operation of the CEJ. In the same period, the expense allocated to investments (works and reforms, acquisition of servers and computer equipment, computer licences and furniture) fell by 19.73%.

INVESTMENT EXPENDITURE BETWEEN 2010 AND 2013				
Chapter	Title	2010	2013	Variation
6	Capital investments	€608,490	€488,430	-19.73%

MAIN IMPROVEMENTS IN ECONOMIC MANAGEMENT IN 2013	
1	Implantation of the inventory of assets (by Management commission with SEGIPSA), labelling of all the assets and uploading of data to the inventory module of the SOROLLA economic Management application of the IGAE.
2	Cancellation of current accounts with private entities and transfer of the CEJ's accounts to the Bank of Spain (except for the payments account, for payments to the Social Security, as there is no agreement by and between said institution and the Bank of Spain).
3	Consolidation of payment procedures (final payments, mass payments and payments via the Fixed Cash Advance system); progress in the telematic implantation of payments from accounts at the Bank of Spain; implantation of the SEPA format (<i>Single Euro Payments Area</i>) for all the centre's transfers.
4	Elimination of the cash account, in keeping with the commitment to telematic media and the reduction of risks.
5	Computer applications: migration to version 2.0 of SOROLLA and increase of accesses by civil officers to the State Procurement Platform.
6	Consolidation and improvement of the expense planning, control and monitoring system through analytical accounting or cost accounting (decision-taking) and the systematic retention of credits (expense control); preparatory measures for implanting the CANOA system of the IGAE.
7	Auditing of the CEJ's activities by the Court of Auditors in 2010 and 2011 (usual inspection program). This was characterised by its completeness and duration (7 officers over 5 months). In December 2013, the report was published, considered by the Directors of the CEJ as reasonably positive (the main deficiencies were minor in the framework of such a large management commission).

5.3. PROCUREMENT MANAGEMENT AND PROCESSING

The management and processing of the procurement of works, services and supplies to improve the operation of the centre and its training and institutional officers is essential to the activity of the Secretariat General of the CEJ.

In 2013, the CEJ processed **116 procurement procedures** (in comparison with 107 in 2012), **for an overall amount of €1,475,474**, in comparison with €1,484,200 in 2012.



These 116 procedures are of an administrative nature and governed by the Public Sector Procurements Act (Law 30/2007 of 30 October) and by the Rewritten Text of the Public Sector Procurements Act, adopted by Legislative Royal Decree 3/2011 of 14 November.

Relevant issues in administrative procurement in 2013.

In the last four months of 2013, the Secretary General and the General Affairs Service processed two procedures for the tender and award of cleaning and security services at the CEJ to the year 2014 (6 procurement boards).

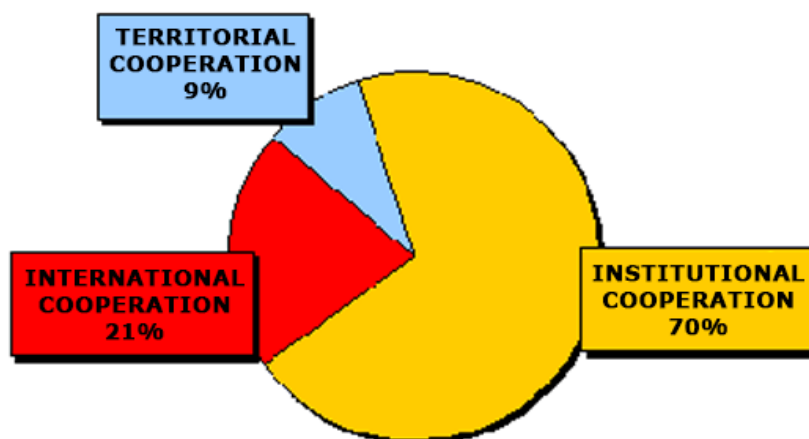
MAIN IMPROVEMENTS TO PROCUREMENT MANAGEMENT IN 2013	
1	Planning of annual procurement for the centre in the first quarter of the year (authorisation from the Directors of the CEJ and retention of the corresponding credits) and consolidation of the internal control system for procurement.
2	Preparation of 21 reports with the completion of sheets and tables as requested by the Commission for the Reform of the Public Administration (Spanish acronym: CORA) in all areas (budgetary credits, cleaning, security, travel agency, telecommunications, electricity supply, fuel, postal services and others).
3	Introduction of clauses and procedures to avoid the illegal conveyance of workers; identification of coordinators and contacts at contractor companies.

5.4. MANAGEMENT AND PROCESSING OF MANAGEMENT AGREEMENTS AND COMMISSIONS

The management of the centre's conventional activities and the processing of Management commissions is another technical-qualified activity that corresponds to the Secretariat General and enables the legal constitution of inter-administrative cooperation (with autonomous communities), as well as institutional (especially with the General Council of the Judiciary) and international cooperation.

In 2013, the Secretariat General prepared, reviewed and processed **23 management agreements and commissions** (framework agreements, specific agreements, annual action plans arising from previous agreements and management commissions).

Of all the agreements and commissions processed in 2013, 2 corresponded to territorial cooperation, 16 to institutional cooperation and 5 were international.



5.5. NEW TECHNOLOGIES

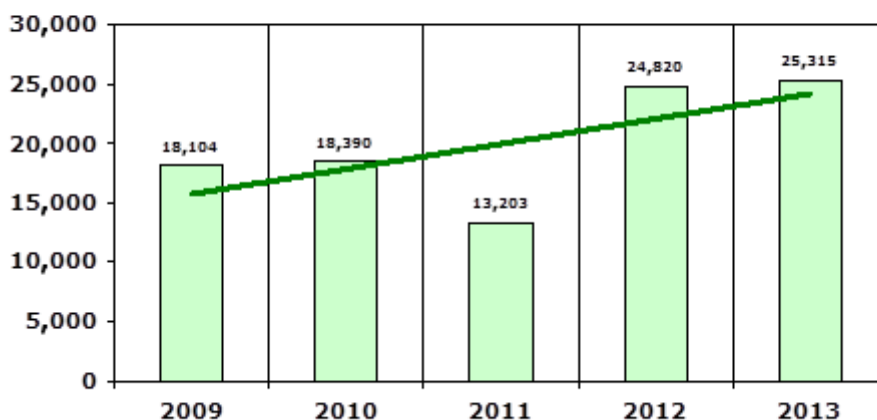
In general, the introduction of Information and Communications Technologies (ICT), always based on a strategic view of the organisation, is essential for organisational change and for achieving improvements to administrative effectiveness.

Important ICT figures at the CEJ in 2013

No.	INDICATORS OF NEW TECHNOLOGIES AT THE CEJ	2009	2010	2011	2012	2013
1	Desktop computers	130	160	125	146	146
2	Laptop computers	100	100	100	106	106
3	Internal servers (operation + development)	9	9	9	9	13
4	External hosting servers	4	4	5	5	5
5	Communication lines managed	800	1	1	1	1
6	Different networks managed by the CEJ	1	3	3	3	3
7	Corporate smartphones	0	5	5	5	8
8	Corporate mobile telephones	9	4	4	4	5
9	Wi-Fi users	0	0	0	0	9000
10	CEJ internal users	90	90	80	80	80
11	Web portal visitors (monthly average)	9467	9617	13,510	12,979	12,320
12	Actual visits to the web portal (monthly average)	18,104	18,390	13,203	24,820	25,315
13	Applications for continuous training via the web	9252	9398	13,203	12,684	8517
14	Virtual communities (Initial Training) and virtual forums	4	10	10	11	15
15	Online training activities	2	6	10	30	33
16	Users registered for online activities	950	4713	6826	7298	7485



VISITS TO THE CEJ WEB PORTAL (2009/2013)



MAIN IMPROVEMENTS IN NEW TECHNOLOGIES IN 2013

1	Creation of a CEJ Twitter account for real-time queries of activities and training and institutional news at the CEJ.
2	Creation of specific sections on the web portal for RECAMPI's activities (official website of said network) and section on the Euro-Arab Judicial Training Network; creation of tabs on the web portal for presenting the CEJ in English and French.
3	Improvement to external applications: Selection process, which manages the applications for participation in training activities (improvement to notification processes) and AFCC, which manages the more than 270 activities each year internally (improvement to monitoring the service commissions).
4	Improvement to internal applications: work time monitoring (option for consulting the annual balance of hours worked directly) and NEDAES, salary management (migration to version 5.0).
5	Implantation of a Wi-Fi service at the CEJ for connecting devices to the Internet wirelessly.
6	Improvements to security at the Data Processing Centre; hiring of an external audit to evaluate security regarding accesses to the CEJ's network.
7	Improvement to and renewal of cabling and audio-visual installations in relation to the modernisation work carried out on the Library Room and the Library itself.
8	Acquisition of landline telephone terminals and improvements to audio-visual equipment (laser pointers, web cameras and a printer for ID cards).
9	Computer and audio-visual support for Debate Days and at the 8th edition of the THEMIS competition (international initial training) held in Madrid.
10	Participation of the CEJ's computer services in the 1st edition of the JUSTIC Awards 2013 at the SIMO Show 2013.



5.6. MANAGEMENT OF SPACES AND MATERIAL RESOURCES

The central building of the CEJ was built in the 1950s for functions that differ greatly in terms of quality and quantity from those that are currently required of the centre. The building is owned by the autonomous body (albeit in the public domain).

Since 2008, the Secretariat General's activity has focused on improving spaces and classrooms in different ways to correct the faults found in the building for the effective management of the public service.

In 2013, as part of Strategic Line 3 (Administrative Excellence) of the Strategic Plan, the **works and investments plan 2013/2015** was prepared based on the procurement of a detailed study of structures and energy efficiency at the central building.

MAIN IMPROVEMENTS TO THE MANAGEMENT OF SPACES AND MATERIAL RESOURCES IN 2013	
1	Extension of the interior and exterior closed-circuit video surveillance connected to the alarms exchange.
2	Extension of the central heating system to 12 individual offices (economic savings in the mid-term and compliance with regulations on health and safety).
3	Improvement work on 3 offices and the corridor on the First Floor of the West Wing (removal of old wooden panels, painting of walls and improvements to lighting).
4	Planing of wooden floors in classrooms, institutional rooms and offices; treatment and cleaning of tables and platforms in classrooms and offices.
5	Refurbishment work and renewal of furniture in the Library Room (new benches and head table) and the Library itself (more reading points).
6	Work on lower ground floors in the West and East Wings: removable bars on windows to enable evacuation, painting walls, installation of handrails on staircases to avoid accidents.
7	Start-up of a works project 2014/2015 to centralise the climate control system and repair building façades (procurement of project and application for municipal license).
8	Assembly Room: installation of banners with the CEJ logo, cleaning of upholstery, renewal of rugs and carpets, installation of new lighting and a lectern.
9	Improvement to interior and exterior signage (renewal of signs in interior spaces, signs relating to health and safety and to indicate cameras).
10	Occupational Hazards Prevention: verification of the fire detection system, installation of 68 lights for evacuation purposes, acquisition of extinguishers for electrical fires, processing of the municipal permit for felling and pruning trees to prevent accidents, installation of health and safety signage.
11	Acquisition of 20 new auxiliary support tables for training in classrooms, with a modern, practical look.



5.7. MANAGEMENT OF INFORMATION SYSTEMS AND IMPROVEMENT OF PROCEDURES

This section includes actions that focus on establishing complete, automated, real-time Information Systems for the taking of decisions by the directors of the CEJ, processing requests for information from the Ministry of Justice, coordinating the CEJ's work teams and improving information provided to the centre's personnel and students.

MAIN IMPROVEMENTS TO THE MANAGEMENT OF INFORMATION SYSTEMS AND PROCEDURES IN 2013

1	Gradual preparation of an integral scorecard to enable strategic planning, internal coordination and the taking of decisions by Directors.
2	Systematic creation of institutional email addresses that foster teamwork, enable standardised information, the creation of systems for dealing with complaints and suggestions and the evaluation of workloads (in 2013, 60% of the CEJ's communications were sent from these addresses).
3	Scanning and publication on the network of 100% of the information and better organisation of network units.
4	Progressive preparation of a CEJ Procedure Manual and definition of 5 new procedures in 2013.





6. GENDER PERSPECTIVE

6.1. REGULATIONS

Organic Law 3/2007 of 22 March on the effective equality of men and women and the Strategic Equal Opportunities Plan that arises from said law provide various objectives in the area of equality that are applied at the CEJ and refer basically to the following:

1. The cross-sector character of the principle of equality in the treatment of and opportunities for men and women that will correspond to the actions of the Public Administrations.
2. The adaptation of statistics, studies and reports to the gender perspective.
3. The principle of a balanced presence of men and women in appointments to executive positions and in public bodies.
4. Initial and continuous training courses on equality in the treatment of and opportunities for men and women and the prevention of gender-based violence.

6.2. TRAINING IN GENDER EQUALITY AND THE PREVENTION OF AND FIGHT AGAINST GENDER-BASED VIOLENCE

The following table shows the various training activities, according to the Training Plan (Initial, Continuous and Judicial Police Force) organised by the CEJ in 2013 on equality in the treatment of and opportunities for men and women and the prevention of gender-based violence.

TRAINING PLANS	NUMBER OF TRAINING ACTIVITIES	NUMBER OF STUDENTS
Initial Training	3	15
Continuous Training	9	106
Judicial Police Force	14	1168
TOTAL	31	1289

6.3. ANALYSIS OF THE IMPACT OF GENDER AT THE CEJ

The administrative and training activity of the Centre for Legal Studies is developed within an institutional (the General State Administration and the Justice Administration) and practical framework (initial and continuous training activities) characterised by standards that are reasonably sufficient in the area of equality in the treatment of and opportunities for men and women.

These standards can be seen in the following elements:



1. A much higher proportion of women in comparison with men among public employees at the centre, including management and middle-management positions.
2. Also a very high proportion of female students on initial training in comparison with men (60% and 80%, depending on the Careers and Corps), which shows women's increased orientation towards legal careers and public employment in comparison with men, together with their greater success when sitting civil service examinations.
3. A growing majority proportion of women in comparison with men among the collectives who receive continuous training under the Centre for Legal Studies (Career of Public Prosecutor and Justice Administration Corps).

STUDENTS AND ATTENDEES AT TRAINING ACTIVITIES IN 2013 (BREAKDOWN ACCORDING TO GENDER)					
Type of training	Total	Men	% Men	Women	% Women
Initial Training (IT)	378	91	24.1%	287	75.9%
Continuous Training (CT)	4543	1687	37.1%	2856	62.9%
1. National CT	4352	1607	37.3%	2745	63.7%
2. International CT	191	80	41.9%	111	58.1%
Online Training	832	268	32.2%	564	67.8%
Judicial Police Force	1030	890	86.4%	140	13.6%
Total training	6783	2936	43.3%	3847	56.7%

4. A growing majority proportion of women in comparison with men in the professional collective that takes part in teaching activities at the Centre for Legal Studies, such as directors, coordinators, teachers or speakers. These collaborators train most of the Judicial Careers or Public Prosecutors or Superior Corps related to the Justice Administration.

COORDINATORS, TEACHERS, TUTORS, DIRECTORS AND SPEAKERS AT TRAINING ACTIVITIES IN 2013 (BROKEN DOWN ACCORDING TO GENDER)					
Type of training	Total	Men	% Men	Women	% Women
Initial Training (IT)	707	331	46.8%	376	53.2%
Continuous Training (CT)	864	553	64.0%	311	36.0%
1. National IT	856	546	63.8%	310	36.2%
2. International CT	8	7	87.5%	1	12.5%
Online Training	38	15	39.5%	23	60.5%
Judicial Police Force	166	101	60.8%	65	39.2%
Total training	1775	1000	56.3%	775	43.7%

