



Consiglio Nazionale
delle Ricerche

The Training of Presidents of Courts, Chief Prosecutors, and Judicial Middle Management Positions in Europe

Italian School for the Judiciary - Institute of Legal Informatics and Judicial Systems, National Research Council of Italy, Bologna Branch. Rome 2023

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Foreword

1. – The conferral of management positions constitutes one of the most complex activities carried out by the Superior Council of the Magistracy (*Consiglio Superiore della Magistratura*, CSM), which called upon to evaluate and then select candidates.

This has been particularly evident since the implementation of the Castelli and Mastella reforms (2005/2007), designed to overcome the system for conferring managerial appointments on the basis of a seniority without demerit with the granting of appointments without a time limit. Legislative Decree No. 160 of 2006 thus brought about a major change in the conferral of management posts, introducing a time limit of the office tenure and overcoming the mere criterion of seniority as the main parameter to be appointed. The benchmark criterion has become the managerial aptitude (Article 12, paragraphs 10, 11 and 12), interpreted according to the type of appointment (middle-management and management positions in courts of first or second instance, and in the court of cassation and whose appointment parameters are identified by the CSM in agreement with the Minister of Justice (Article 10, paragraph 3, letter d).

While the attendance to 'organisational and management training courses' is one of the parameters to be considered for the conferral of management positions, the teaching activities that the Italian School for the Judiciary (SSM) is called upon to organise and that under the current regulations are mandatory for anyone aspiring to a first or second instance court or prosecutor office appointment are particularly important.

Over the years the School has gradually increased its tasks. However, the School's competence to organise training activities for magistrates (i.e. judges and prosecutors) holding organisational responsibility has remained unchanged.

2. – With regard to the managers of judicial offices, the School is responsible both for the training of magistrates holding managerial and middle-managerial posts in judicial offices and for the organisation of training courses for judges and prosecutors aspiring to be appointed to first or second instance managerial posts.

Article 26-bis of legislative decree no. 26 of 2006, included in the measure establishing the School by legislative decree no. 193 of 29 December 2009 (converted with amendments by law no. 24 of 22 February 2010), in its original version, in referring to the "training courses for judges and prosecutors who aspire to the conferral of first or second instance managerial positions" (paragraph 1), refers to the "training courses for judges and prosecutors who aspire to the conferral of first and second instance managerial positions" (paragraph 2). No. 24 of 22 February 2010, in its original version, provide that "Only magistrates who have attended the training course may be appointed to first and second instance managerial positions".

The same provision generically indicated the content of the aforementioned courses by referring to the 'management criteria of complex organisation' and the 'management models of human and material resources used by the Ministry of Justice for the operation of its service'.

Article 12 of the Consolidated Text on Judicial Management (Circular No. P-14858-2015 of 28 July 2015 of the CSM) in indicating the elements necessary for the assessment for the conferral of managerial positions provides for specific training on organisation-oriented subjects, indicating that in this regard, both participation in courses organised by the Italian School for the Judiciary (*Scuola Superiore della Magistratura*, SSM) for the training of aspiring managers provided for in Article 26 bis, paragraph 5, of Legislative Decree No. 26 of 30 January 2006, and participation in courses organised by the CSM, other training activities in management matters, as specified in Article 18 letter d) of Legislative Decree No. 26 of 30 January 2006, shall be relevant.

On 22 December 2021, a memorandum of understanding was signed between the Ministry of Justice, the CSM and the SSM, providing for annual three-week courses for judges and prosecutors holding managerial positions and two-week courses for judges and prosecutors holding middle-management positions, with participation reserved for those appointed in the two-year period preceding the implementation of the course. The Memorandum also clarified that at least one session of the courses must be dedicated to the mechanisms aimed at achieving the objectives set out in the National Recovery and Resilience Plan (NRPP) and to the systems for monitoring the productivity of the offices also in relation to the elimination of the backlog.

The regulatory framework was further amended by Law No. 71 of 17 June 2022. The intervention supplemented Article 26-bis of Legislative Decree No. 26 of 2006 in various aspects.

The number of participants admitted to courses has been increased, with compulsory participation also for candidates for middle-management positions (previously not mentioned in the rule).

Moreover, the duration of the aforementioned courses (not indicated in the original text of Article 26-bis and in any case partially different even from that indicated in the aforementioned memorandum of understanding) was expressly set at three non-consecutive weeks for both categories of 'candidate'.

The legislature has also amended the subjects to be included in the courses. They are: judicial governance and organization, , the ability to analyse and process statistical data, judicial information systems, , management, and the management of resources.

Candidates who attend the course are eligible to apply for management or middle-management positions for the five years ahead .

Lastly, the amendment provides for courses with the same content and duration reserved for magistrates who were appointed to managerial or middle-managerial positions in the previous year.

3.— The amendment poses important new organisational and teaching challenges for the SSM— starting with the decision on the option between organising a single course for both categories of learners (managers and middle managers) or diversified courses— some of which can only be resolved through regulatory actions by the CSM.

One of the most critical issues was the significant increase in the number of participants in the courses, as courses are currently meant to be held not only for candidates for managerial positions but also for middle-managerial positions. Conversely, in the past the courses (for 'candidates for managerial positions' only) involved an average of 30 to 40 trainees per vacancy. The course concluded in May 2023 involved 241 trainees.

Thanks to the contribution of a working group, which included experts in judicial administration , business organisation and public management, statistics, contract law and retired judicial managers, a first course was launched (20 March— 29 May 2023) divided— also in view of the significant number of participants and the need to proceed quickly— into three consecutive weeks of online training, where possible also with a division into groups by function, and three days of face-to-face activities (6 sessions), dedicated to the discussion of organisational aspects and those related to the NRRP.

The number of participants was later defined by Decree-Law No. 105 of 10 August 2023, which added a second sentence to Paragraph 5 of Article 26-bis: 'magistrates who, in the same period of time, have performed managerial or middle-managerial functions, even if only for a portion of the period indicated, are exempt from participation in the training course, unless the Superior Council of the Magistracy has expressed a negative assessment of their confirmation in the position..

The second course implemented under Act 71 of 2022 took place in the latter part of 2023.

Drawing inspiration from the experience of the first course, an attempt was made to adjust the sessions by providing asynchronous training modules— requiring self-study of teaching materials— followed by

webinar sessions on the various topics addressed in the course to allow in-depth study and the submission of questions both before and during the live session with the lecturers of the various topics. This represented an attempt to optimise time and content, reducing the number of fixed-time sessions to ensure greater flexibility of study time.

In this context, the National School of Administration (SNA) and the SSM concluded a framework agreement on 18 July 2023 aimed at implementing cooperation initiatives concerning training activities, studies, organisation of seminars and conferences both for judges and prosecutors along with administrative managers

4.— In order to improve the approach to the training of judicial managers, the SSM decided to carry out, in cooperation with the Bologna branch of the Institute of Legal Informatics and Judicial Systems of the National Research Council (CNR), a comparative study, with a collection of information from the members and observers of the European Judicial Training Network (EJTN), which gathers all the training institutions for judges and prosecutors of the 26 countries of the European Union and of the candidate countries to join the Union.

The European Judicial Training Network (EJTN), within its *Judicial Training Methods* (JTM) group, has for some years initiated specific in-depth studies on leadership, which have also led to the development of a training manual in 2019¹, as well as several meetings and seminars, while a specific programme is dedicated to exchanges between heads of offices.

This is, however, a slightly different approach from the one chosen by the SSM, as the research presented here is intended to unveil the overall picture of the training programmes of candidates aspiring to hold positions of organisational responsibility or who have been awarded such functions, rather than focusing on a few specific aspects related to the qualities or skills that managers should theoretically hold.

Alongside the variety of experiences and methodologies used, which prioritise above all interactive models and theoretical-practical content, this research report clearly reveals the general lack of compulsory courses for the candidates aspiring to a managerial position, while the compulsory training for those who have actually been conferred a managerial position.

Pending a possible review of the current regulations, the *Milleproroghe* decree-law, connected to the 2024 policies, has provided for the postponement to 31 December 2024 of the entry into force of the provisions of Article 26-bis, paragraph 5, of Legislative Decree No. 26 of 30 January 2006, concerning training courses for magistrates with managerial or middle-managerial functions. Until that date, magistrates who have attended the training course referred to in Article 26-bis of the above-mentioned legislative decree or who have applied to take part in the same course, as well as those who in the five years prior to the final deadline for submitting the application indicated in the notice of competition have performed managerial or middle-managerial functions, even if only for a part of the period indicated, may apply for the assignment of managerial and middle-managerial positions, both in the court of first and second instance. These provisions also apply to notices of competition for the conferral of management or middle-management positions already published on the date of entry into force of this Decree. Magistrates who are assigned to managerial or middle-managerial functions are required to attend the training course within six months of the assignment thereof, unless they have attended it in the previous five years or have performed such functions even for only a fraction of the same period.

The SSM Steering Committee

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

The Training of Presidents of Courts, Chief Prosecutors and Judicial Middle Management Positions in Europe

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Introduction

In May 2023, the Italian School of the Judiciary (SSM) and the Bologna branch of the Institute of Legal Informatics and Judicial Systems (IGSG-BO) of the National Research Council of Italy (CNR) signed a collaboration contract for the preparation, collection, processing of data and analysis of the answers to two questionnaires (attached) on the training for managerial and middle-managerial positions in courts and prosecutors' office.

The questionnaires, in cooperation with the SSM,² were provided online to the national judicial training institutions³ that are part of the European Judicial Training Network (EJTN). They were completed between June and July 2023.

The organisations that are members of the EJTN, and those that did or did not respond, are listed in the table below. Among the 27 countries that are members of the EJTN, as many as 23 responded to the questionnaire for court presidents (only Estonia, Latvia, Luxembourg and Slovakia did not respond). Of these, some also replied to the questionnaire for prosecutors, to which were added three institutions (Finland, Latvia and Sweden) that have structures dedicated only to the training of prosecutors. Belgium only answered the questionnaire for chief prosecutors, but indicated that selection and training are the same for presidents of courts as well. Italy did correctly the opposite, answering only the questionnaire for presidents because, as is known, presidents of courts and chief prosecutors share the same selection and training process.

Seven European training institutions for judges or prosecutors with the status of 'observers' of the EJTN also completed the questionnaire. The double hyphen in the table indicates that the institution that answered the questionnaire does not provide training for judges or prosecutors and therefore could not answer.

| Country | Institution | Member/ Observer | Responses by Presidents of Courts | Responses by Chief Prosecutors |
|----------|--|---------------------|---|-----------------------------------|
| Austria | Federal Ministry of Justice - Bundesministerium für Justiz | Member | Yes | No |
| Belgium | The Institut de formation judiciaire (IFJ-IGO) | Member | Same questionnaire | Yes |
| Bulgaria | National Institute of Justice | Member | Yes | Yes |

² I would like to thank Dr Luigi Cutrì (SSM IT area), for his contribution in preparing the online questionnaires.

³ The bodies that are institutionally involved in the training of judges and prosecutors in Europe often have different governing structures; therefore, it does not seem appropriate to refer to them unambiguously as 'schools', but the term 'training institution' or, for the sake of brevity, 'institution' has been preferred.

| | | | | |
|----------------|--|--------|-----|--------------------|
| 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 | Higher School of the Judiciary | Member | Yes | Same questionnaire |
| | Superior Council of the Judiciary | 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 and Magistraturës | 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 Centre 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 | -- |

This research report consists of three parts, an extensive appendix and a number of excel files, submitted to the SSM, which contain the data and related processing with tables and figures, which can be used for further analysis.

The first part is the summary of the results, which highlights the main aspects emerged from this study and which, in the writer's opinion, may be interesting from a comparative perspective. Readers interested in delving into the report will note, the amount of information gathered is truly remarkable and the summary of the results is only an extract. The data collected provide multiple possibilities for analysis with a plurality of insights and interpretations.

The second part of the report proposes a detailed quantitative analysis of the answers to the closed questions to the two questionnaires administered, the one for presidents of courts and the one for chief prosecutors.

The third part is a reasoned summary of the answers to the open questions provided by the various national institutions responsible for training. In this part, an attempt has been made to highlight the aspects that were most interesting for the individual countries, and which are useful both for the broadening of knowledge on the various European experiences, and for the design of training interventions for managers and middle managers.

After a work of arrangement, coherence analysis and possible clarification of the information collected, the appendix gathers the textual format of the answers provided. This is a wide-ranging and original collection of background information on European judicial systems and on the training of Presidents of court, Chief prosecutors and middle-managers which, as far as we know, has never been produced and shared.

It is worth noting that the data analysis is based on the data provided by the training institutions that responded to the questionnaires. Some consistency checks with the answers were made directly with the individual institutions, but both questions and answers, are always open to different interpretations and would therefore need further qualitative investigation, which was however inconsistent with the timeframe of this study.

This report does not contain any evaluations or recommendations, which are dutifully left to the Steering Committee of the Italian School of the Judiciary.

1. Executive Summary

This study is based on data collected through two questionnaires provided online to the training institutions of judges and prosecutors that are members of the European Judicial Training Network (EJTN). The questionnaires, consisting of 74 closed and open questions (attached in the appendix), were completed between June and July 2023. A consistency check was then carried out on the answers provided by contacting the individual institutions. In some cases, an even more in-depth qualitative check would have been necessary, but would have required time and resources incompatible with the objectives of this study. It should also be noted that the answers provided almost always refer to the formal set-up of the judicial system and the training courses undertaken by the responding institutions. Again, more in-depth research on the operational functioning and application practices would have been useful, but would have required additional time and resources compared to those invested in this first study. As will be seen, the information collected and shared is extremely interesting and very useful, for instance, to broaden comparative knowledge on European judicial systems, to design training initiatives, to propose changes in the structuring of courses and teaching methods.

The answers to the questionnaire provide another example of the significant variability in the governance structures of European judicial systems, which necessarily also influence the structure and training methods of presidents of courts and chief prosecutors.

The information gathered indicates that for about half of the thirty countries that replied to the questionnaire, the selection procedure for judges and prosecutors is more or less the same (Q3).

The training programmes for presidents of courts and chief prosecutors (Q5) are also the same in about half of the countries. It is interesting to note that the French school (*Ecole Nationale de la Magistrature*) indicates different selection paths, but equal training programmes for presidents of courts and chief prosecutors.

Appointments of presidents of courts (Q7) are predominantly made by national or local judicial councils, but ministerial appointments and election by colleagues (judges) are also well represented in only three countries (Bosnia, Ukraine, Portugal, in the latter case excluding first instance offices).

The appointment of the chief prosecutors (Q7PM) is the element that most differentiates judicial systems, even among those that provide for equal selection and training processes for presidents of courts and chief prosecutors. The data show that only in two countries (Belgium, Italy)⁴ the appointment of the chief prosecutors is made by the same judicial council⁵ that also governs the judges. In all other countries, the appointment is made by a special council for prosecutors, by the attorney general, by the minister or by the intervention of several institutions.

According to the data collected, the way judicial middle-managers are selected in judges' and prosecutors' offices is mainly a prerogative of the president of the court or the chief prosecutor. In some cases, it is a decision of the council, which can be single or different for judges and prosecutors, and in rare cases of the minister (Q9).

⁴ In Romania the Council decides, but there is a special 'sub-section' for prosecutors.

⁵ As is well known, in Europe there are various compositions, functions and names that characterise the 'Councils' that have competence over the governance of judges and prosecutors. In this work, wherever possible, a literal translation has been used; in general, the term 'Council of Justice' has been used, which is the one chosen by the Superior Council of the Magistracy https://www.csm.it/web/csm-international-corner/partecipazione-ad-organismi-internazionali/rete-europea-dei-consigli-di-giustizia/cosa-e-encj?show=true&title=&show_breadcrumb=

In most of the responding countries, the managerial post can be renewed (Q12). The French school indicated that the post is not renewable. In Germany managerial posts are awarded to judges who have gained a certain seniority and experience and usually confirmed until retirement.

Presidents of courts and chief prosecutors in most cases are, however, subject to an evaluation for renewal (Q15), which is generally only possible once (Q14).

The managerial tasks (Q17) are, of course, quite different. For their detail, reference shall be made to the report. The main tasks indicated by the training institutions, however, are monitoring the performance of the office, reporting disciplinary offences, allocating judges, analysing the duration of proceedings.

The presence of an administrative manager is indicated in almost all offices. 13 countries out of 27 (e.g. Denmark, Finland, Germany, Italy, Czech Republic), report some overlapping competences.

As for questions on training, the questionnaires had two distinct parts. One to collect information on possible courses for judges and prosecutors aspiring to a managerial position, and another for those already holding a managerial position.

Only ten training institutes (Q23), one third of those that responded, indicated that they organise courses for aspiring presidents of courts and chief prosecutors (Denmark, Bosnia-Herzegovina, the Netherlands, Romania, Germany, Portugal, Serbia, Italy, France and Belgium)⁶.

Courses are organised for all managerial positions (Q24), but mainly for first and second instance positions.

Training courses are indicated as compulsory for those aspiring to judicial managerial positions in only two countries: Italy and Portugal. For aspiring chief prosecutors, these two countries are joined by Sweden (Q26).

The duration of courses is predominantly no longer than three days (Q27). Only in two cases do they extend up to 21 days (Italy and Portugal).

The courses, in the few institutions that organise them, must be attended (Q28) only once (Belgium, Denmark, the Netherlands, Romania, Serbia) or even several times (Bosnia, Germany, Portugal, Italy, France), but this should be further investigated. For instance, in Italy, attendance of the course basically does not have to be repeated for at least the next five years, even if the answer actually consistent with the legislation is that the course for candidates must be attended several times during the career.

Courses are mostly concentrated in a few days, usually no more than three, or spread over time in those countries (e.g. Italy, the Netherlands, Portugal) where courses last several weeks (Q30).

The preferred training modalities for president of courts and chief prosecutors' courses are face to face (Q32). About half of the institutions also indicated the use of mixed face to face solutions and, to a lesser extent, online or recorded.

Training techniques (Q35) are mostly characterised by traditional readings and discussions/debates, but also use case studies, problem-solving workshops, role-playing simulations.

For a detailed list of the subjects covered by the training courses, reference shall necessarily be made to the report (Q38). However, the subjects that are mostly covered in the courses for both presidents of courts and chief prosecutors, with minor differences, are management, communication, information and communication technology, ethics and deontology.

⁶ The Belgian training institution only filled out the questionnaire for prosecutors because it did not indicate any differences between the selection and appointment of prosecuting and investigating managers.

The trainers employed are mainly fellow judges and prosecutors (Q40), but there are some institutions (e.g. Denmark, the Netherlands) that prefer managers from other public administrations and the private sector as trainers.

The trainers are employed for the specific contribution to the course (Q42), in a few cases (i.e. Romania, Serbia) the institutions indicate that they use part-time seconded lecturers, and only in one case (i.e. Serbia) also full-time for the courses for chief prosecutors.

Only five schools (i.e. Bosnia, the Netherlands, Portugal, Serbia, Italy) indicate that they evaluate participants aspiring for a managerial position at the end of the course (Q44).

The numbers are low, but among the institutions that reported conducting an evaluation, the methods used are multiple-choice test, drafting an action plan, and an interview (Q45).

Only in two cases for judges' and prosecutors' offices (i.e. Portugal and Italy), and in two cases for prosecutors' offices only (i.e. Sweden, Hungary) the assessment made at the end of the training course is used in the candidate's procedure to potential appointment to a managerial position (Q46).

All institutions, even those that do not organise training courses for judicial managers, were asked to indicate the subjects that should be included in training courses for candidates (Q48). Reference shall necessarily be made to the report for the complete list. However, the priorities are management, organisational well-being, conflict and personnel management and, information and communication technology.

The training techniques that are considered most appropriate for management courses are those that are more engaging and interactive, such as discussion and debate, problem-solving seminars, case studies, role-playing simulations (Q50).

The second part of the questionnaires dealt with courses for those already in managerial positions, with questions quite similar to the previous ones, but aimed at exploring the organisers of courses for those already in managerial positions and their main characteristics.

The schools that responded that they do organise courses for those already in managerial and middle-managerial positions are 23 out of 29, plus Belgium, which only used the questionnaire for prosecutors. The complete list is included in the report. As far as chief prosecutors are concerned, 16 responding institutions out of 20 indicated that they organise courses for those already holding managerial positions (Q53).

An interesting difference between the courses for judges and for prosecutors emerges from the answer for the functions for which the courses are organised (53). For courts the courses, with rare exceptions, concern only presidents of courts, for prosecutors' offices, on the other hand, courses would seem to be organised for chief prosecutors but also for middle-managerial positions.

Among the 22 training institutions (21 from the tables plus Belgium) that offer courses for chief judges, half organise them after a specified time (Q55). Among the 16 institutions that organise courses for court managers, only four indicate that they do so after a specific timeframe (i.e. Bosnia, France, Kosovo, Serbia).

Course attendance for both judges and prosecutors is predominantly (12 out of 20) optional (Q57). Eight schools indicate that it is compulsory (i.e. Bosnia, Czech Republic, Hungary, Croatia, the Netherlands, Slovenia, Ukraine). There are also some 'mixed' solutions detailed in the report.

The duration of courses (Q58) for all managers is generally no longer than three days, with some exceptions. The duration is about one week in the Czech Republic, Denmark, Finland, France, Sweden and Hungary; only Italy and the Netherlands have courses lasting about three weeks.

The training is mainly face-to-face (Q61). The topics covered are detailed in the report, but they are very similar to those already indicated for the courses for aspiring managers, both judges and prosecutors. Certainly, the prevailing topics in the course are management, conflict management, communication, ethics and deontology (Q63). It is interesting to point out what has been developed by the Swedish training institution for court managers, which proposes dialogue groups on a voluntary basis for a confidential exchange of knowledge, experience and working practices. The groups must consist of no more than eight people. For each meeting, usually no more than five per year, a topic of discussion is chosen, which stems from direct experience in the office, and which one wants to share and discuss with colleagues.

As predictable, the trainers in the courses for chief judges are predominantly judges, whereas in those for chief prosecutors, public prosecutors prevail (Q64). Then we see the involvement of professors, researchers and managers of public and private organisations. In the courses for chief judges, there are also administrative managers. It is interesting to note that the Belgian institution expressly indicated that the training shall be carried out by managers from public and private organisations, whereas the Swedish institution, which is in charge of the training of court managers, indicated that the training is carried out by external but also internal leadership experts specially trained by the training institution.

As with the courses for candidates, lecturers are mainly appointed for each course, and only in some cases are seconded to the training institution on a part-time basis (Q65).

The training techniques proposed (Q66) are also those that favour interaction, but with a use of the more traditional presentations indicated by the institutions that form judging boards.

At the end of the course, only four schools indicate that an evaluation of the participants is carried out for presidents of courts and chief prosecutors (i.e. Bosnia, the Netherlands, Serbia, Ukraine). The evaluation is mainly carried out through a final multiple-choice test or the preparation of an action plan.

Consistently, the topics that should be included in a course for judges or public prosecutors already in managerial positions (Q73) are not very different from those already indicated for candidates. The priority topics for chief prosecutors should be management, ethics and deontology, conflict management, and organisational well-being. For chief judges, in addition to management, there are communication, conflict management, then information technology, personnel management, organisational well-being.

Training techniques should also favour interaction, with discussions and debates, problem-solving workshops and role-playing.

In conclusion, in a nutshell, the study shows that there are few European judicial training institutions that organise courses for aspiring managers and even fewer for aspiring middle managers. The courses are mostly optional and rarely compulsory. The duration is usually a few days, in several cases they last for a week or so, in very few cases several weeks.

More institutions indicate that they organise courses for those who already hold managerial positions. Again, there are few cases where courses are compulsory. The prevailing duration is a few days or a week, rarely extending over several weeks.

Aside from the different methods for the selection of presidents of courts and chief prosecutors, the training courses in their structure, duration and techniques used appear similar. The preferred methods for this type of training are face-to-face training, also because techniques that provide for the involvement of participants such as discussions, problem-solving seminars, case studies, and role simulations are prioritised. This first study alone does not allow to delve into the contents of the courses, which would have required an in-depth analysis of the programmes and training materials.

Only in a few cases is the training of participants evaluated, and it never appears to be used in the process of potential reappointment.

This is the first European comparative study on training of presidents of court, chief prosecutors and judicial middle-managers. As is well known, and as emerged during the research, this is a crucial issue for the proper functioning of judicial offices, which are increasingly characterised by a growing organisational and management complexity. Management must have a specific professionalism, complementary to the purely legal one, which must be learnt, enhanced, and shared through specific training courses that only a few European countries currently organise.

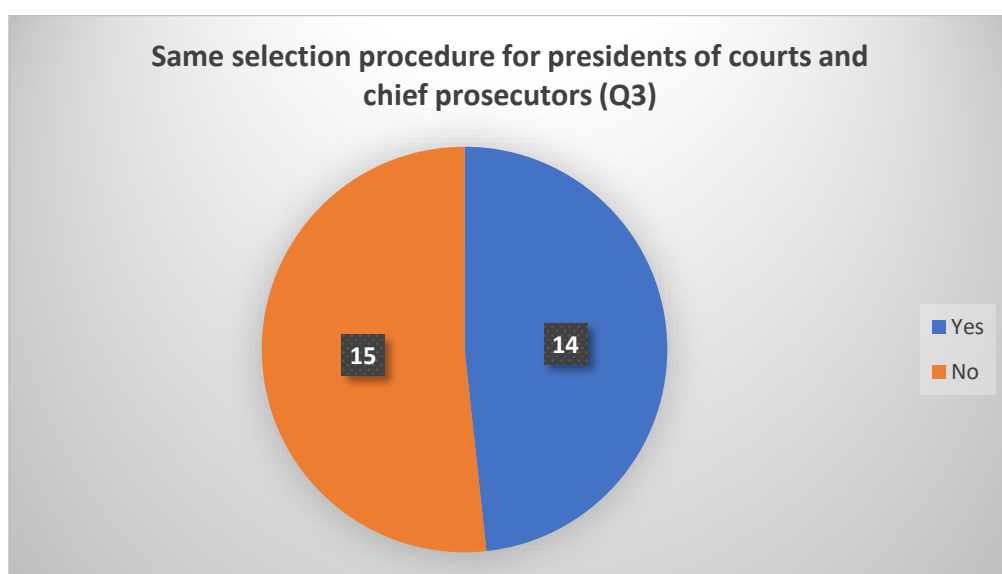
2. Background data on the selection and tasks of judges and prosecutors in the European judicial systems

The first part of the questionnaires concerned the collection of some basic information on certain characteristics of judicial and prosecutorial appointments in the various European countries in order to contextualise the proposed training courses.

As mentioned, there were two questionnaires prepared, although identical, one for courts and one for prosecutors' offices in order to better adapt the collection of information to the various European systems.

Question No. 3 (Q3) of the questionnaire asked whether the selection procedure for presidents of courts and chief prosecutors was the same. The answers to the questionnaire for prosecutors completed by the training institutions have the suffix 'PM'.

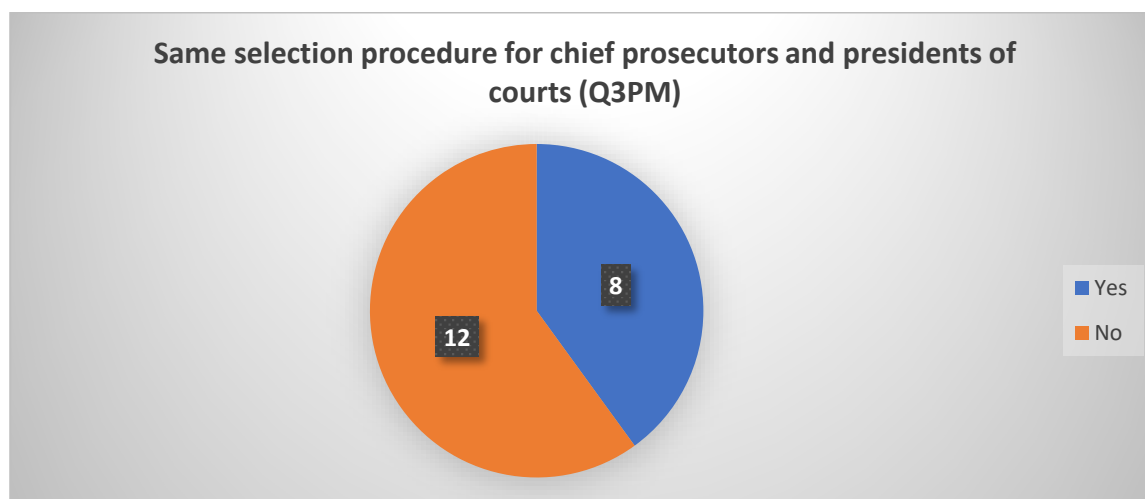
The answers to the two questionnaires are shown in the figures and tables below.



| 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 |

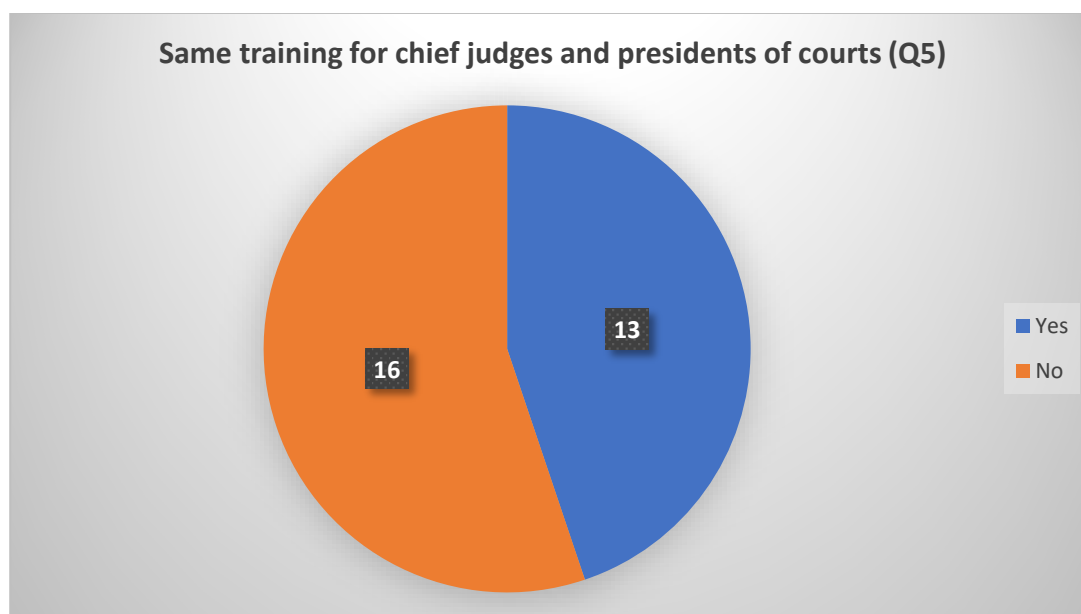
Please note that the numerical values of the institutions that answered the same question in the questionnaire for prosecuting offices are different from those that answered the questionnaire for courts, because the total answers of the two subsets are different.



| Name of the training Institution in English: | Country: | Do the Chief prosecutors and the Presidents of courts 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 |
| 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 Centre of Ukraine | Ukraine | No |
| Center for Legal Studies | Spain | No |
| Judicial Studies Committee | Malta | No |
| ENM | France | No |

The next question (Q5) asked whether the training of judges and prosecutors was joint.⁷

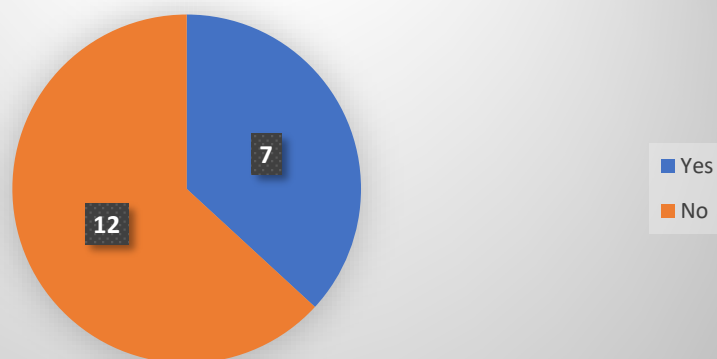


⁷ Usually, each question in the questionnaire was followed by an open question for the input of further details. This is why the 'next question' has a numbering that is often numerically not subsequent to the previous question.

| 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 |

The same question was also asked in the questionnaire for prosecutors (Q5PM).

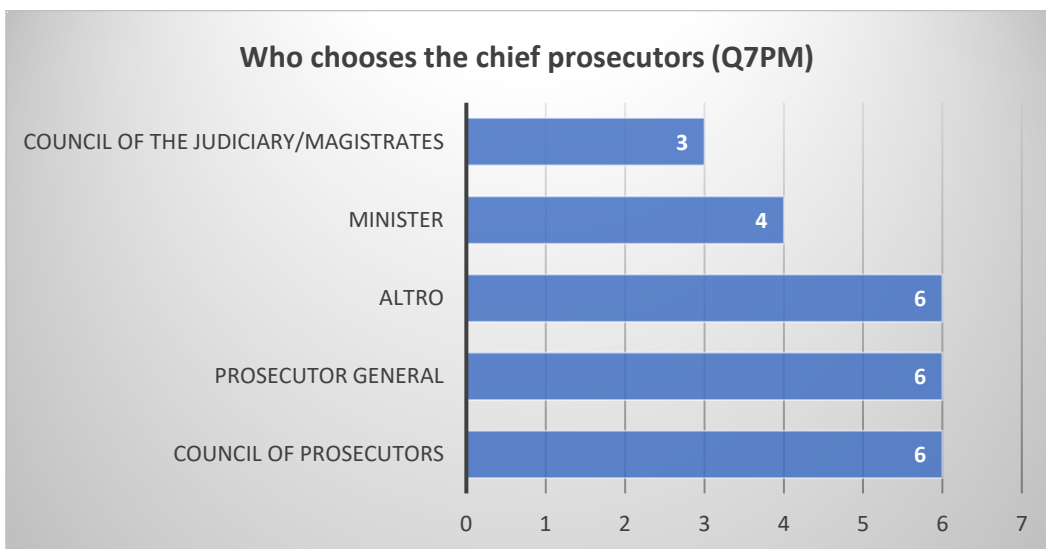
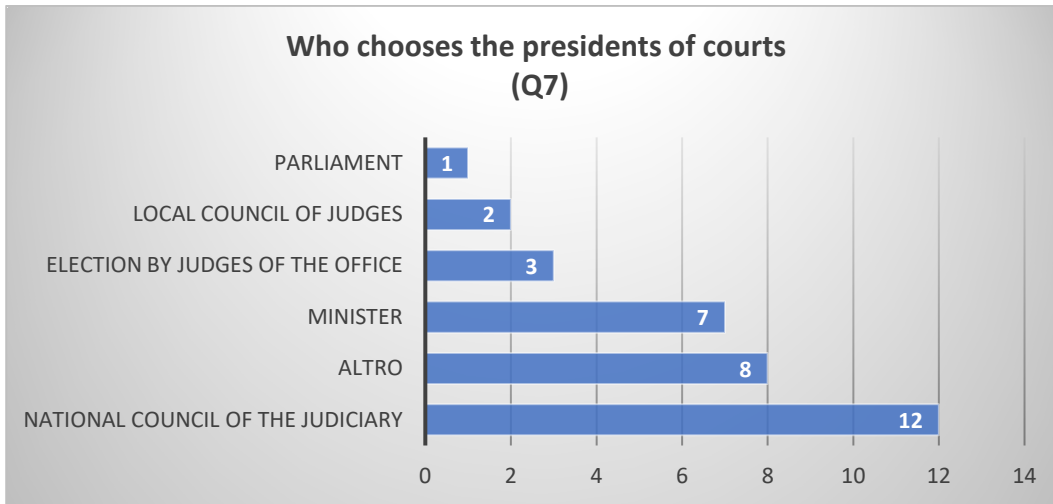
**Same training for chief prosecutors and presidents of courts
(Q5PM)**



| 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 Centre 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 |

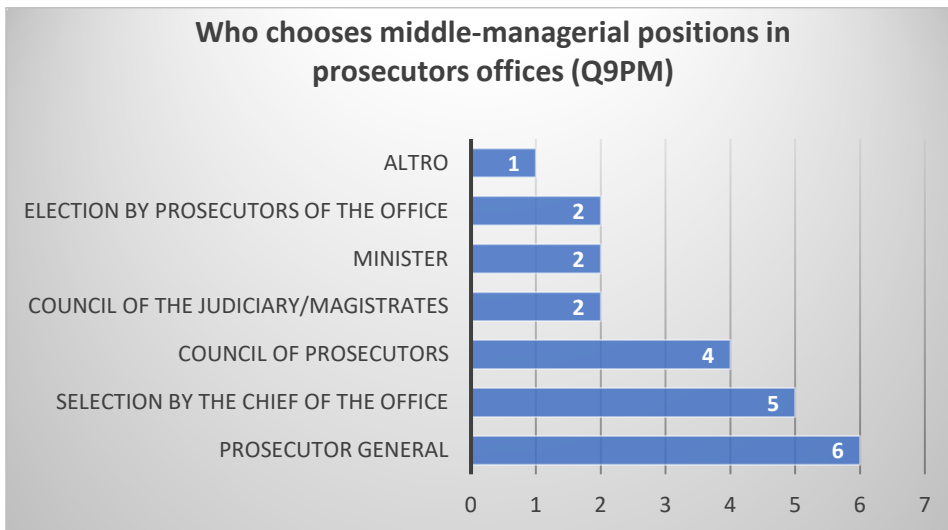
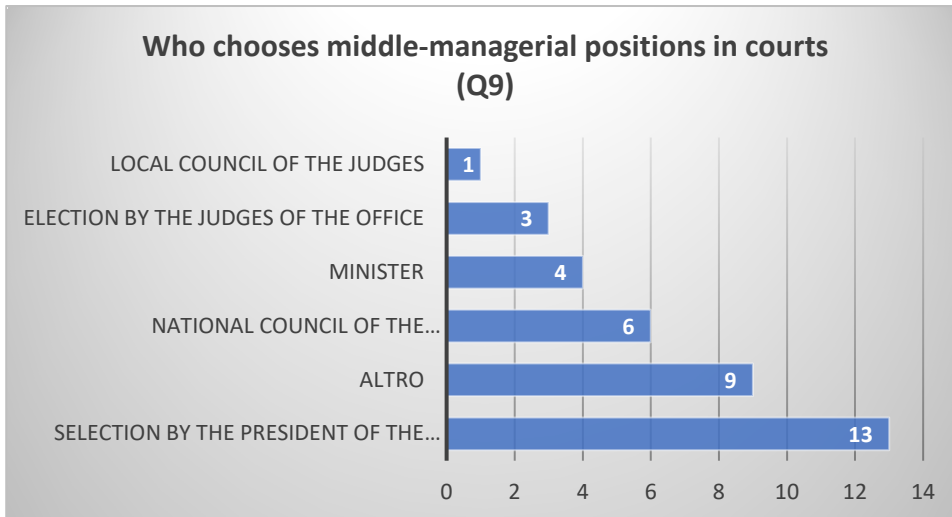
The next question (Q7) concerned the institutions that choose the presidents of courts and the chief prosecutors (Q7PM).

Please note that the total number of responses is higher than the number of institutions because this is a question in which it was possible to indicate more than one response, e.g. in cases where more than one institution is involved in the selection process.



The same question was asked for the choice of middle-management appointments (Q9).⁸

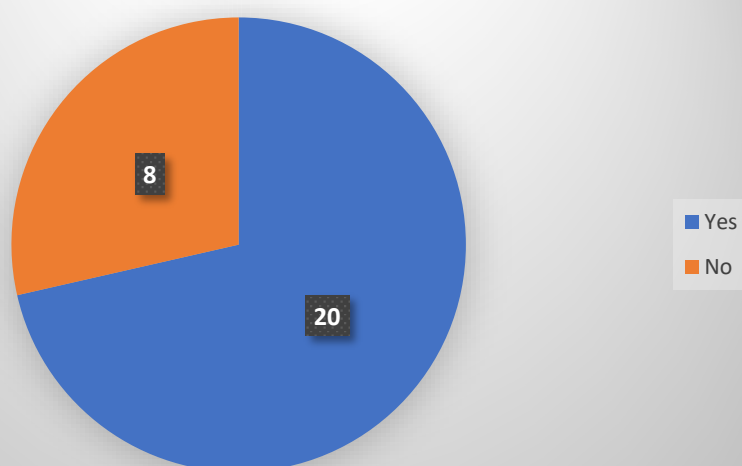
⁸ Please note that 'altro' means 'other'.



The duration of the tenure as president of court (Q11) is very different in the various European countries. One country provides for a duration of two years (Greece), several three, four, or five years, a few seven years (e.g. Czech Rep.), in some countries the tenure goes up to retirement (e.g. Austria, Denmark, Finland, Germany, Sweden). For prosecutors' offices, the duration is equally variable, ranging from three years (e.g. Portugal and Romania) to seven years (France), with many countries taking intermediate durations (usually five years).

Questions Q12 and Q12PM asked whether presidents of courts and chief prosecutors can be confirmed in office after a first term.

Presidents of courts may be confirmed (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 | 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 | |

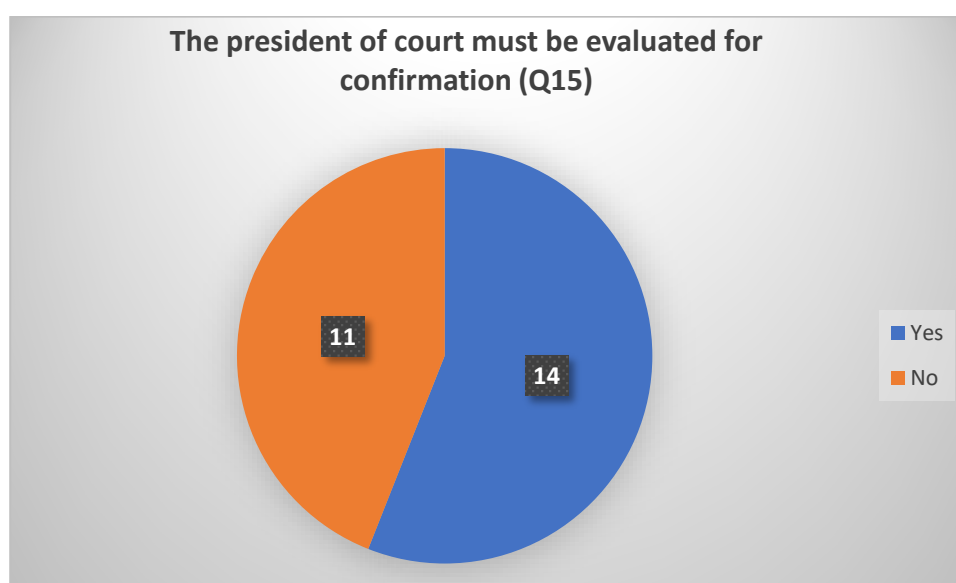


| Name of the training Institution in English: | Country: | Can the Chief Prosecutor be reappointed? |
|--|------------------------|--|
| The National Institute of Justice | Moldova | Yes |
| Academy for judges and public prosecutors | North Macedonia | Yes |
| Prosecutor General | Finland | Yes |
| 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 Centre 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 |

Question 14 (Q14 and Q14PM) asked how many times presidents of courts and chief prosecutors can be reappointed. Usually, the institutions have indicated that it is only possible to be re-appointed once in the same office. Obviously, this rule does not apply in countries where the managerial position is held until retirement or in the few countries where the chief is elected. For chief prosecutors the same rules generally apply, but with a large number of countries where there are no limits to reappointment (e.g. Portugal, Czech Republic, Sweden, Ukraine, Hungary).

The next question collected data on the possibility of the presidents of courts (Q15) or chief prosecutors (Q15PM) to be confirmed after an evaluation.



| 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 |

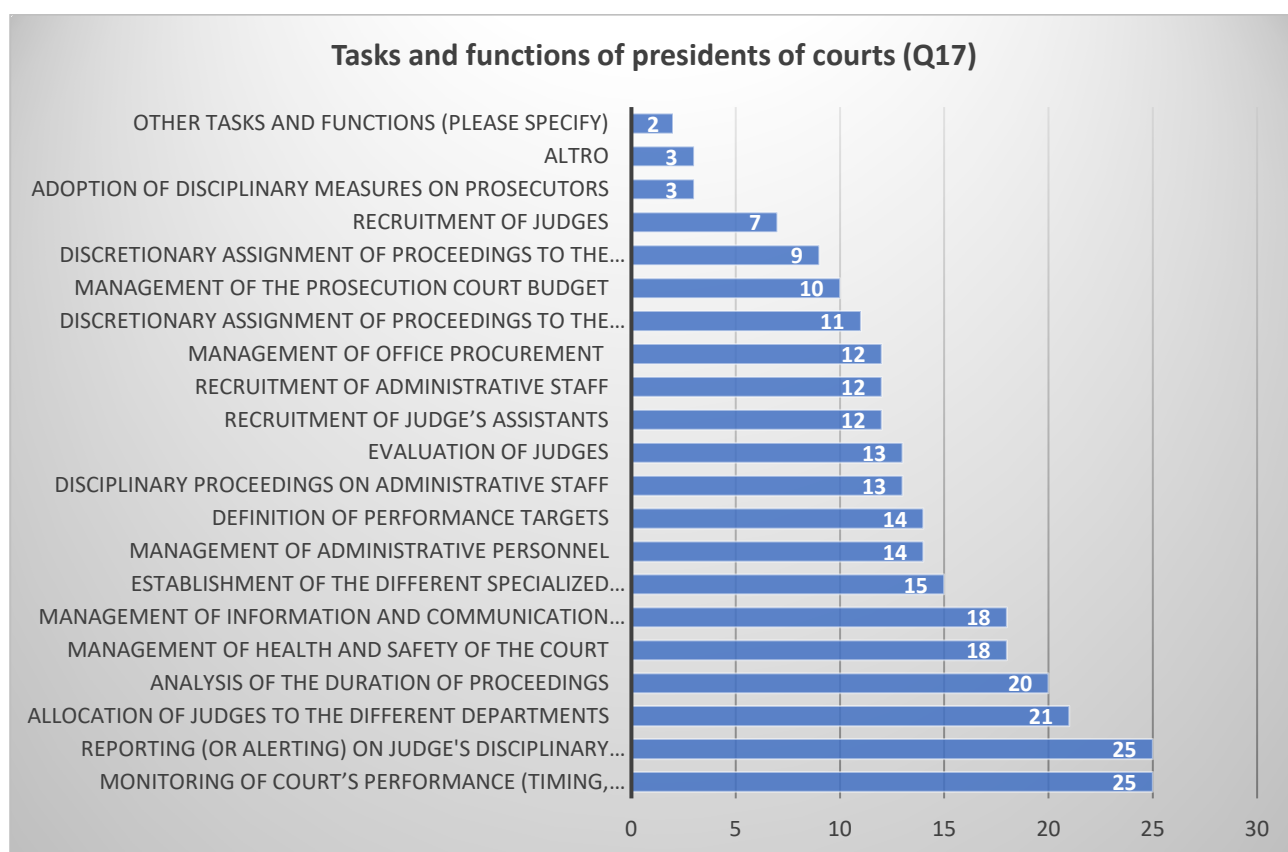
| | | |
|---|---------------------|-----|
| The National Institute of Justice | Republic of Moldova | Yes |
| Judicial School of Spain | Spain | Yes |
| Italian School for the Judiciary | Italy | Yes |
| The Danish Court Administration | Denmark | No |
| Judicial Academy | Czech Republic | No |
| Academy 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 | | |
| Judicial Training Academy | Sweden | |
| Judicial Academy | Republic of Serbia | |
| Judicial Studies Committee | Malta | |



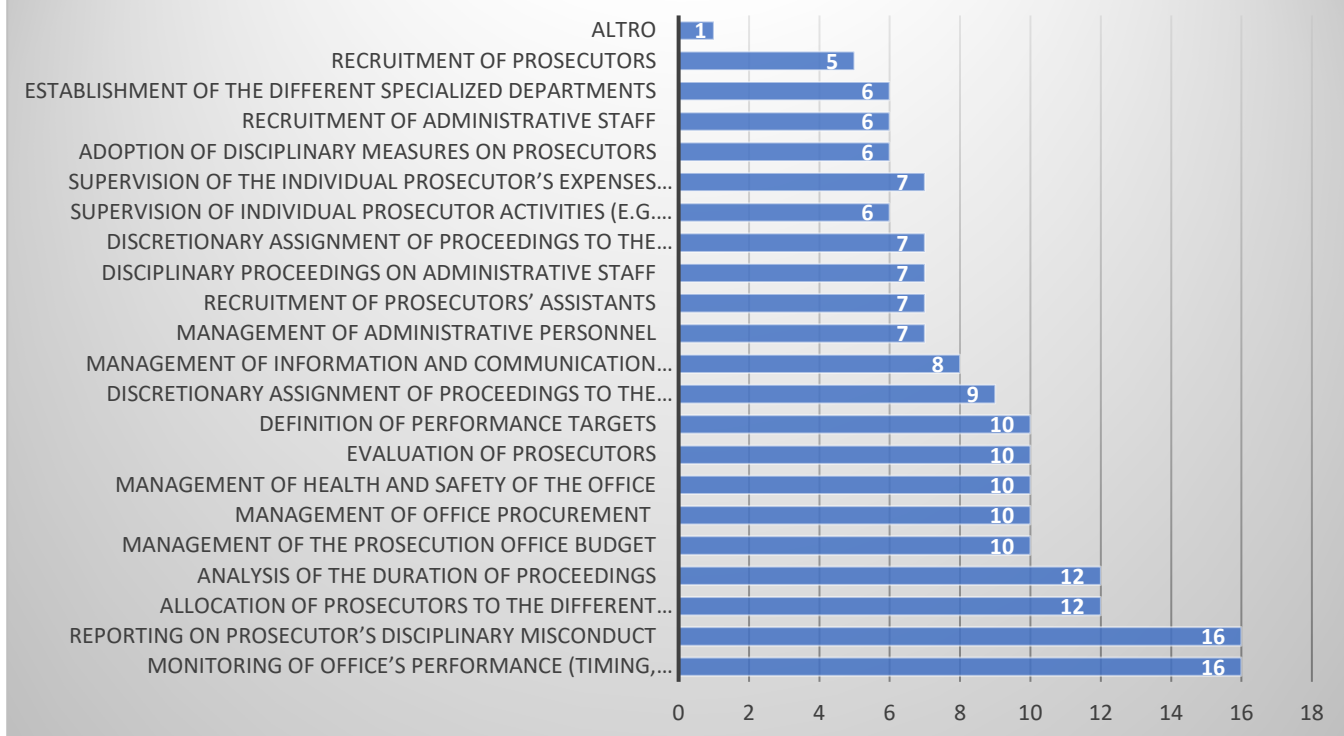
| Name of the training Institution in English: | Country: | Is the Chief prosecutor reappointment subject to evaluation? |
|--|------------------------|--|
| The National Institute of Justice | Moldova | Yes |
| Academy for judges and public prosecutors | North Macedonia | Yes |
| Prosecutor General | 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 Centre 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 | |

The functions and tasks of presidents of courts (Q17) and chief prosecutors (Q17PM) are very broad and diverse in all countries, as shown by the data collected.

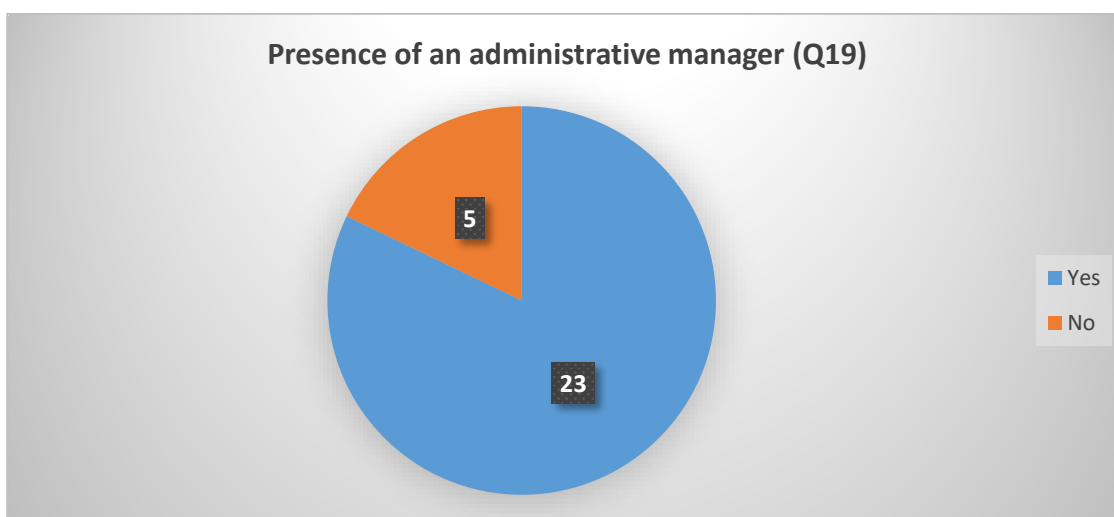


Tasks and functions of chief prosecutors (Q17PM)



Presidents and chief prosecutors are supported by an administrative manager in many countries (Q19 and Q19PM).

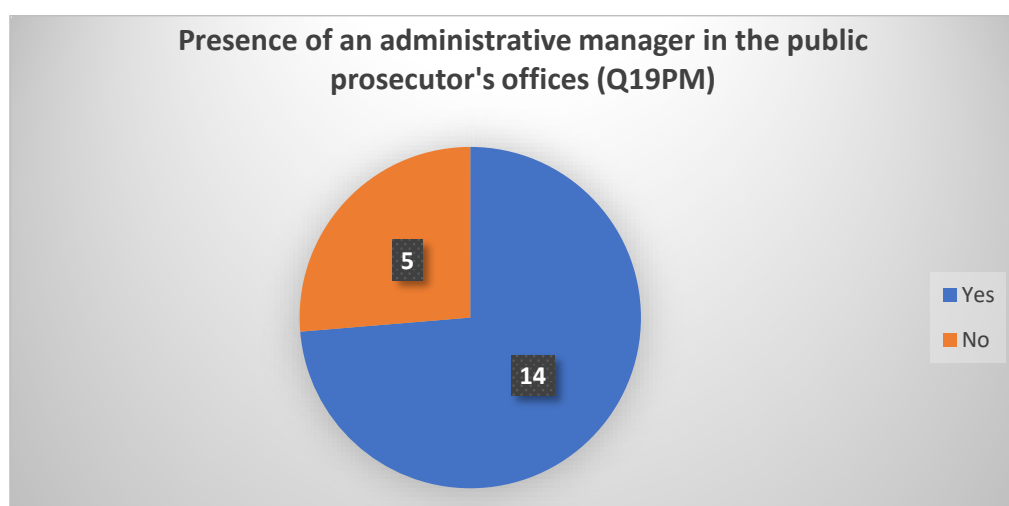
Presence of an administrative manager (Q19)



| 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 | |

The public prosecutor's offices have fewer administrative managers working alongside the chief prosecutor (Q19PM).

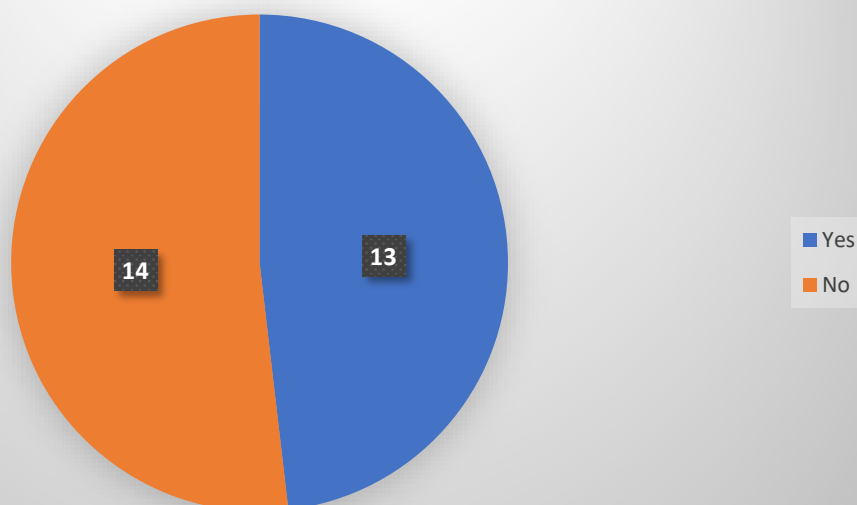


| Name of the training Institution in English: | Country: | Is there an Administrative manager alongside the Chief prosecutor? |
|--|---------------------------|--|
| The National Institute of Justice Prosecutor General | Moldova | Yes |
| Centre for Judicial and Prosecutorial Training of the Federation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

It was then asked whether there is any overlap between the two roles (Q21 and Q21PM).

As shown in the figure and the table, half of the training institutions responding to the questionnaire indicate the existence of overlaps between the two roles. Further research would be necessary to better understand their nature, because the open question intended to indicate further information was not used sufficiently to allow this in-depth investigation.

Overlapping of tasks between the president and the administrative manager (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 | |

The same question in the questionnaire for chief prosecutors received the following answers.



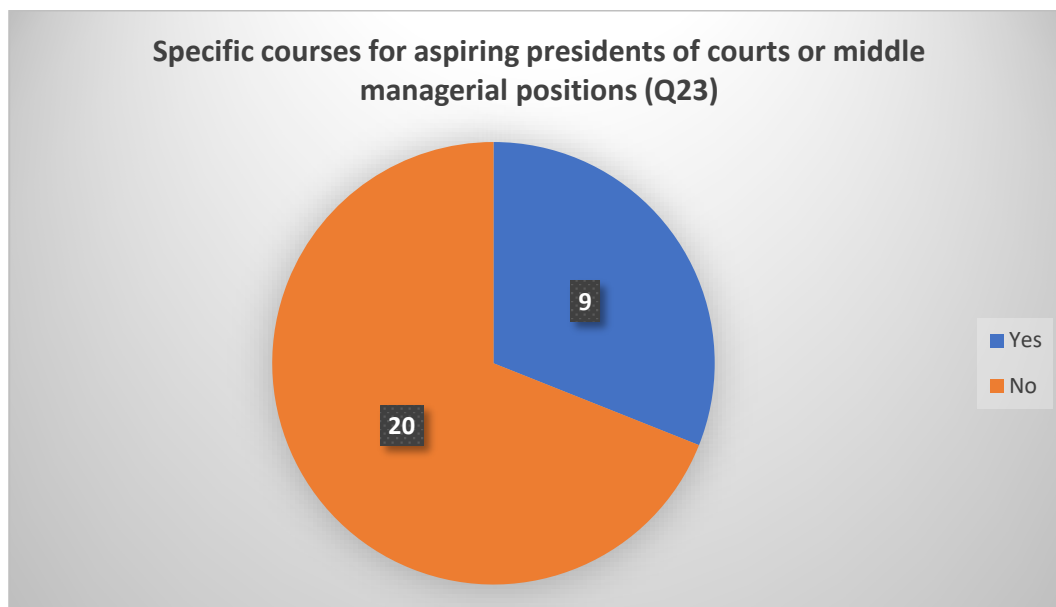
| Name of the training Institution in English: | Country: | If yes, are there some overlaps between the tasks and functions of the Chief prosecutor and the Administrative manager? |
|--|------------------------|---|
| Prosecutor General | Finland | Yes |
| Department for Human Resources, Continuous Training 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 Centre of Ukraine | Ukraine | |
| Center for Legal Studies | Spain | |

3. Training for judges aspiring to managerial and middle managerial positions in Europe

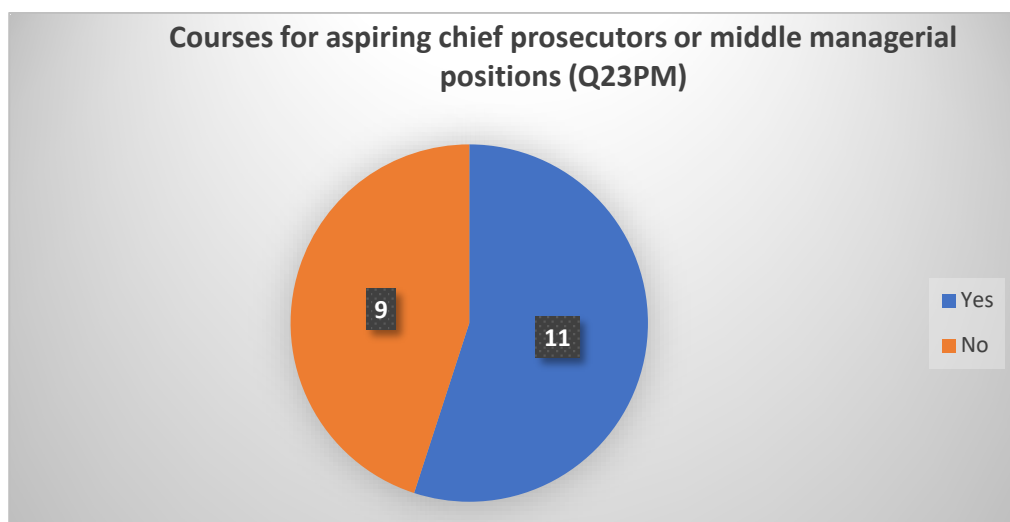
The first question in this second part of the questionnaire concerned the possible organisation of courses for judges aspiring to managerial or middle managerial positions.

As shown in the following figure and table, 9 out of 29 European countries state that they organise specific courses for Presidents of courts or middle managerial positions.



| Name of the training Institution in English: | Country: | Does the School organise training courses for ASPIRING Presidents of courts or middle managerial 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 |

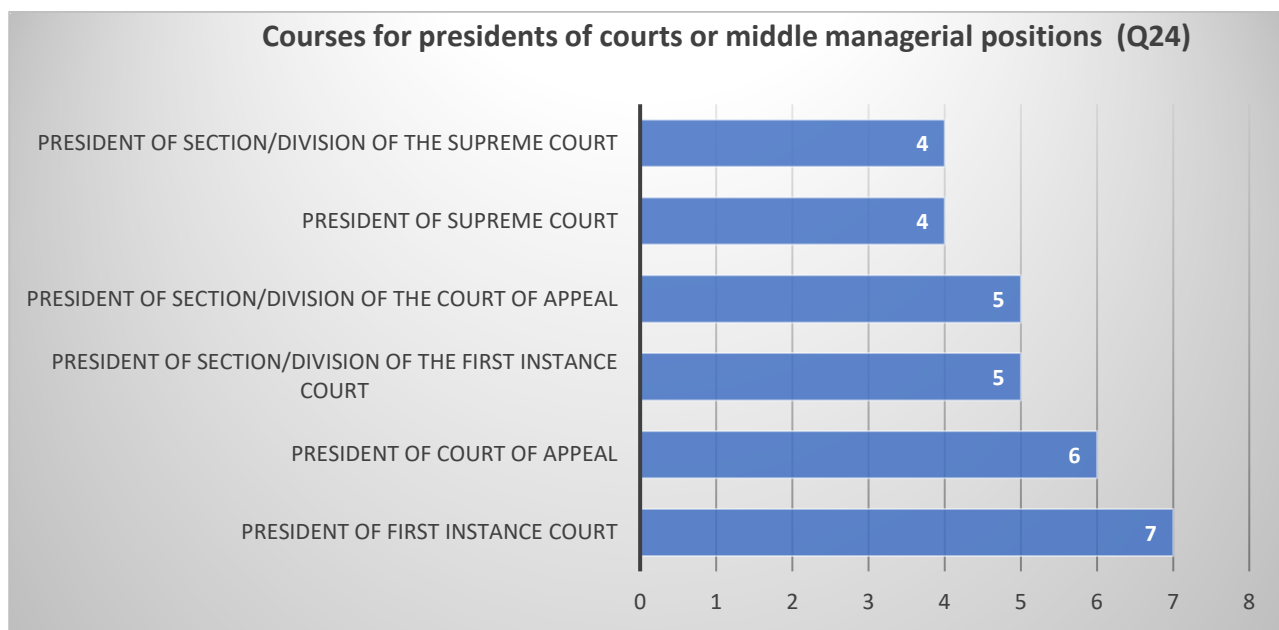
| | | |
|---|----------------------|----|
| Hungarian Academy of Justice | Hungary | No |
| Judicial Academy | Croatia | No |
| Judicial Training Centre of Slovenia | Republic of Slovenia | No |
| National Institute of Justice | Bulgaria | No |
| National School of Judges of Ukraine | Ukraine | No |
| 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 |

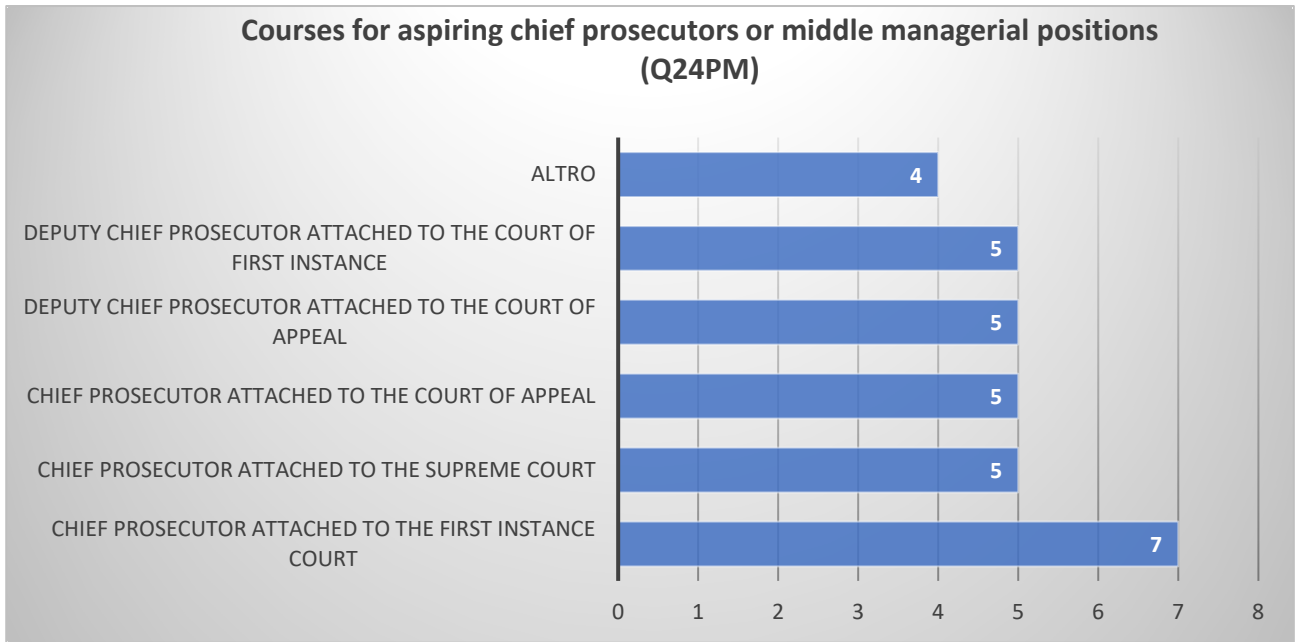


| Name of the training Institution in English: | Country: | Does the School organise training courses for ASPIRING Chief prosecutors or middle managerial positions? |
|--|------------------------|--|
| Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina | Bosnia 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 |

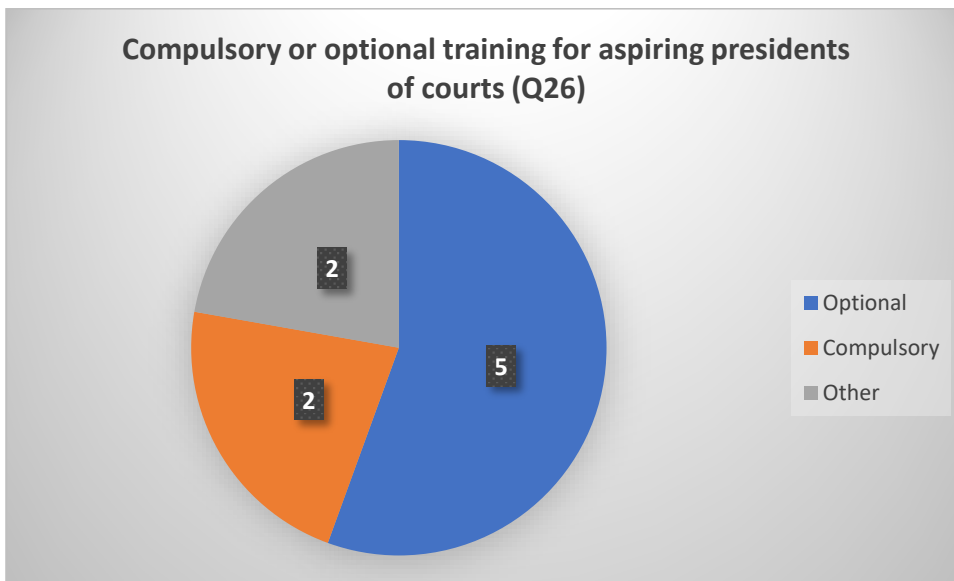
| | | |
|---|--------------------|-----|
| Centre for Judicial Studies | Portugal | Yes |
| The Prosecutor's Training Centre of Ukraine | Ukraine | Yes |
| Judicial training institute | Belgium | Yes |
| Center for Legal Studies | Spain | Yes |
| Judicial Academy | Republic of Serbia | Yes |
| ENM | 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 |

In countries where courses are organised, they are for these functions (Q24 and Q24PM).





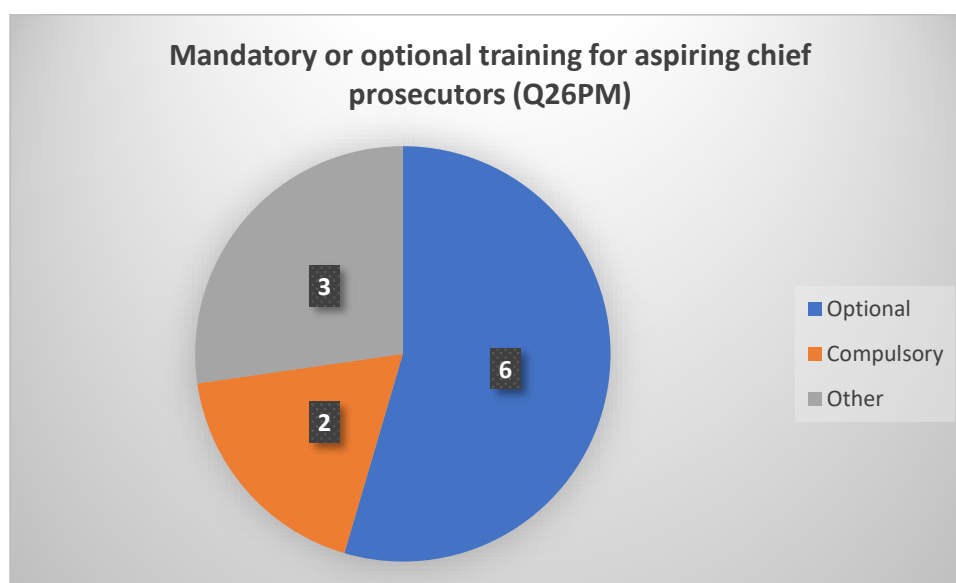
Question Q26 asked whether management training is compulsory or optional. As can be seen from the figure but, above all, from the table, of the nine countries that indicated that they organise training courses for aspiring presidents, in only two countries (i.e. Italy and Portugal) are they compulsory, in five they are optional and two indicate a mixed situation, although reading the answer it seems that they are not courses for aspiring but for already in-post presidents.



| 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 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 |

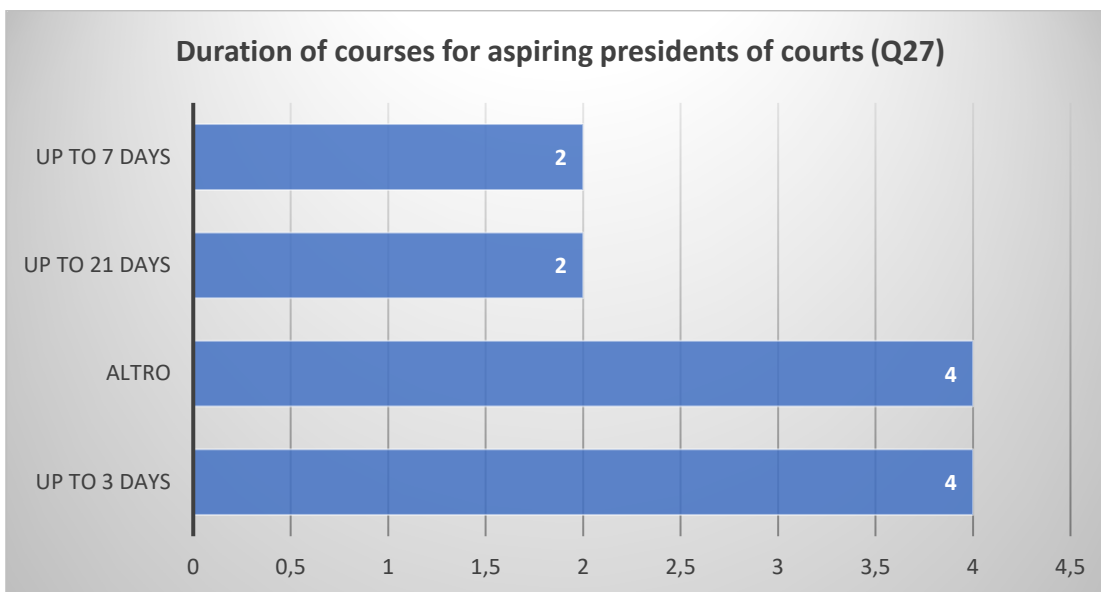
The same question was asked for the training of chief prosecutors (Q26PM), with only two institutions (Portugal and Sweden) claiming to organise compulsory courses, to which Italy must be added, which correctly completed only one questionnaire but the courses are compulsory for both aspiring presidents of courts and chief prosecutors.



| 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 |

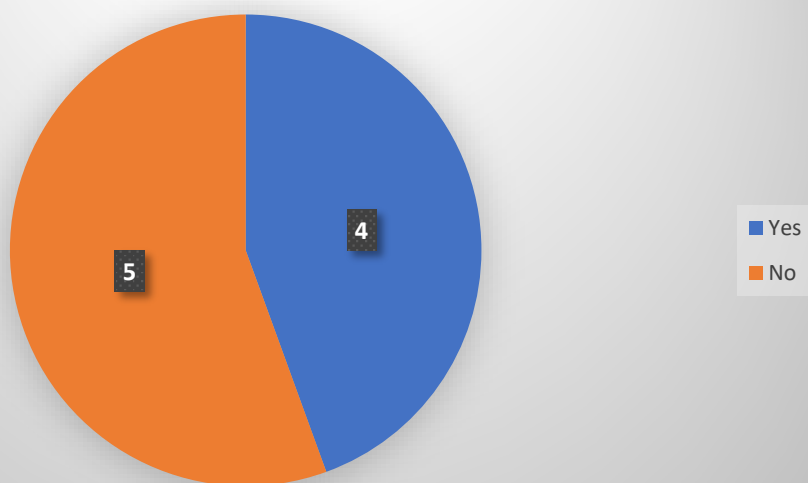
| | | |
|--|------------------------|--|
| ENM | France | Optional |
| Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General | Hungary | Optional; Compulsory |
| The Prosecutor's Training Centre of Ukraine | Ukraine | According to the legislation, prosecutors must 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 |

The duration of the courses (Q27 and Q27PM) is predominantly three days, with only a few institutions organising courses of longer duration.



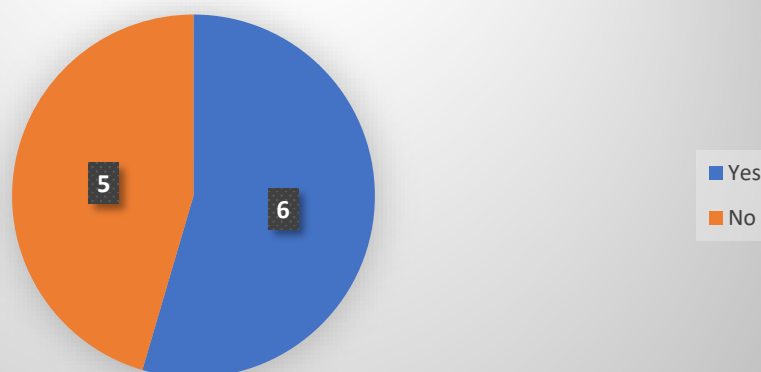
Questions Q28 and Q28PM asked whether courses to prepare for managerial roles should be attended only once by the candidate.

Courses for aspiring presidents of courts must be attended only once (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 managerial 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 |

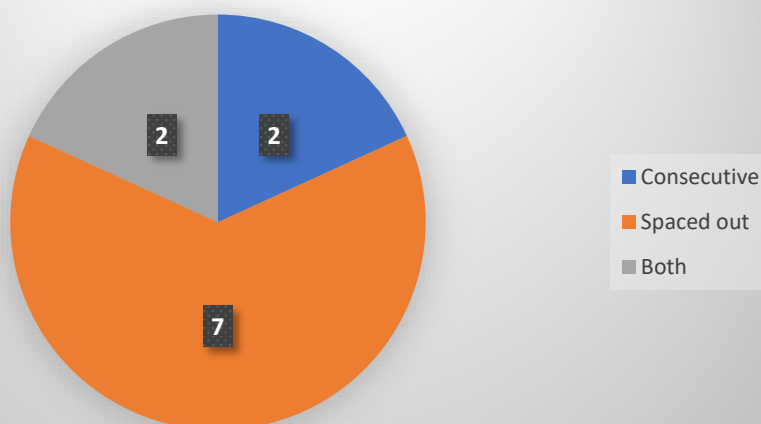
Courses for aspiring chief prosecutors must be attended only once (Q28PM)



| 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 managerial 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 Centre 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 | |

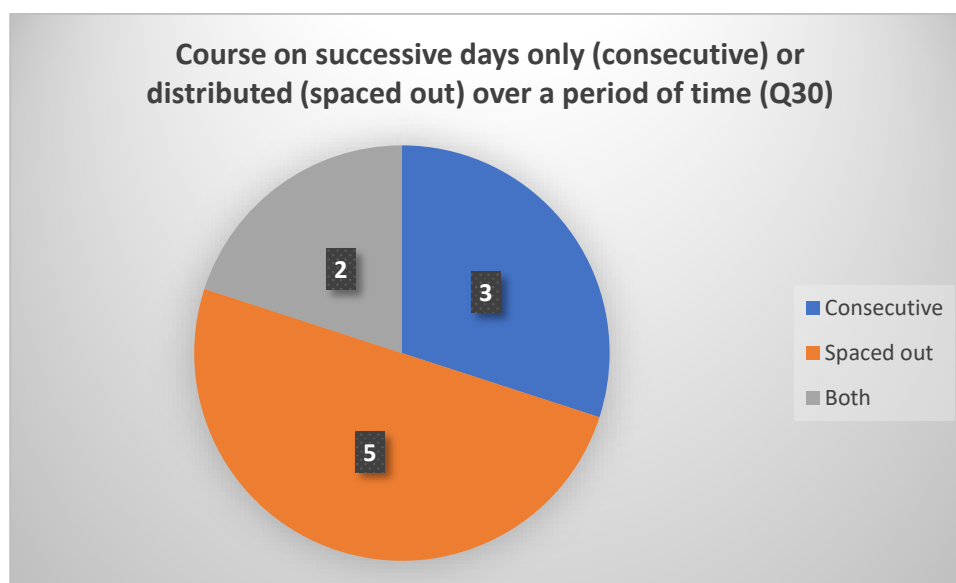
Question 30 (Q30 and Q30PM for requesters) asked whether the courses organised are concentrated in immediately following days or are spread over a wider temporal space. As can be seen from the figures and tables, there is a prevalence of courses that are spread over several time periods.

Course on successive days only (consecutive) or distributed (spaced out) over a period of time (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 |

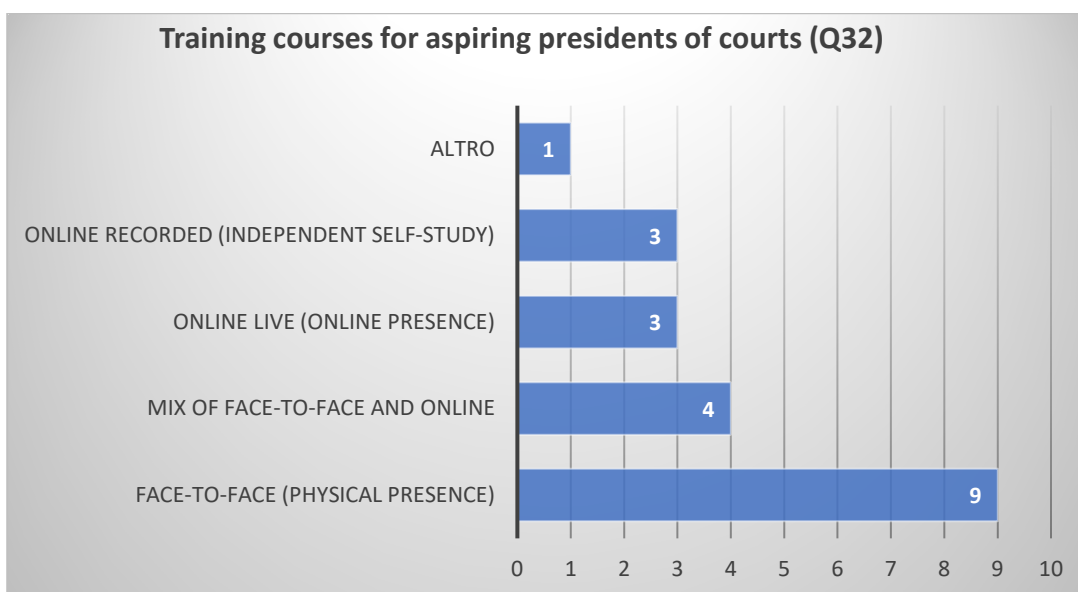
As far as prosecutors' offices are concerned, the response of the Spanish training institution is noteworthy, where courses appear to be only online and recorded so that prosecutors can follow them remotely whenever they want.



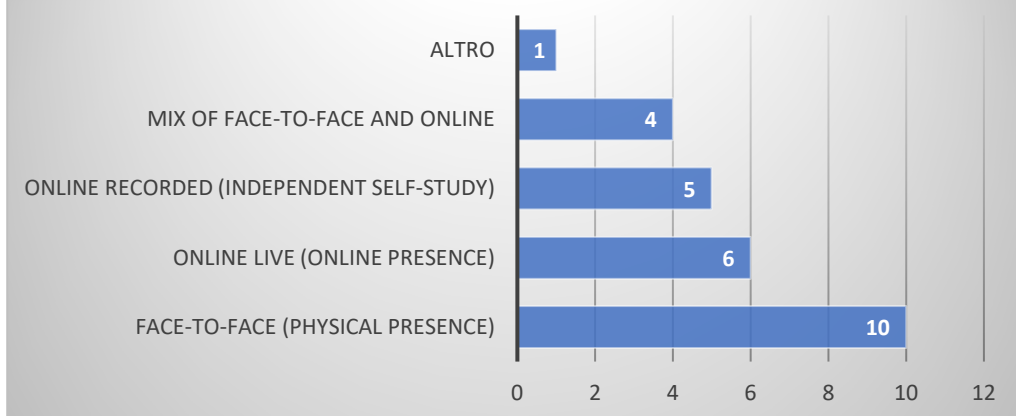
| Name of the training Institution in English: | Country: | Please indicate if the training courses are ... |
|--|------------------------|--|
| National Institute of Magistracy - NIM | Romania | Consecutive days/activities |
| Academy of Justice, Kosovo | Kosovo | Consecutive days/activities |
| The Prosecutor's Training Centre 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 | online, asynchronous. So, people who attend to them may organise 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 |

Questions Q32 and Q32PM explored the training modes. As shown in the figures, the face-to-face mode is the most widely used.

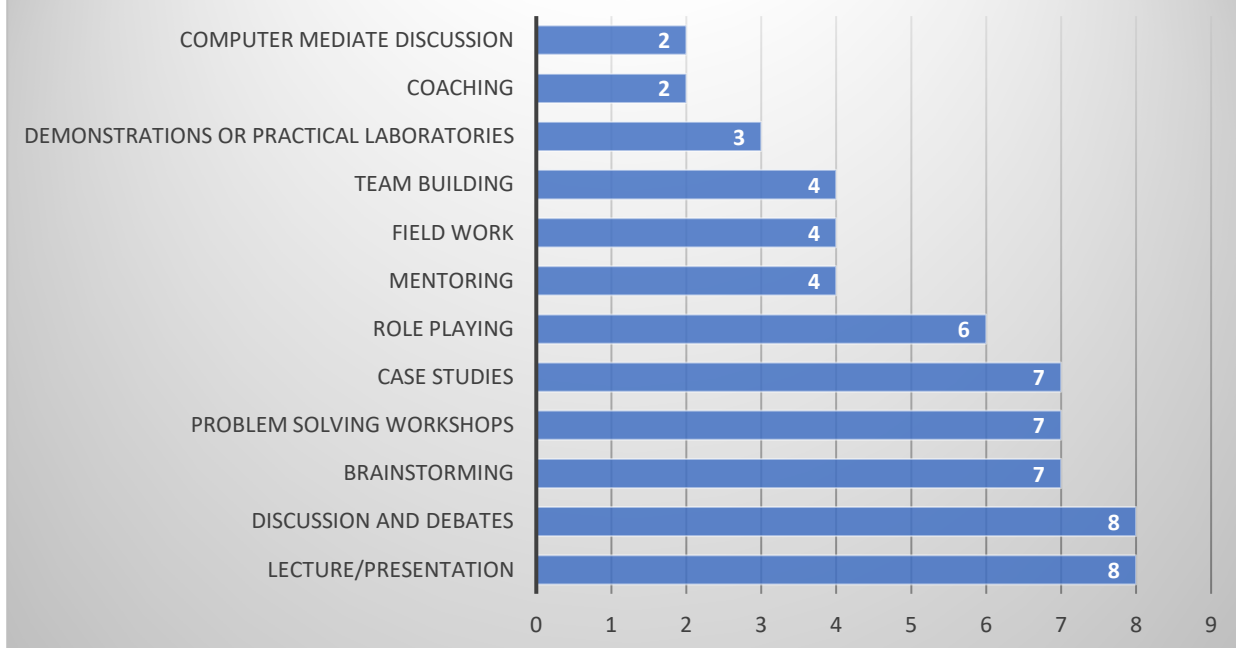


Training courses for aspiring chief prosecutors (Q32PM)

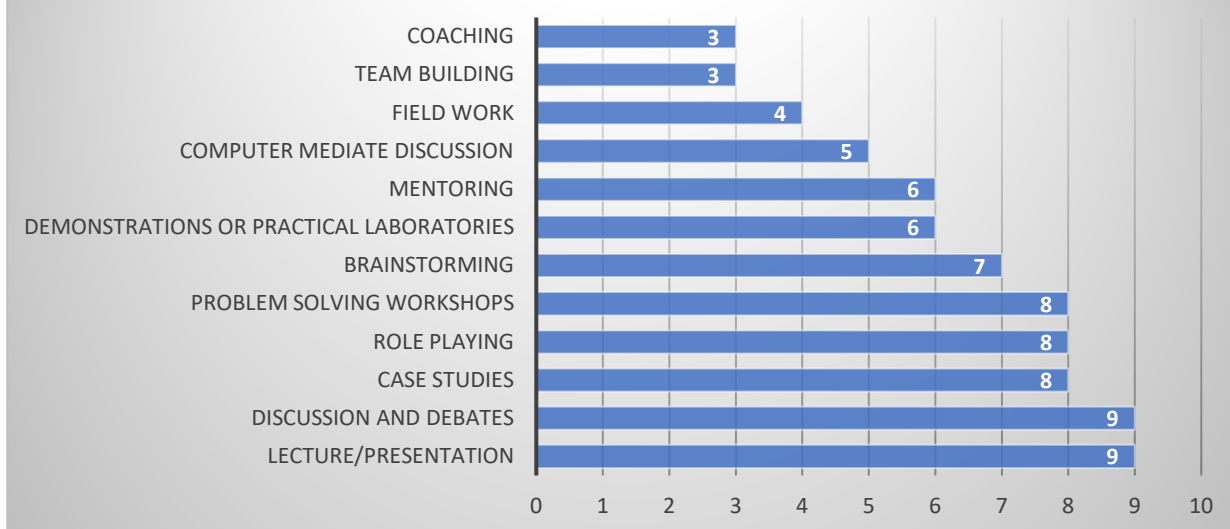


The training methods used in the courses for presidents of courts (Q35) and chief prosecutors (Q35PM) are different and are shown in the figures below.

Training methods used for aspiring presidents of courts (Q35)



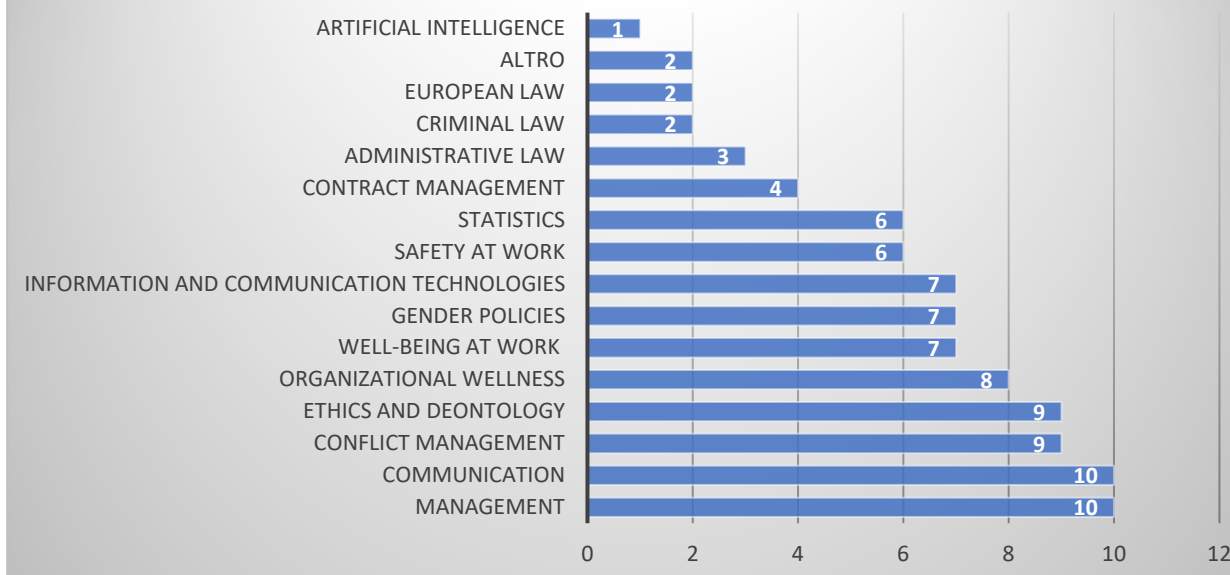
Training methods used for aspiring chief prosecutors (Q35PM)



Question 36 (Q36) asked for an estimate of the percentages of the various training techniques used in the various courses, but the answers did not provide any useful indications. However, the answers from the various countries can be found in the appendix.

The subjects covered by the training for presidents of courts (Q38) and chief prosecutors (Q38PM) indicated by the various institutions organising these courses are shown in the figures below.

Course topics for aspiring presidents of courts (Q38)

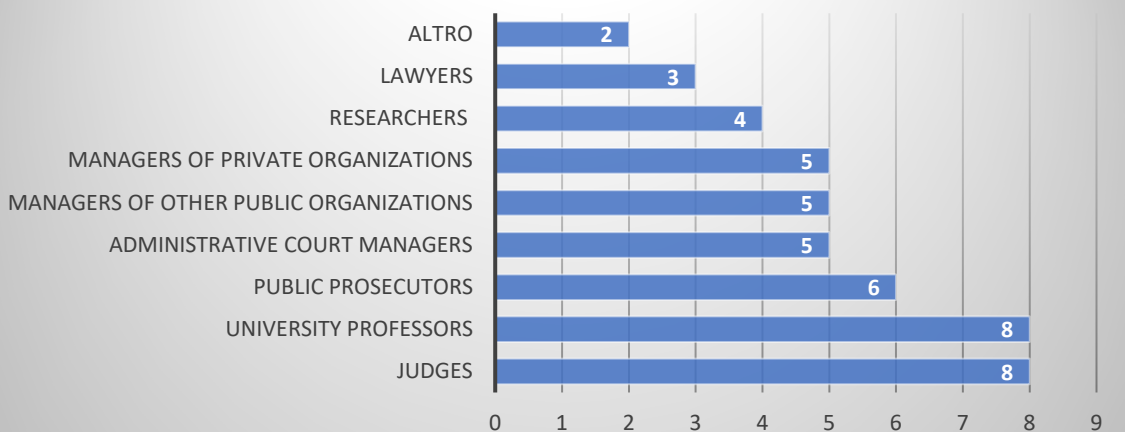


Course topics for aspiring chief prosecutors (Q38PM)



The following figures indicate the trainers employed in the courses for presidents of courts (Q40) and chief prosecutors (Q40PM).

Trainers for aspiring presidents of courts (Q40)

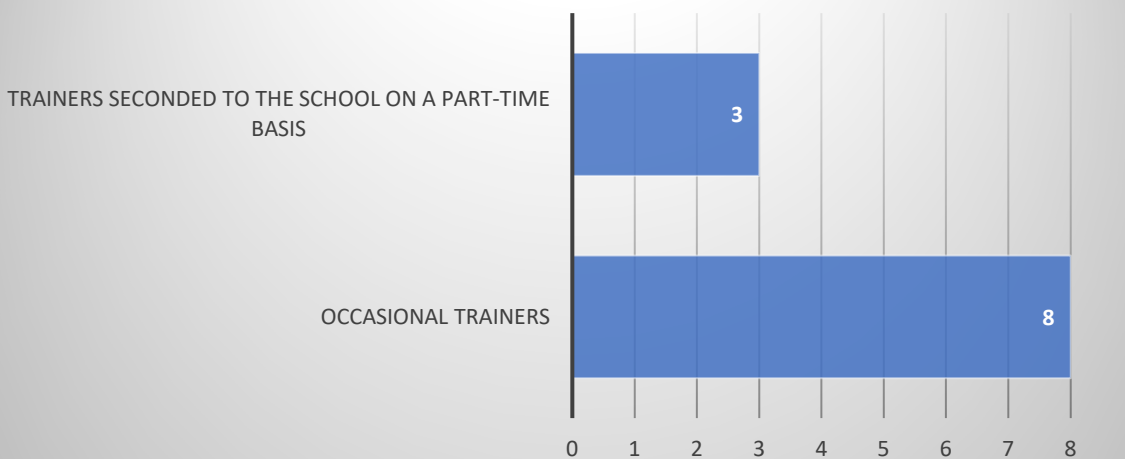


Trainers for aspiring chief prosecutors (Q40PM)



The placement of trainers for presidents of courts (Q42) and chief prosecutors (Q42PM) within the institutions' activities is mainly 'on call'.

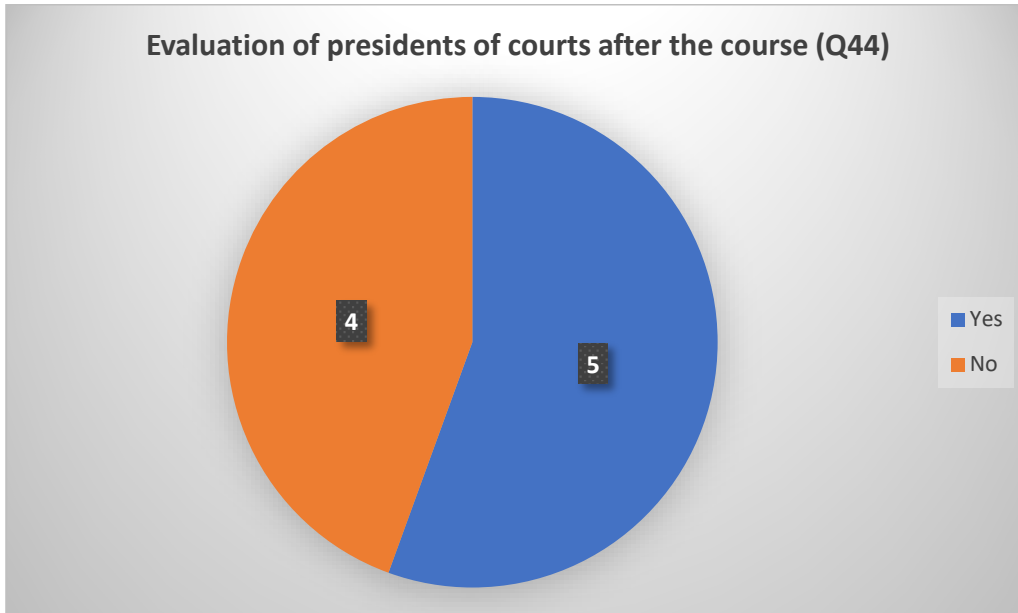
Placement of trainers for aspiring presidents of courts (Q42)



Placement of trainers for aspiring chief prosecutors (Q42PM)

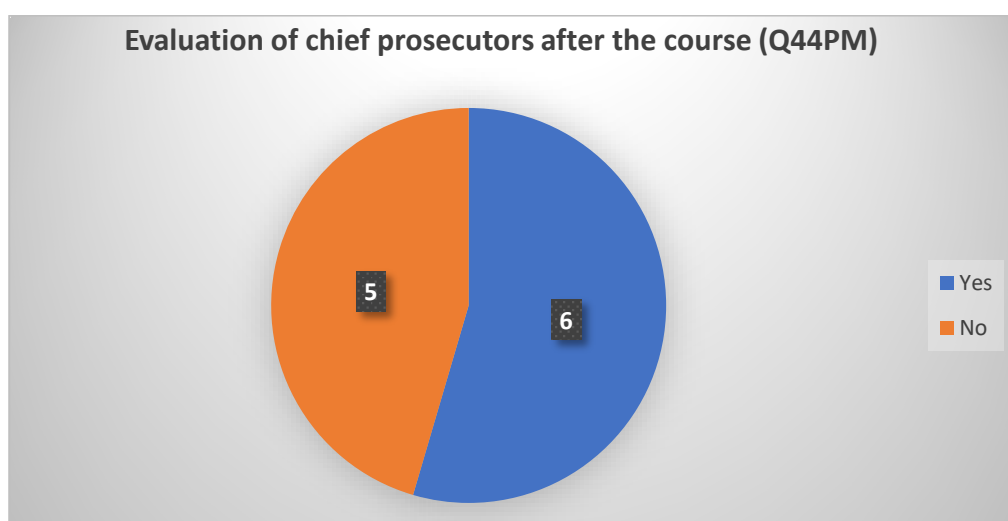


The figures and, in more detail, the tables below show the training institutions that carry out an evaluation of course participants at the end of the training period for presidents of courts (Q44) and chief prosecutors (Q44PM).



| 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 | |

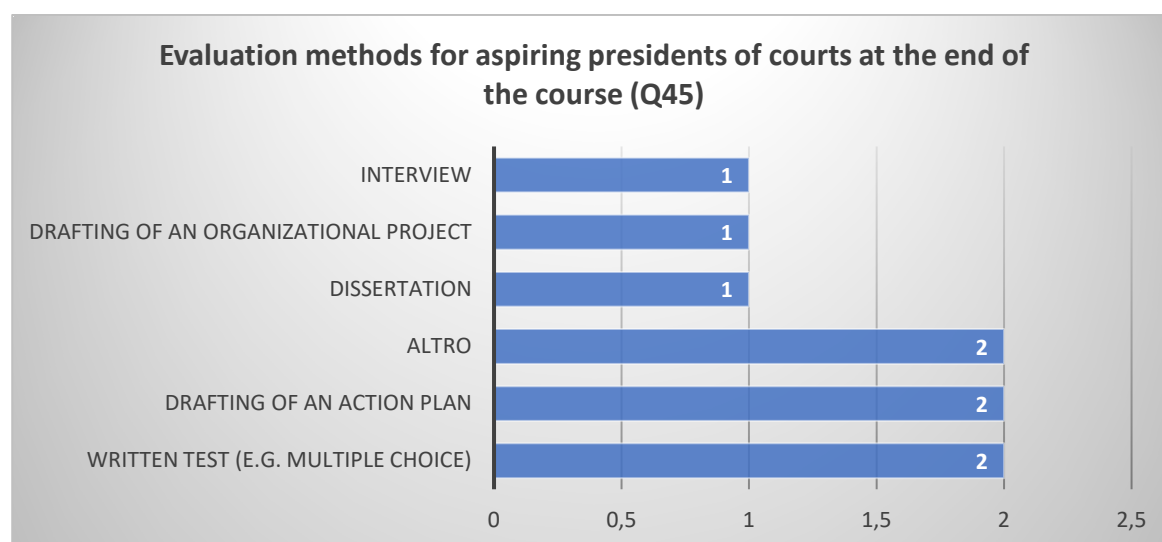
| | |
|---|----------------------|
| Judicial Academy | Croatia |
| Judicial Training Centre of Slovenia | Republic of Slovenia |
| National Institute of Justice | Bulgaria |
| National School of Judges of Ukraine | Ukraine |
| Ministry of Justice | Austria |
| Judicial Training Academy | Sweden |
| 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 |



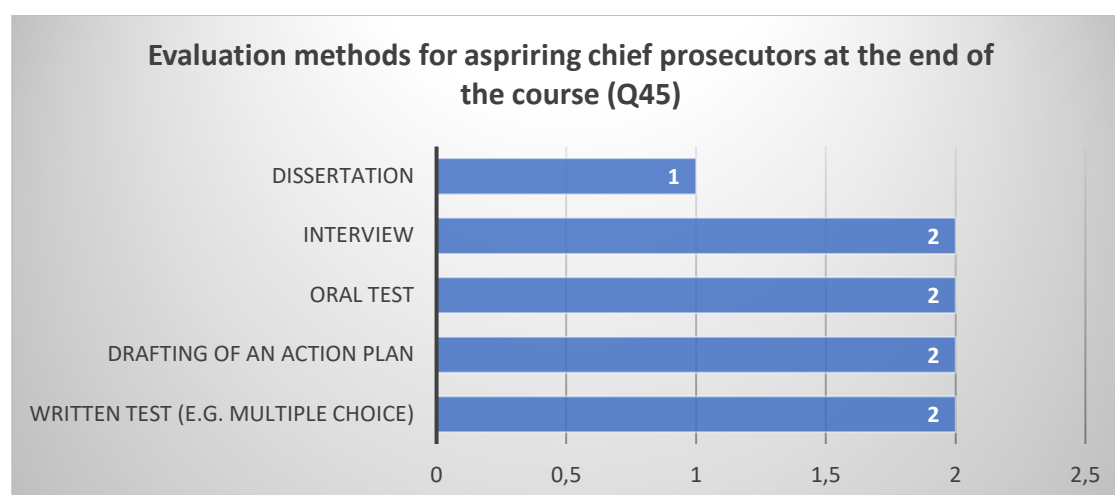
| Name of the training Institution in English: | Country: | Are course participants evaluated at the end of the training course? |
|--|------------------------|--|
| Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina | Bosnia and Herzegovina | Yes |
| Department 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 Centre 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 | |

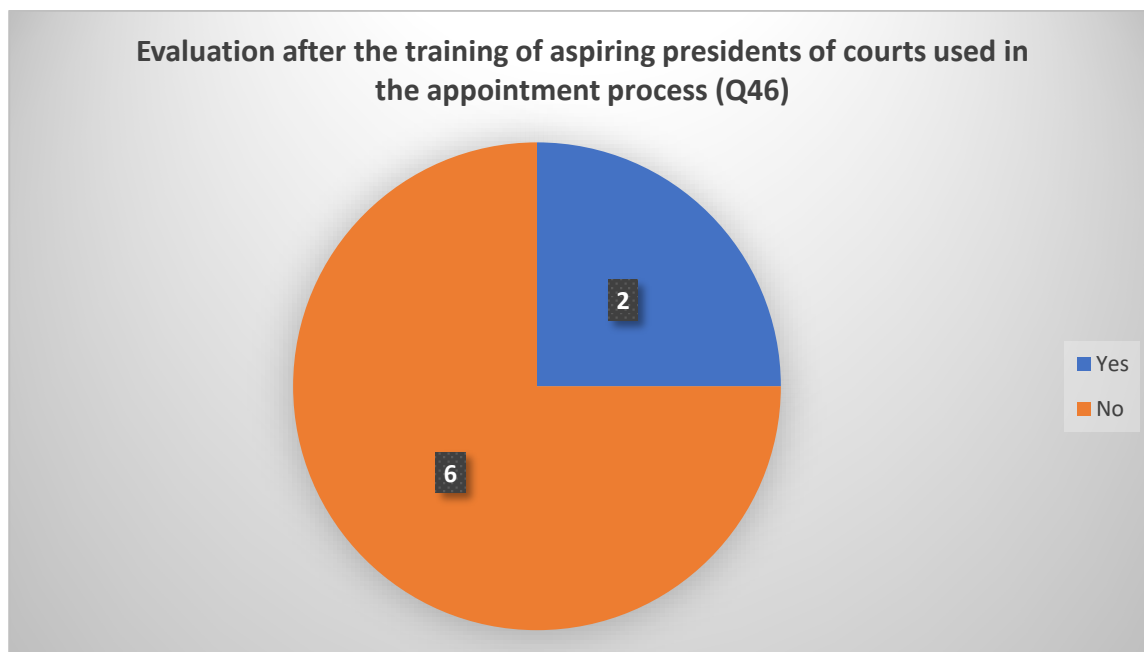
The five institutions that responded (questionnaire for presidents of courts Q45) to conduct a final evaluation at the end of the training organised for aspiring presidents and chief prosecutors use the methods shown in the figure below. The overall numbers are higher than the number of the training institutions because some use more than one method.



The tools used in the training activities for chief prosecutors are very similar. (Q45PM).



The evaluation of the aspiring presidents of courts (Q46) carried out at the end of the course is used in the appointment process by only two countries: Italy and Portugal.⁹

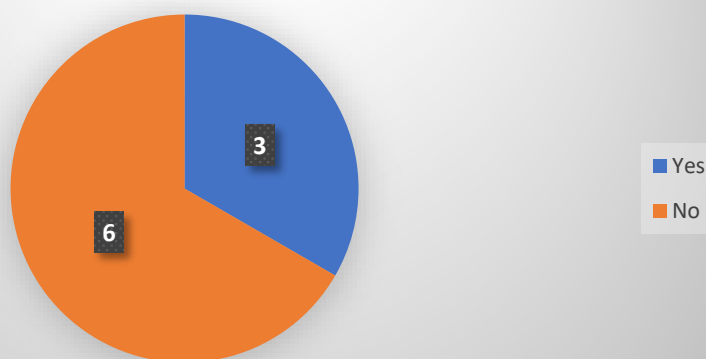


| Name of the training Institution in English: | Country: | Is this evaluation taken into consideration for the assessment of the participants during the process of appointment in the managerial position? |
|--|------------------------|--|
| Centre for Judicial Studies | Portugal | Yes |
| Italian School 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 |

Post-course evaluation for chief prosecutors (Q46PM) is also carried out in a limited number of countries. (Hungary, Sweden, Portugal).

⁹ The total number is higher than the five training institutions that responded to carry out an evaluation of the participant at the end of the course because some still answered "no" to the question.

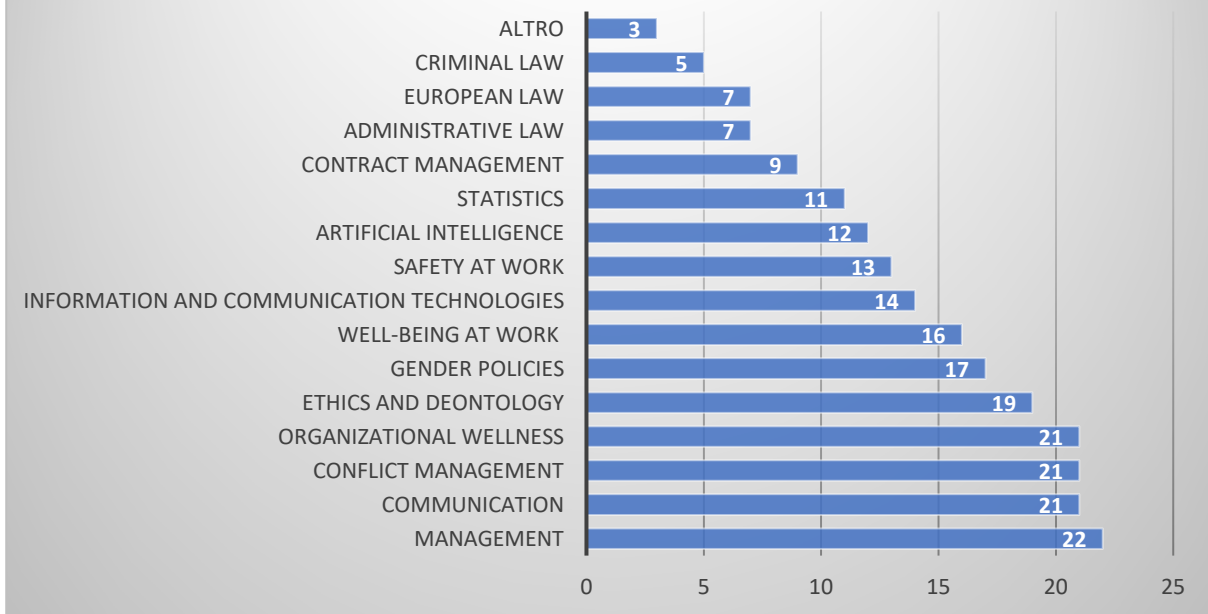
Evaluation after the training of aspiring chief prosecutors used in the appointment procedure (Q46PM)



| 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 Centre 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 | |

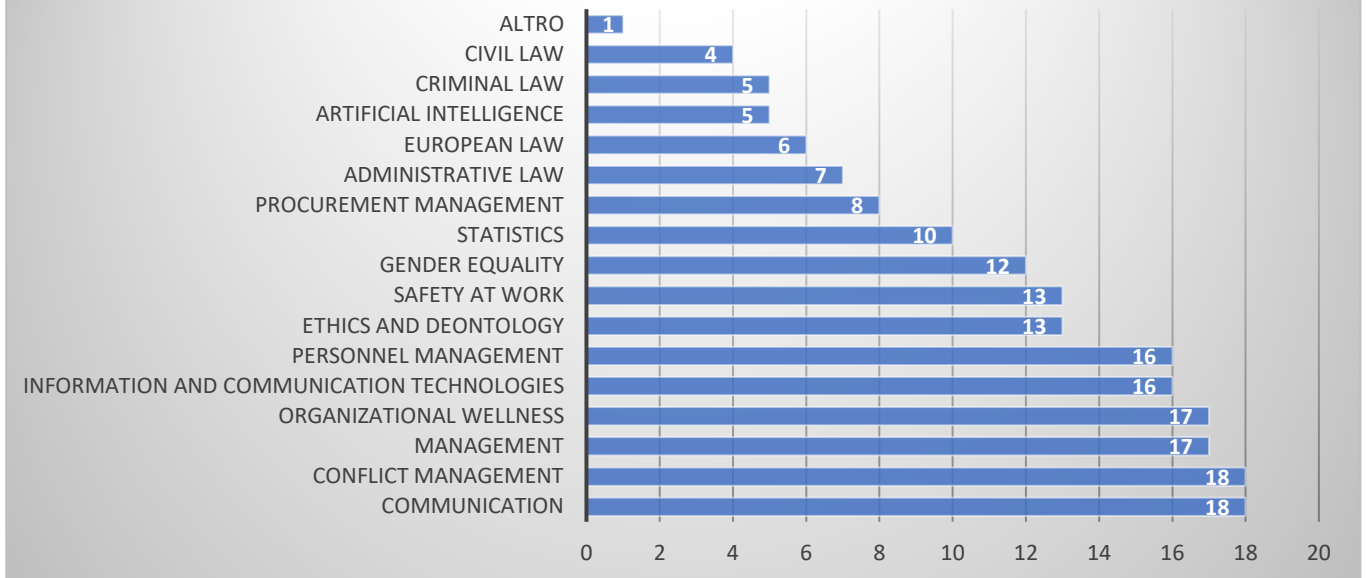
Institutions, both those that already organise courses for aspiring presidents of courts and those that do not, were asked which topics they think should nevertheless be included among the topics covered in the training course for aspiring presidents (Q48) and for aspiring chief prosecutors (Q48PM).

Topics to be included in the courses for aspiring presidents of courts (Q48)



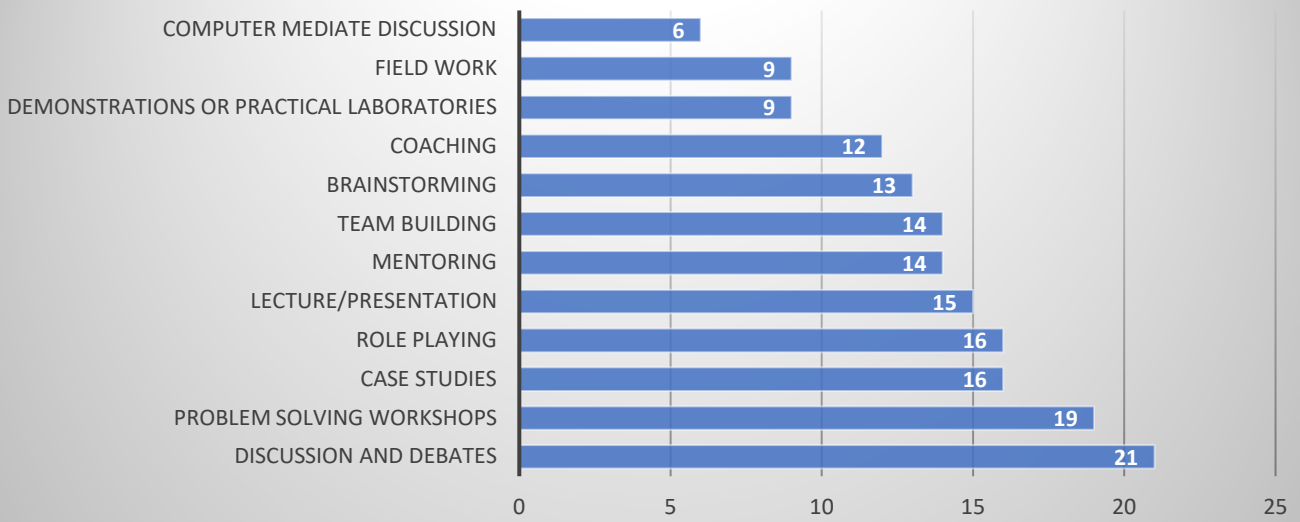
The topics that according to the training institutions should be included in the courses for aspiring chief prosecutors (Q48PM) are rather similar to those for presidents of courts.

Topics to be included in courses for aspiring chief prosecutors (Q48PM)

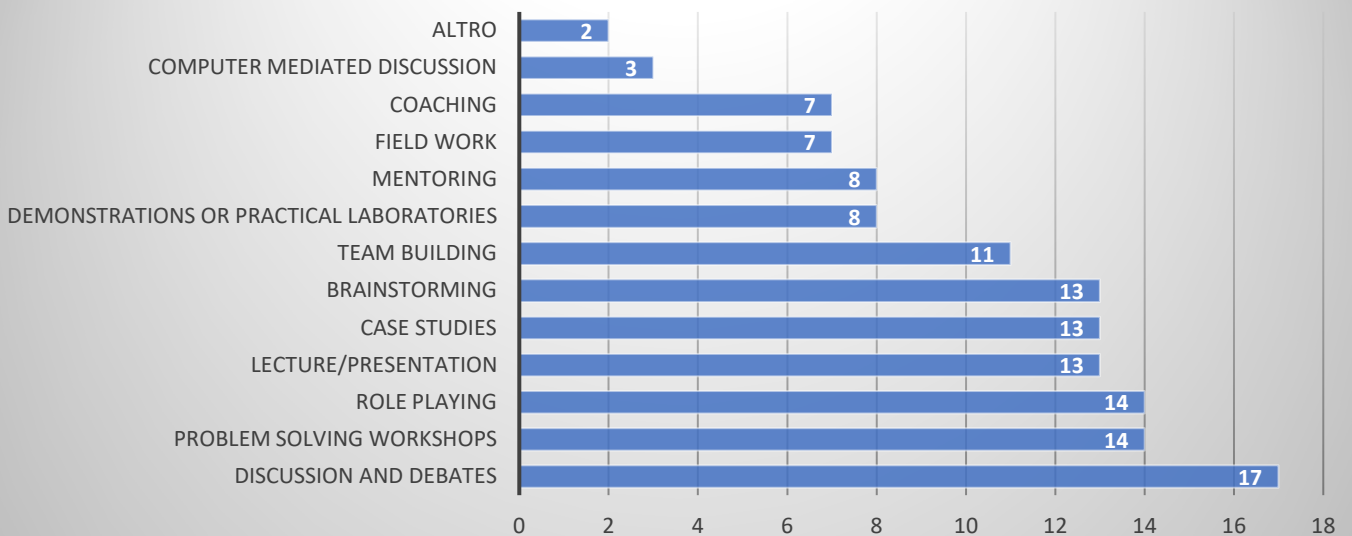


In addition to the topics to be covered, the training institutions were asked which training methods they considered most suitable for these courses.

Most appropriate training methods for aspiring presidents of courts (Q50)

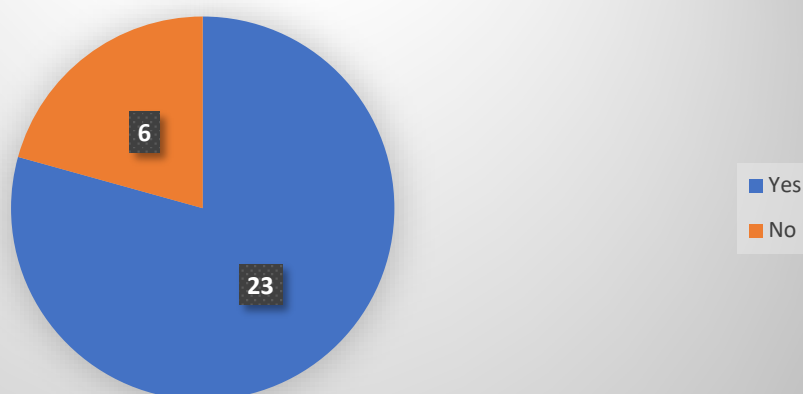


Most appropriate training methods for aspiring chief prosecutors (Q50PM)



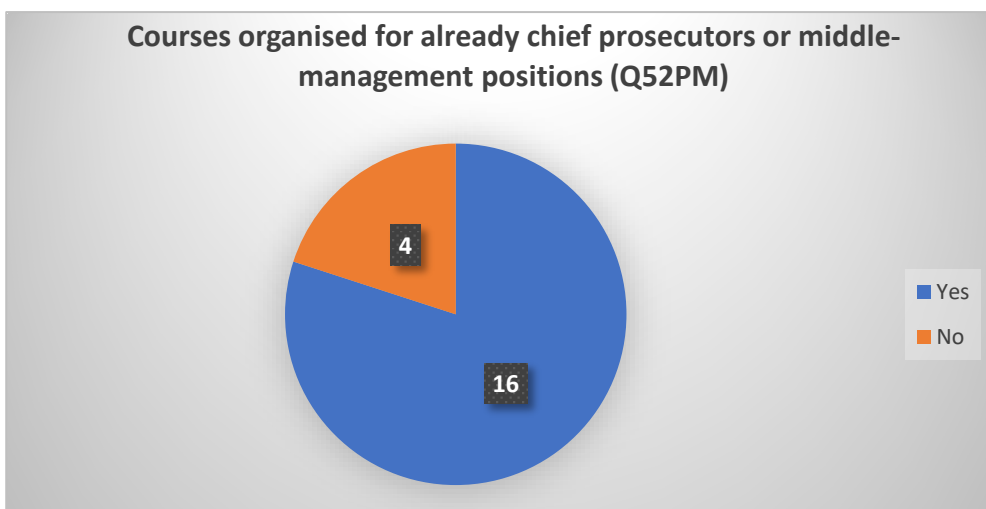
The questionnaire then looked in more detail at any courses organised for judges and prosecutors who already hold a position of president of court (Q52) or chief prosecutor (Q52PM), or a middle-management positions. As the figures and tables show, several training institutions indicated that they organise them.

Courses organised for already presidents of courts or middle management positions (Q52)



| Name of the training Institution in English: | Country: | Does the School organise training courses for ALREADY Presidents of courts or middle managerial 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 |

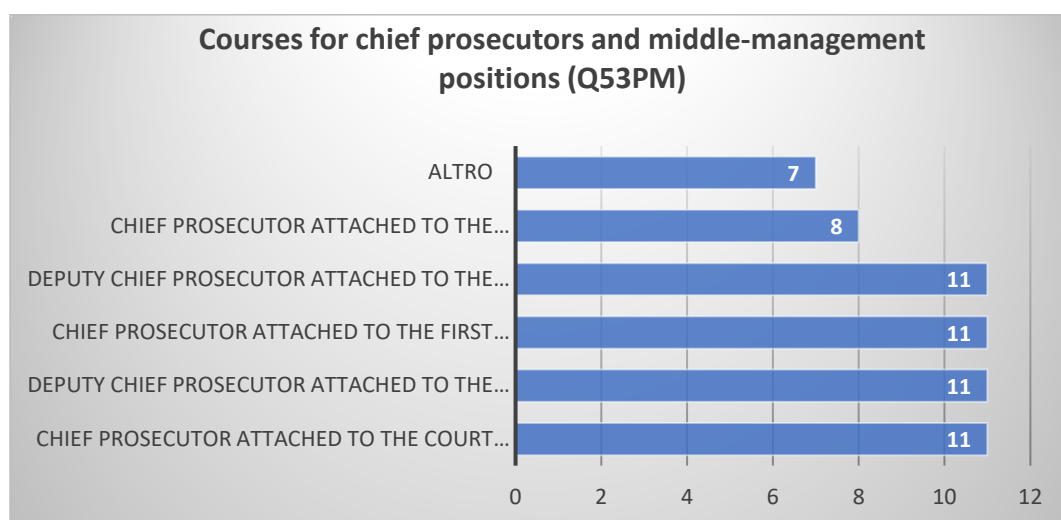
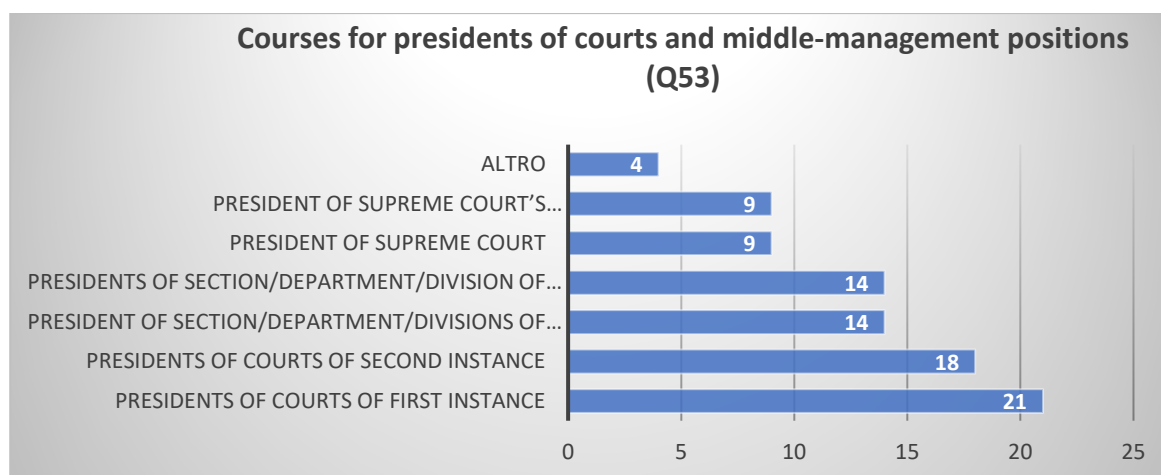
| | | |
|-------------------------------|----------|-----|
| ENM | France | Yes |
| Ministry of Justice | Austria | No |
| Centre for Judicial Studies | Portugal | No |
| Judicial Training Academy | Sweden | No |
| Greek School of the Judiciary | Greece | No |
| Judicial Council | Ireland | No |
| Judicial Studies Committee | Malta | No |



| Name of the training Institution in English: | Country: | Does the School organise training courses for ALREADY Chief prosecutors or middle managerial 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 Centre of Ukraine | Ukraine | Yes |
| Judicial training institute | Belgium | Yes |
| ENM | France | Yes |
| Centre for Judicial Studies | Portugal | No |

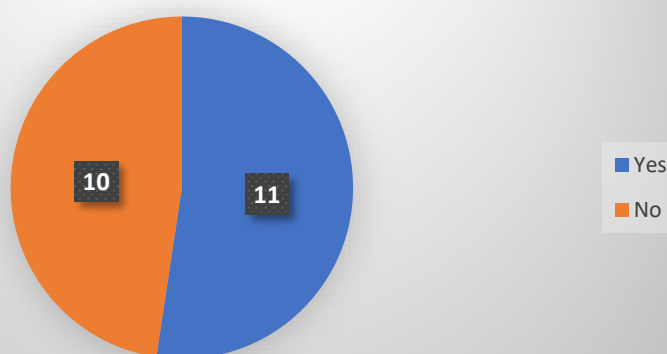
| | | |
|---|--------|----|
| National School of Judiciary and Public Prosecution | Poland | No |
| Center for Legal Studies | Spain | No |
| Judicial Studies Committee | Malta | No |

The training courses are organised for the following presidents of courts (Q53) and chief prosecutors (Q53PM) positions.



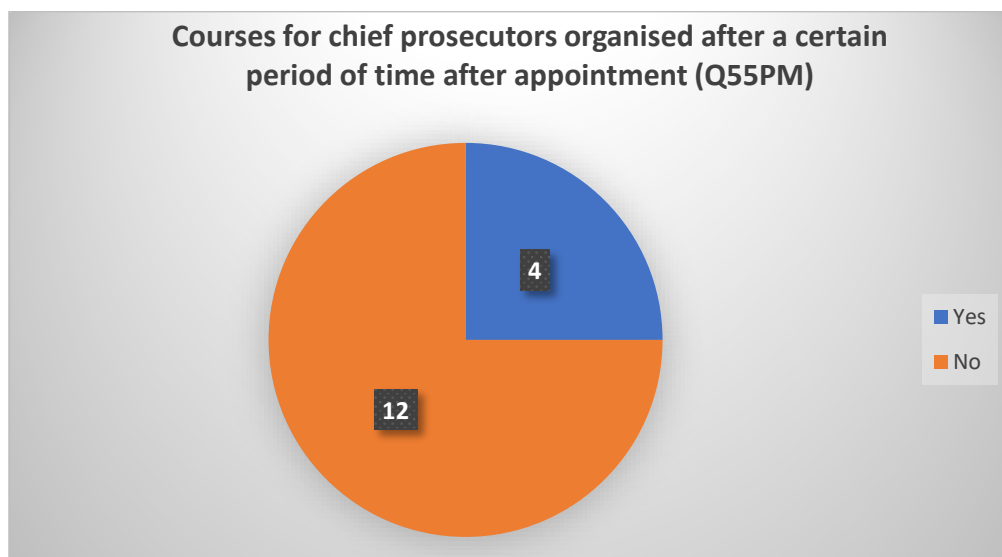
Training institutions responded as follows to the question of whether courses are organised after a certain period of time after appointment (Q55 and Q55PM).

Courses for presidents of courts organised after a certain period of time after appointment (Q55)



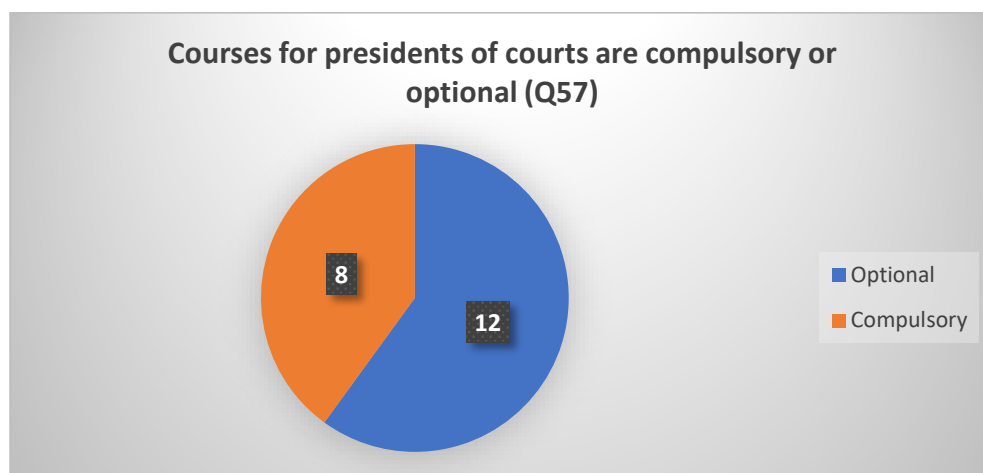
| Name of the training Institution in English: | Country: | Are the courses organised within a certain timeframe after the appointment? |
|---|------------------------|---|
| The Danish Court Administration | Denmark | Yes |
| National Courts Administration | Finland | Yes |
| Centre for Judicial and 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 |



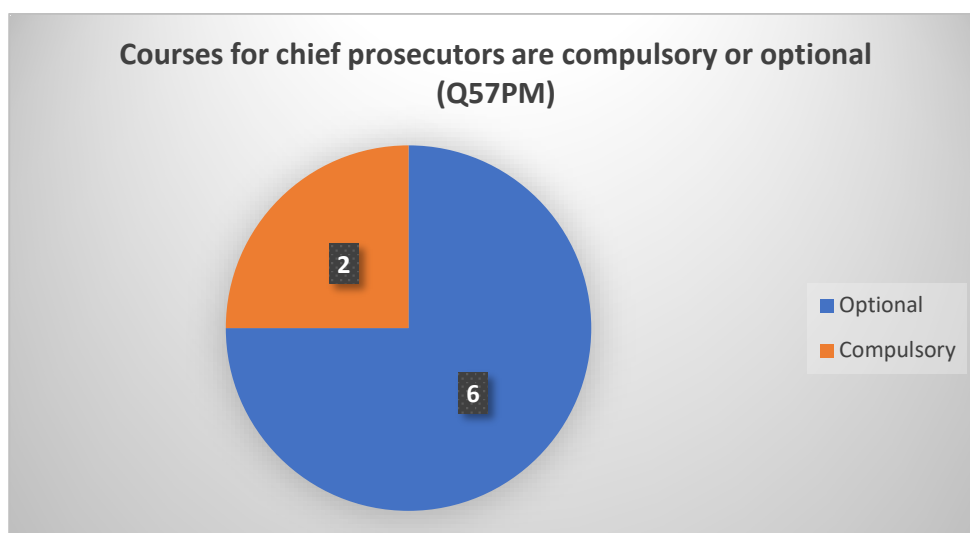
| Name of the training Institution in English: | Country: | Are the courses organised within a certain timeframe after the appointment? |
|--|------------------------|---|
| Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina | Bosnia and Herzegovina | Yes |
| Academy 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 Centre of Ukraine | Ukraine | No |
| Judicial training institute | Belgium | No |
| Centre for Judicial Studies | Portugal | No |
| National School of Judiciary and Public Prosecution | Poland | No |
| Center for Legal Studies | Spain | No |

The following figures and tables summarise the answers to the questions (Q57 and Q57PM) on compulsory or optional attendance of courses for presidents of courts and chief prosecutors .



| Name of the training Institution in English: | Country: | The training courses for already presidents 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 |

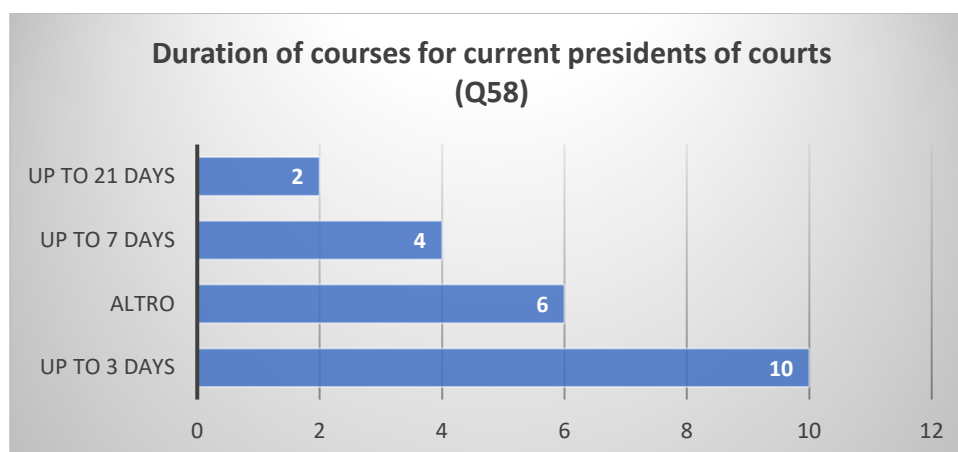
| | | |
|---|---------------------|---|
| Judicial College of England and Wales | United Kingdom | Compulsory |
| The National Institute of Justice | Republic of Moldova | According to the national law the judges will choose their own educational path. The National Institute of Justice organise the training 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 | |



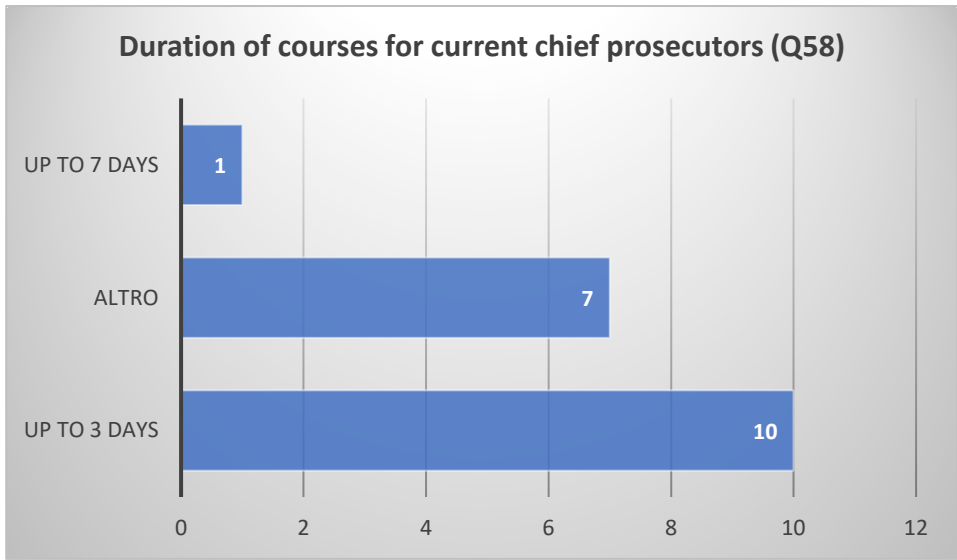
| Name of the training Institution in English: | Country: | The training courses for already are ... |
|--|------------------------|---|
| Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina | Bosnia and Herzegovina | They are compulsory for the chief prosecutors 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 Centre of Ukraine | Ukraine | According to the legislation, prosecutors must attend trainings on professional ethics and anticorruption legislation. Training on other topics is 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 | |

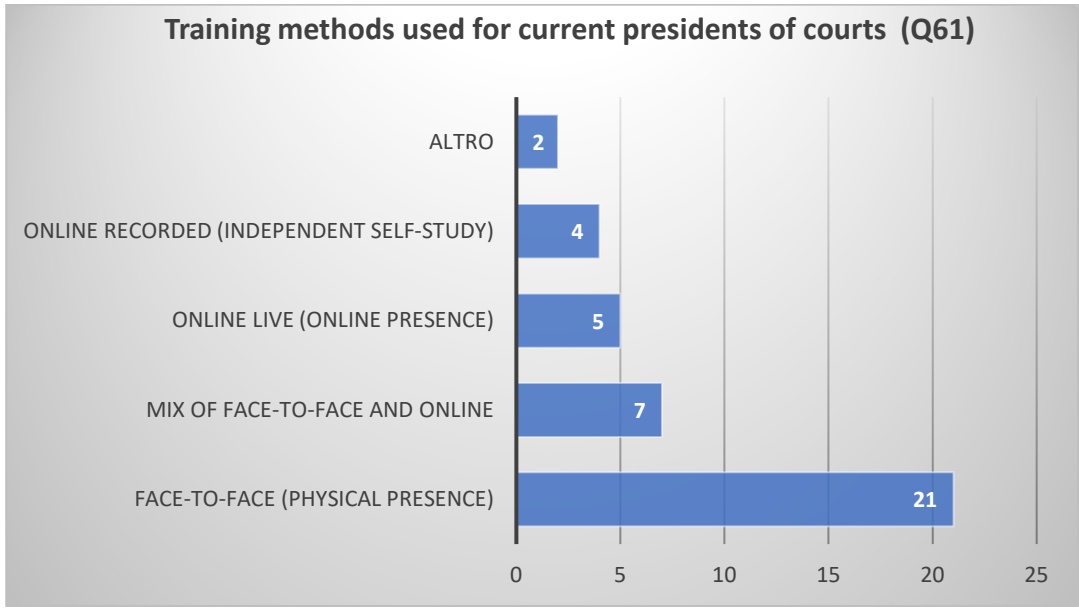
The duration of the courses (Q58 and Q58PM) rarely exceeds three days. Only two schools (i.e. Italy and the Netherlands) organise management training courses of around three weeks. The answers under "other" ("ALTRO") collect mixed situations which are detailed in the excel tables provided only to the Italian School for the Judiciary electronically.



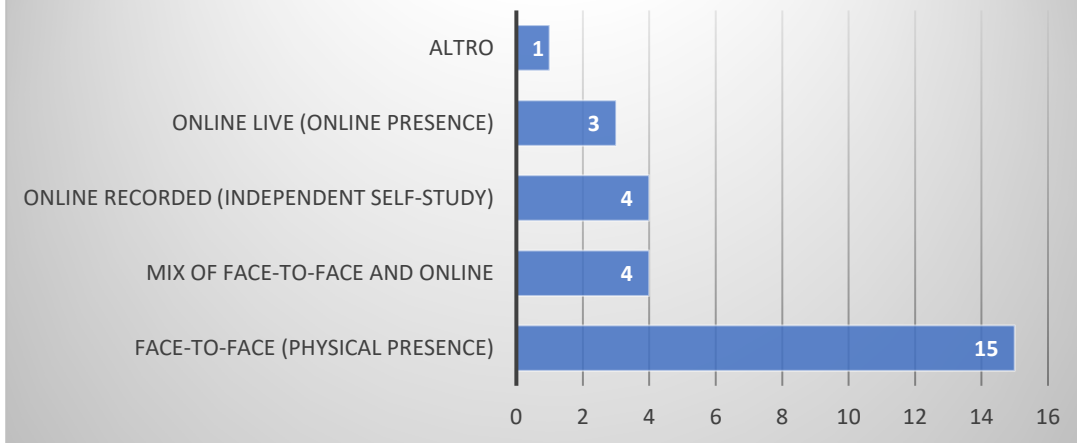
In the figure below, and in other figures that concern the training of chief prosecutors, please note that Italy is not indicated because the Italian School of the Judiciary has correctly compiled only one questionnaire as the selection and training of presidents of courts and chief prosecutors is the same. As is well known, the course for those already holding managerial and middle-managerial positions has not yet started (as of November 2023, the date of this report) but should still be three weeks long.



The training methods used (Q61 and Q61PM) for the courses for current managerial and middle-managerial positions are as follows.

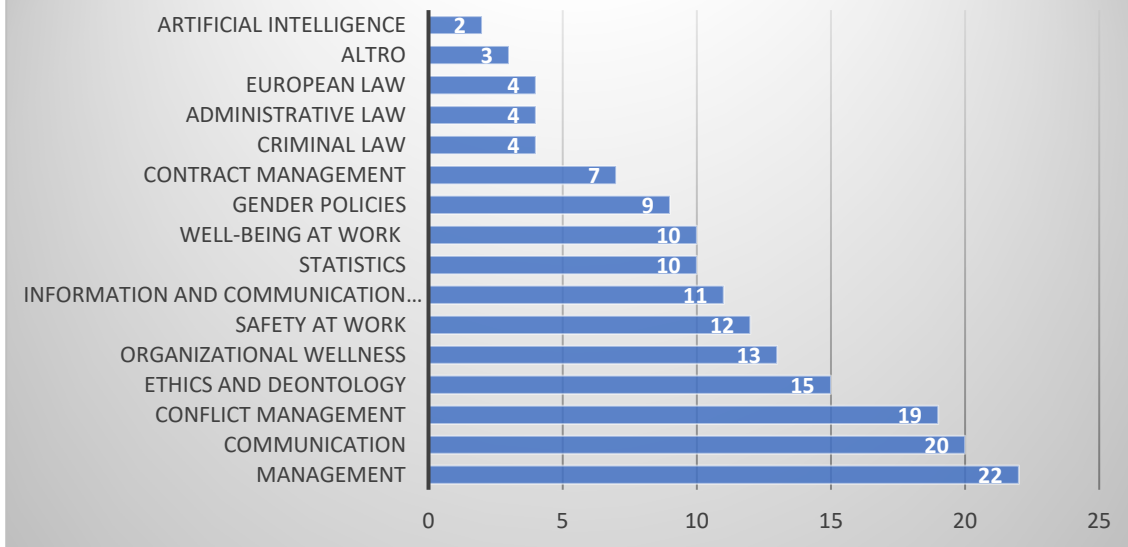


Training methods used for current chief prosecutors (Q61PM)

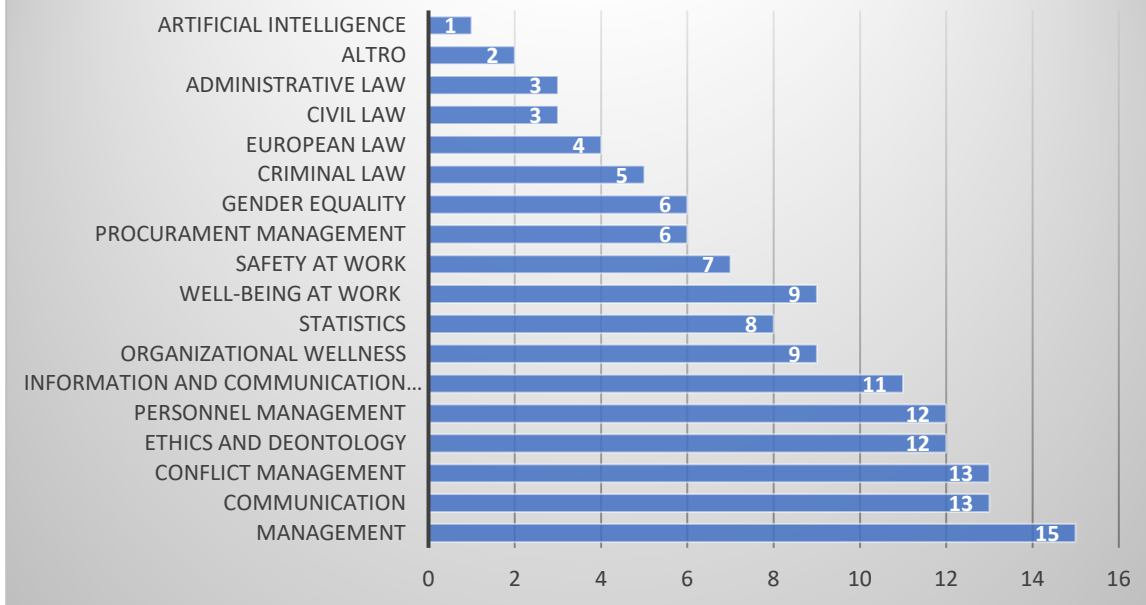


The following figures list the topics that the European training institutions indicated to be covered in the courses for current presidents of courts (Q63) and chief prosecutors (Q63PM) .

Course topics for current presidents of courts (Q63)



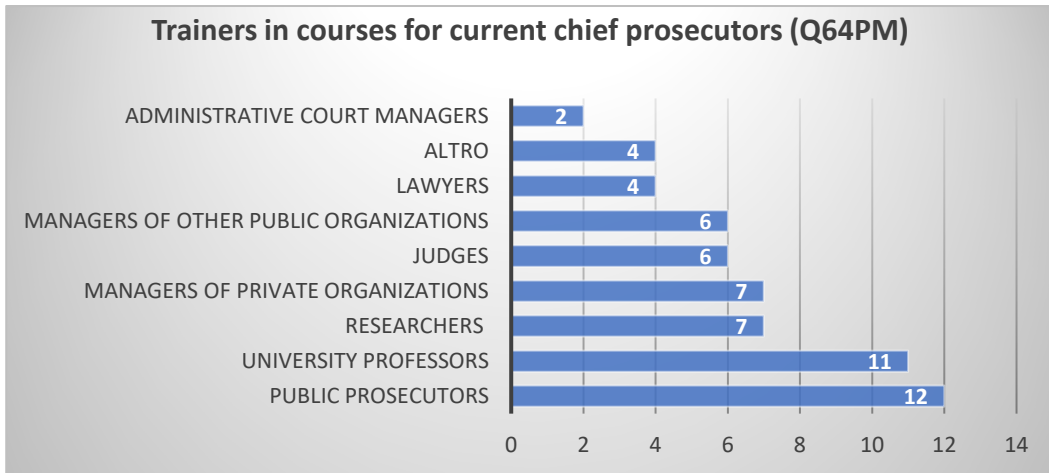
Course topics for current chief prosecutors (Q63PM)



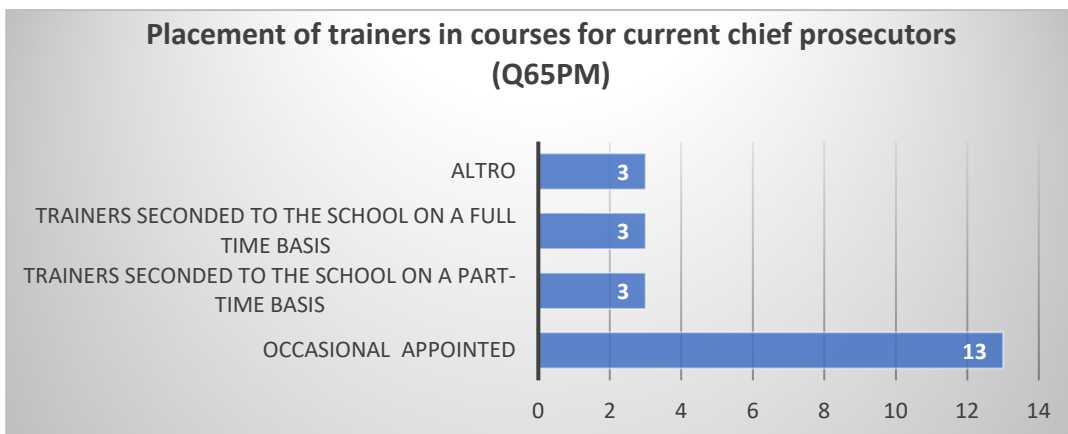
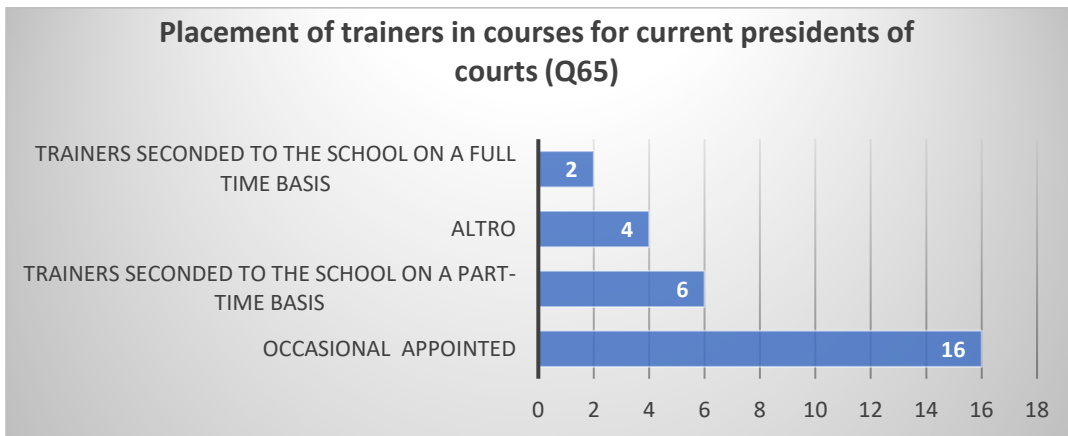
The trainers used in the courses for current presidents of courts (Q64) and chief prosecutors (Q64PM) are rather similar. Predictably, trainers from the public prosecutor's office (Q64PM) are favoured in the courses for current prosecutors. Administrative managers are used very little as lecturers in the courses for chief prosecutors, whereas they are used more in the courses for presidents of courts.

Trainers in courses for current presidents of courts (Q64)

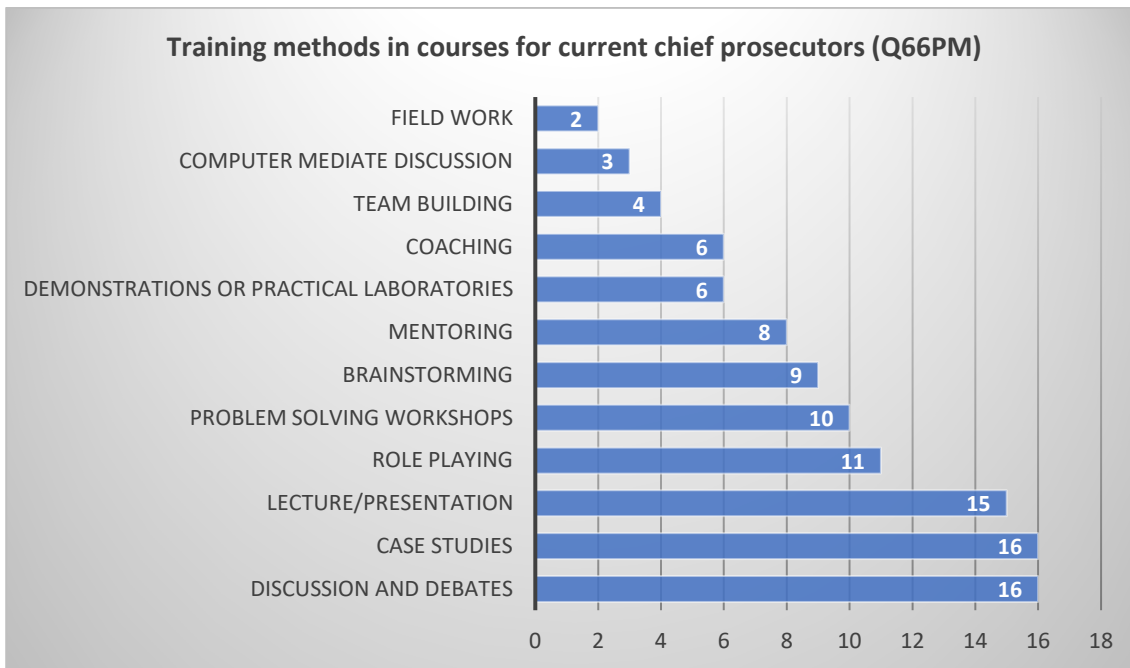
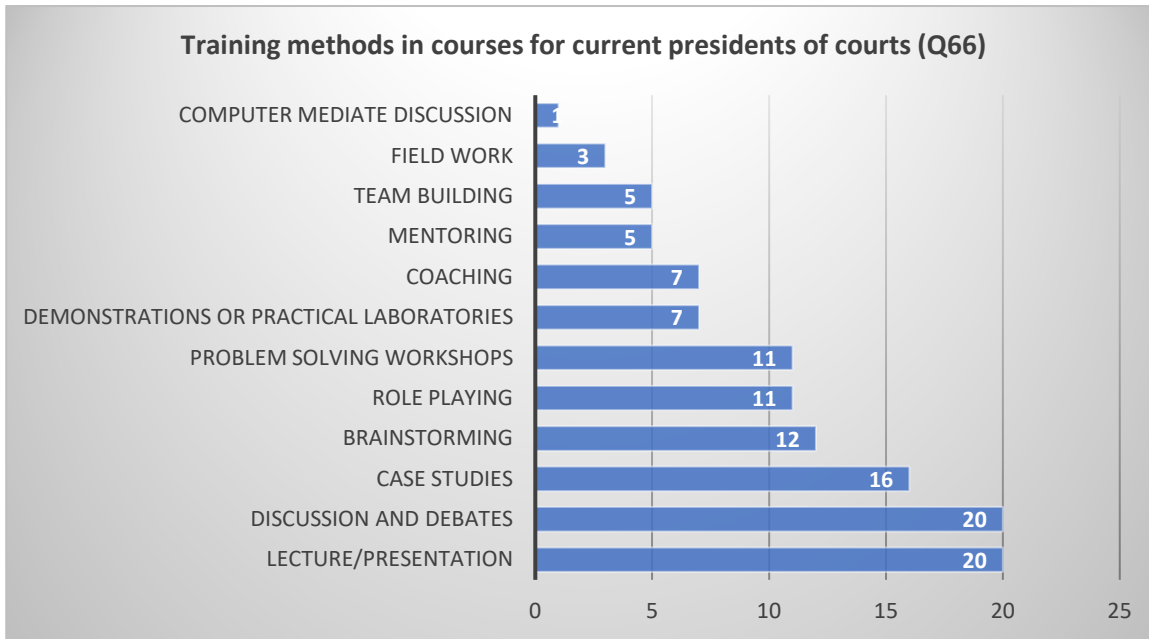




As shown in the following figures, (Q65 and Q65PM) the trainers are mainly called upon for the specific course or, in some cases, work for the training institution part-time.

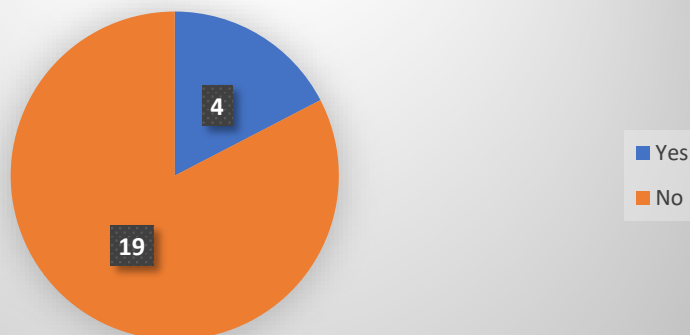


The training techniques (Q66 and Q66PM) used in the courses for current judges and prosecutors used in the various institutions are quite similar.



At the end of the course, only four training institutions indicate that presidents of courts (Q69) and chief prosecutors (Q69PM) are evaluated.

Evaluation of current presidents of courts at the end of the course (Q69)

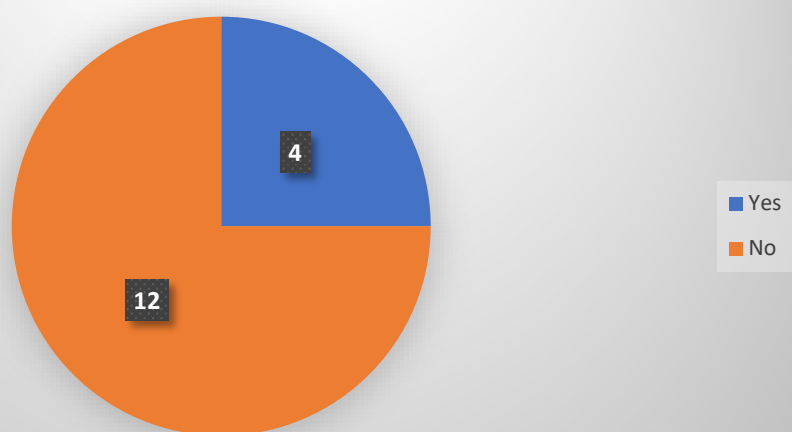


Name of the training Institution in English: Country:

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

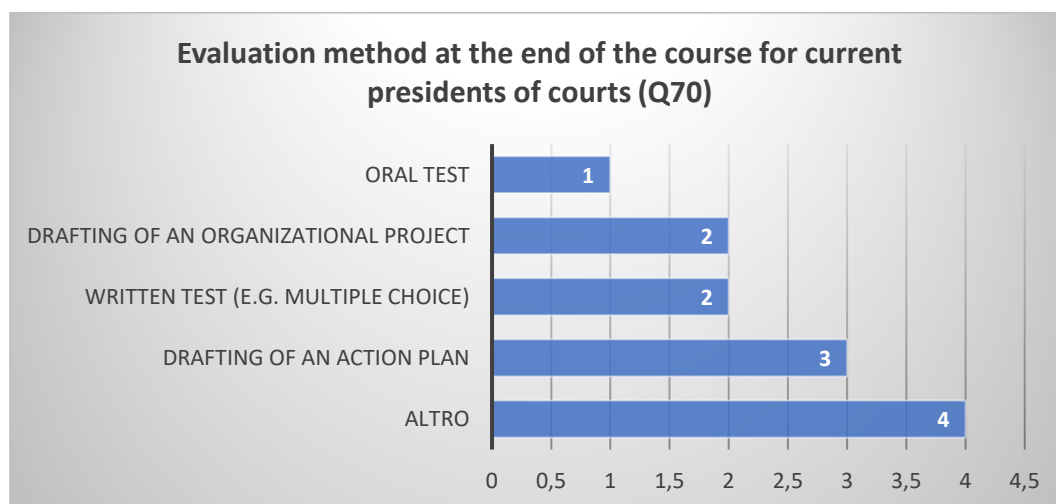
| | | |
|--|------------------------|-----|
| Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina | Bosnia and Herzegovina | Yes |
| SSR | Netherlands | Yes |
| National School of Judges of Ukraine | Ukraine | Yes |
| Judicial Academy | Republic of Serbia | Yes |

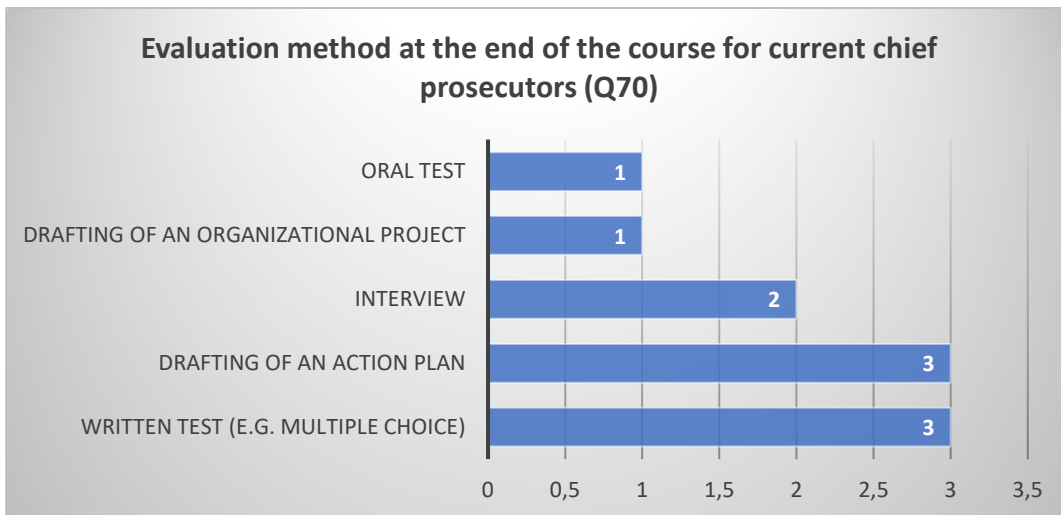
Evaluation of current chief prosecutors at the end of the course (Q69PM)



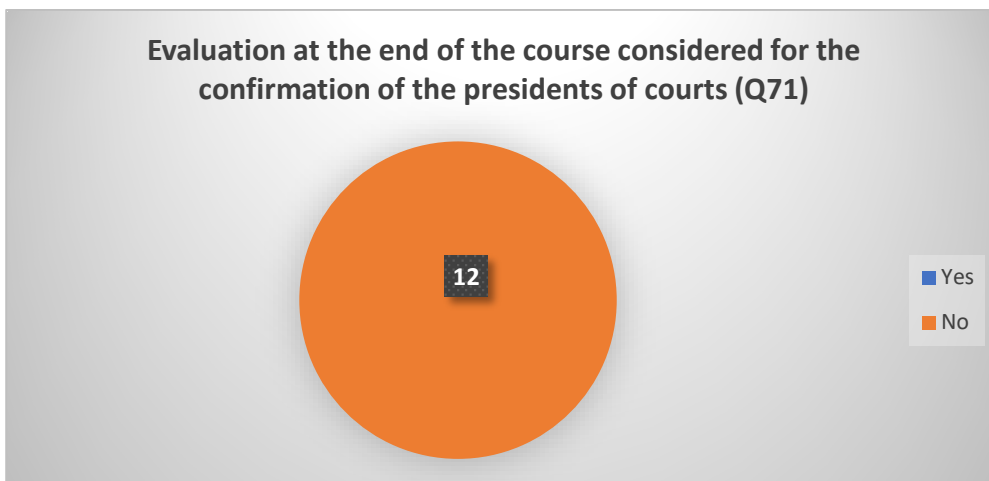
| Name of the training Institution in English: | Country: | Are course participants evaluated at the end of the training course? |
|--|------------------------|--|
| Centre for Judicial and Prosecutorial Training of the Federation of Bosnia and Herzegovina | Bosnia and Herzegovina | Yes |
| Training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

The evaluation methods used by the institutions are somewhat different for presidents of courts (Q70) and chief prosecutors (Q70PM), although it should be noted that the numbers are very low.





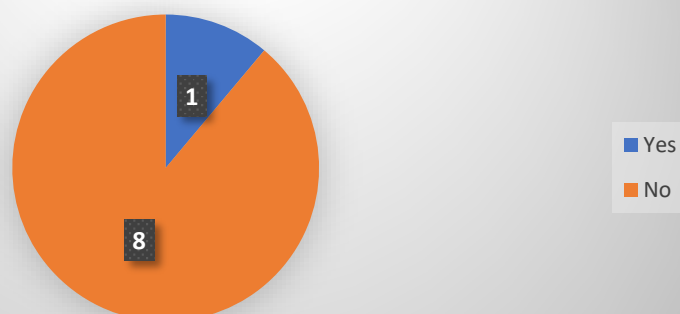
The evaluation carried out in only the four judicial systems that indicate that they do so is, however, not taken into account for the purposes of reappointment to the managerial position (Q71). Please note that the number of answers is 12, and not 4, as it should be, because other institutions also answered this question.



For the prosecutor's offices, only one institution, the Moldovan one, reports that the course participants' evaluations are taken into account for the confirmation of the managerial position (Q71PM).¹⁰

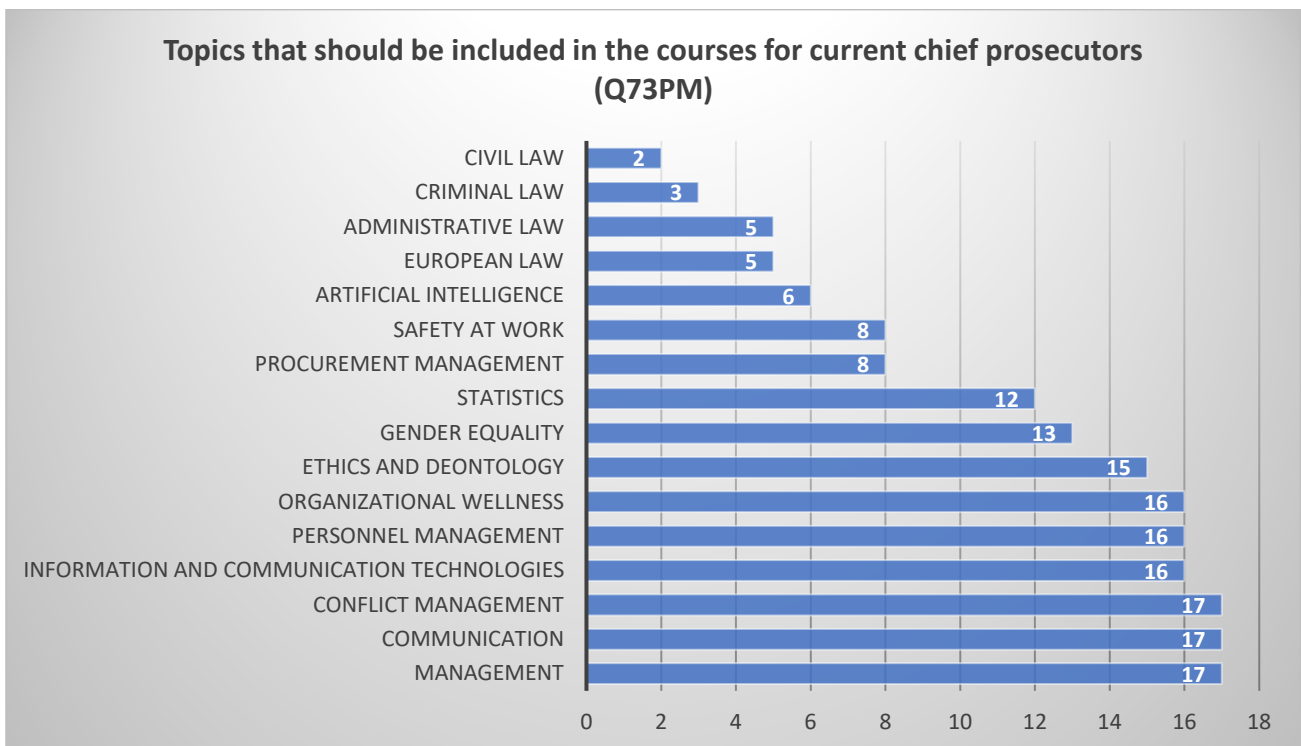
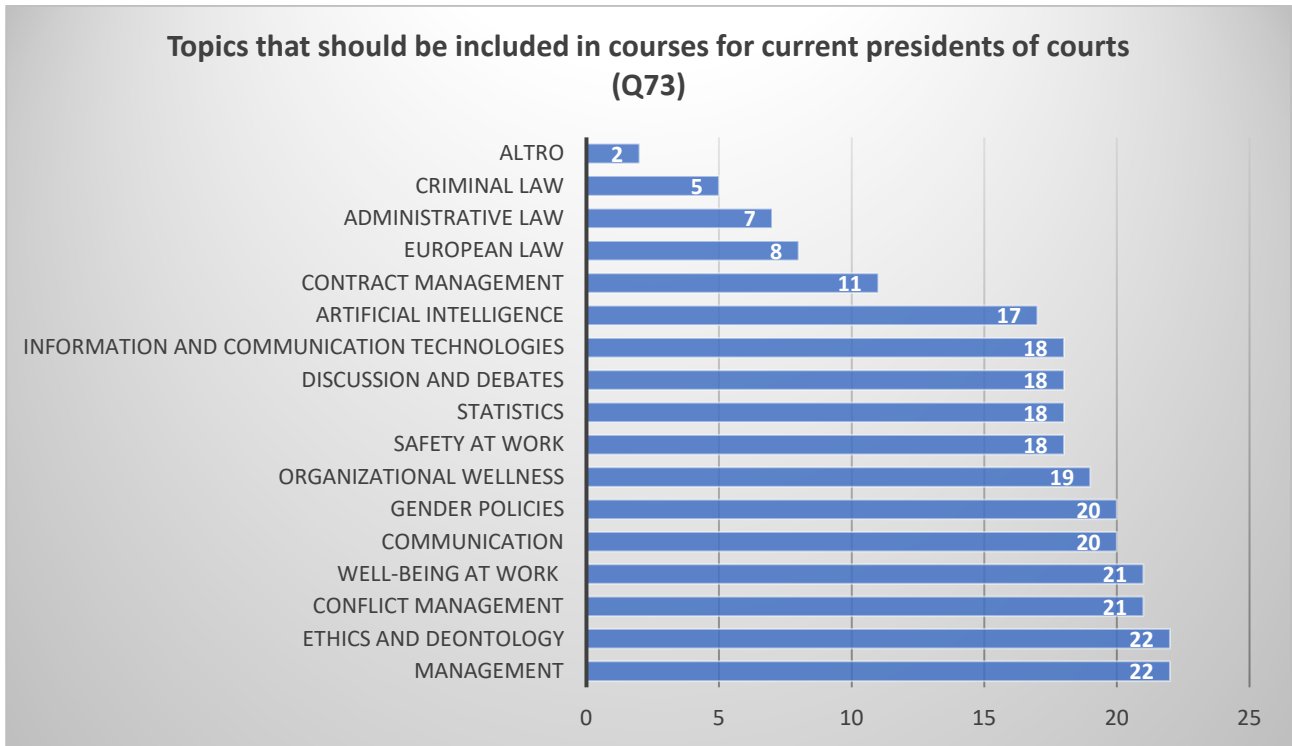
¹⁰ Please note that the answer does not seem to be consistent with the answer to the previous question that asked whether an evaluation of the participants was carried out at the end of the course, and the Moldovan institution had answered that it was not carried out. Unfortunately, it was not possible to clarify this matter.

Evaluation at the end of the course considered for the confirmation of chief prosecutors (Q71)



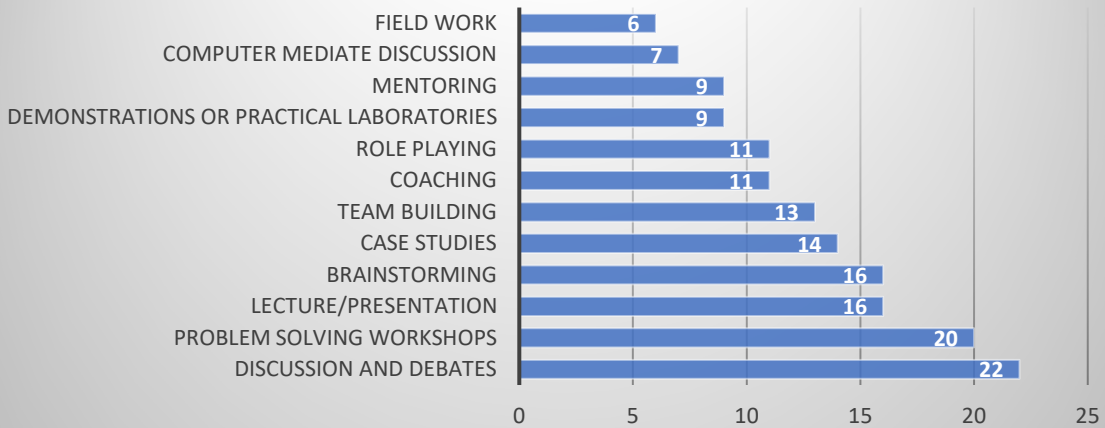
| Name of the training Institution in English: | Country: | Is this evaluation taken into consideration for the assessment of the participants (chief prosecutors or middle managerial position), during the process of re-appointment in the managerial position? |
|--|------------------------|--|
| The National Institute of Justice | Moldova | Yes |
| 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 |
| Department for Human Resources, Continuous Training and Administration of the Office of the Prosecutor General | Hungary | 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 |
| The Prosecutor's Training Centre of Ukraine | Ukraine | No |
| Judicial Academy | Republic of Serbia | No |
| Prosecutor General | Finland | |
| Judicial Academy | Czech Republic | |
| National Institute of Justice | Bulgaria | |
| Academy of Justice, Kosovo | Kosovo | |
| Centre for Judicial Studies | Portugal | |
| Prosecution Office of the Republic of Latvia | Latvia | |
| National School of Judiciary and Public Prosecution | Poland | |
| Judicial training institute | Belgium | |
| Center for Legal Studies | Spain | |
| Judicial Studies Committee | Malta | |
| ENM | France | |

Institutions, whether they organise courses for current judicial managers or not, have indicated the following topics that should be covered in the courses for current presidents of courts (Q73) and chief prosecutors (Q73PM).

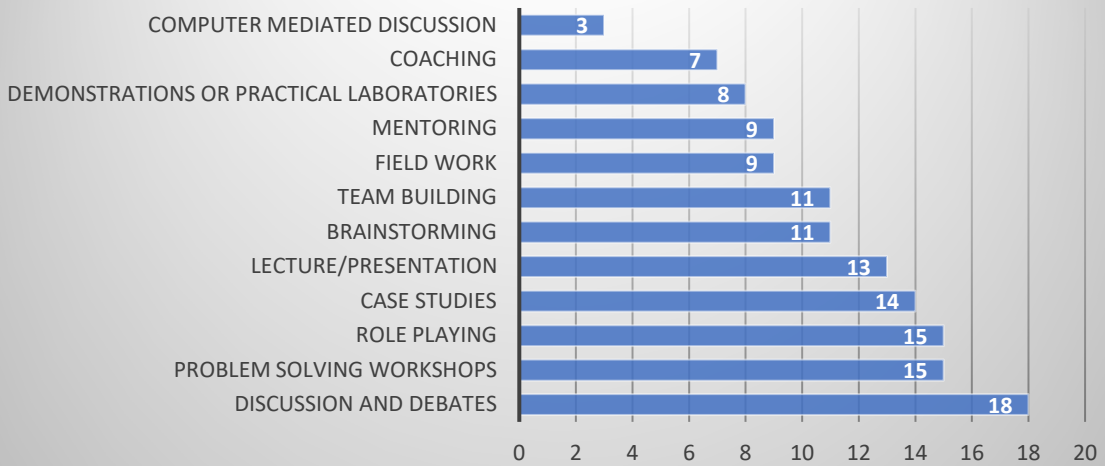


Below are the training methods that the training institutions consider most appropriate for the courses for current presidents of courts (Q73) and chief prosecutors (Q73PM).

Most appropriate training methods in courses for current presidents of courts (Q74)



Most appropriate training methods in courses for current chief prosecutors (Q74PM)



4. Summary of the responses provided by the European judicial training institutes

The study has gathered a considerable amount of information that can be explored from different perspectives. In this summary, I will focus on a few aspects that appear to be of most interest for each individual country. The information gathered in its entirety is available in the appendix.

Austria has reported only minor differences in the recruitment and training of presidents of courts and chief prosecutors. There is no specific course for aspiring presidents of courts and chief prosecutors but there are various courses in management, statistics, personnel management, and leadership that can be attended by those aspiring to a managerial position. Austria is currently about to launch a new project to analyse the individual training needs of judges and prosecutors who have already a managerial position. The assessment of these individual training needs will be outsourced. The selection of judicial managers follows a rather complex evaluation procedure, which is well summarised in the text in the appendix. Basically, it is an appointment by the Minister of Justice, formally by the President of the federal state, on the basis of an initial assessment by a panel composed of judges, or prosecutors, and ministerial judicial personnel. Middle-management appointments within the office are made by the president of the court or the chief prosecutor. Presidents do not have a term of office.

In Belgium the selection of presidents of courts and chief prosecutors is made by the Judicial Council, the term is five years renewable only once after an evaluation. Middle-managers positions are selected by the president or the chief prosecutor. Managerial functions include: defining specialised sections, discretionary allocation of proceedings, setting productivity targets. Courses last up to three days and are not compulsory. The training technique is mainly interactive, on managerial topics. Interestingly, the lecturers are predominantly managers from private and public organisations.

Bosnia Herzegovina indicates that the selection procedure for presidents of courts and chief prosecutors is the same, but the decision-making bodies are different with two separate councils. In the area of training, there are some common courses such as ethics and management, and some specialised ones. The selection of middle managers appears to be different for judges and for prosecutors. In the latter case, election is indicated as the method. The courses are compulsory for new managers and optional for those already in office. The courses last three days. The term of office is four years for the courts of first instance and six years for the higher courts, renewable.

Bulgaria's training institution indicates that presidents of courts and chief prosecutors have the same selection procedure but different training programs. The presidents of courts are selected by the Judges' College of the Supreme Judicial Council. Middle managers are appointed by the president of the court or by the chief prosecutor. The term of office is five years, with possible renewal for only one more term. No courses are organised for aspiring presidents or chief prosecutors. Optional courses for current judicial managers are organised for no more than three days.

In the Czech Republic, selection and training for judges and prosecutors are different. Training for newly appointed presidents of courts is compulsory, whereas training for prosecutors is optional. The duration of the respective offices is also different. Presidents remain in office for seven years and cannot be renewed in the same office. Chief prosecutors have no term limits. The appointment of presidents of first instance courts is by the Minister of Justice, on the basis of a proposal by the president of the superior court, whereas for superior courts the appointment is by the President of the Republic. Administrative managers (i.e. directors of court administration) are appointed by the president of the court.. The duration of the compulsory courses for presidents of courts is 44 hours with the following subjects. 16 hours of 'Modern judiciary and economic administration', 14 hours of 'Judges vs. managers vs. leaders', 14 hours of 'Managing the organisation and leading people'. The training method used is face-to-face and the trainers consist of experienced presidents and vice-presidents of courts, university professors,

administrative managers, managers of private and public organisations, psychologists. Practical activities are used for more than 60 per cent and more traditional methods for the remaining 40 per cent. No courses for aspiring judicial managers are organised, whereas courses for current managers are organised. The structure of the training for public prosecutors is similar to the training of Presidents of courts, while the content reflects the needs of the environment of the public prosecutions.

The Croatian institution indicates common selective training programmes for judges and prosecutors even though the bodies that determine their appointment are distinct: the State Judicial Council for judges and the State Prosecutorial Council for prosecutors. Middle-managerial positions are decided by the president of the court or by the state prosecutor. The term of office is four years, renewable only once. No courses are organised for aspiring managerial or middle-managerial positions; instead, compulsory courses are organised for those already holding managerial positions within the first year of appointment. The courses last five days in presence. The topics are communication, management, financial human resources management, public relations. The lecturers are administrative managers, managers of other public organisations and experts in public relations and the acquisition of goods and services.

Cyprus has a clear distinction between judges and prosecutors and training courses are organised only for judges. The Supreme Council of Judicature is responsible for the selection and promotion of judges. The appointment of court presidents is made by the Supreme Court, there are no middle management positions. The term of office lasts until retirement or promotion to a higher court. No courses are organised for judges who aspire to a managerial position, optional continuing education courses are organised for all judges lasting one or two days.

Denmark has two distinct profiles of judges and prosecutors, so the relevant appointments and selection of managerial positions are also distinct. The appointment of the presidents is made by a special Judicial Appointments Council consisting of six persons. One representative from the supreme court, one from the high court, one from the court of first instance, one lawyer, two representatives from civil society. Managerial posts can be renewed until retirement, the age of which is set at 70. Middle-managerial positions are decided by the president. Optional courses are organised for aspiring to managerial positions lasting up to seven days in presence. The topics covered are mainly organisational-managerial, with lecturers being university professors and managers from public and private organisations. There are specific courses for newly appointed presidents, usually in presence. Again, the lecturers are professors, and managers from public and private organizations.

In Finland there are different selection and training procedures for judges and prosecutors, the chief prosecutors are appointed by the prosecutor general, they appoint the middle-managers. Presidents of courts are appointed by a special commission (Judicial appointment board). The selection of middle-managers is made by the president of the court. The term of office of the president is seven years, renewable. The term of office of a public prosecutor is five years renewable *sine die*. Optional courses are organised for judges who aspire to become presidents of courts, lasting three days. Optional courses are also organised annually for current presidents of courts lasting two days, in addition to other training initiatives throughout the year. Courses are held face-to-face with interactive training methods such as discussions and debates, brainstorming, coaching and workshops for solving concrete problems. No courses are organised for aspiring to managerial positions, while courses are organised for current judicial managers. The courses are recommended but not compulsory, have a duration of three days and the content is mainly managerial.

France has different ways of selecting judges and prosecutors rather complex, and therefore I refer to the extensive answers of the French school collected in the appendix of this study. As is well known, one of the main peculiarities is that the French Higher Council of the Judiciary has two separate sections for the autonomous governance of judges and prosecutors; training, on the other hand, is common, entrusted

to the National School of the Judiciary (ENM) with courses that are characterised by their managerial slant. The appointment of managers is for seven non-renewable years. There are no specific courses for aspiring judicial managers, but courses are organised for all judges that can also be useful for the training of presidents and chief prosecutors. The courses are optional and held face-to-face. Lecturers are judges, prosecutors, managers of public and private organisations. On the other hand, specific but optional courses are organised for current judicial managers of varying duration that can also be staggered in time.

Germany, as is well known, has a federal state structure which is also reflected in the structure of the judicial system. As far as the selection of presidents of courts and chief prosecutors is concerned, it is however common, with some differences between the different Länder reported by the Federal Ministry of Justice responding to the questionnaire. Introductory courses for new judicial managers are organised, which may be compulsory or optional depending on the lander. Courses generally last a few days, never more than a week. The courses can be attended more than once, indeed it is preferable to do so at regular intervals to 'refresh' acquired skills. The topics covered in the courses are very varied, the main ones being administrative management, communication, organisational well-being, safety in the workplace, information technology, and conflict management.

The Greek judicial training institution responds that the selection and training processes for presidents of courts and chief prosecutors are common. The presidents of the courts are elected by the judges of the offices. Middle managers are selected by the president. The managerial position is held for two years, and one cannot be re-elected. No courses are organised either for aspiring judicial managers or for those who already hold the position.

In England and Wales, as is well known, there is a clear distinction between prosecutorial and judicial functions; therefore, the selection of presidents of courts and chief prosecutors and any training are separate. The system of appointment of presidents of court is rather complex and therefore reference is made to the answer provided by the Judicial College in the appendix. There are no training courses for aspiring judicial managers, whereas courses are organised for current managers. In theory, the courses should be held within six months of appointment, usually within the first year. The courses are compulsory and last no more than three non-continuous days.

In Hungary, the selection and training methods are different for presidents of courts and chief prosecutors. For chief prosecutors, the Prosecutors' Council gives an opinion on promotions decided by the public prosecutor. The office of public prosecutor has no set term but can be revoked at any time without justification. Courses for aspiring managers lasting up to five days are organised. Unfortunately, it is not clear whether they are compulsory or optional because the training institution indicated both answers and no further clarification was received. For the procedures for conferring judgeships, please refer to the extensive answer (in the appendix) provided by the Hungarian Academy of Justice, which is responsible for training and is part of the National Office for the Judiciary, a kind of Higher Judicial Council. The judicial training institution does not organise specific courses for aspiring judicial managers, whereas it organises them for current managers. The courses are compulsory and last between three and six days.

In Ireland there is a clear distinction between the selection and training of judges and prosecutors, and thus also of their management. The Judicial Council's response to the questionnaire is interesting: "*the provision of common training between court presidents and chief prosecutors would not be considered compatible with the principle of independence of the judiciary in Ireland, in the light of constitutional principles and the rules providing for an adversarial system of judicial functioning*". The selection of court presidents is a discretionary matter for the Government, which uses a special advisory committee that prepares non-binding recommendations. Middle-managerial positions are decided by the president. The term of office is seven years. Given the structure of the judicial system, no courses are organised for aspiring judicial managers or even for current

managers. However, that although there are no traditional training courses, there are informal mentoring arrangements and comparisons between those holding managerial positions. There are only five presidents in the entire country, including the president of the Supreme Court.

In Italy, the procedures for the selection and training of presidents of courts, chief prosecutors and middle-managements positions are common. The selection of magistrates (i.e. judges and prosecutors) to be appointed to managerial and middle-managerial positions is the exclusive competence of the Superior Council of the Magistracy. The term of office is four years with only one possible renewal, where a confirmation procedure is always carried out by the Superior Council. Compulsory courses for aspiring judicial managers and middle-managerial positions are organised with a (formal) duration of three weeks. Basically, the current courses involve a combination of synchronous and asynchronous training, through the use of the *Moodle* platform. There is a webinar for each of the six training areas that characterise the course (i.e. judicial system and governance, information and communication technologies, statistical analysis, organisation and management, resource management), and a certain number of hours of self-study on materials made available on the platform. The courses also include a final test. This is currently a multiple-choice test on the six training areas that does not provide for a comparative evaluation of the candidates, but only an indication of the correct answers given by each participant. The course, once attended, allows candidates to apply for managerial or middle-managerial positions for the next five years. The regulations also provide for a compulsory course for those already in management and middle-management positions lasting three weeks, but these courses have not yet been activated at the time of the preparation of this study (November 2023).

The Kosovo Academy of Justice specifies a common procedural selection for chief prosecutors and court presidents, which is carried out by a special committee. The decision is taken by the Prosecutors' Council and the Judicial Council respectively. Optional courses are organised for aspirants and current managers, but they are also open to other magistrates. They usually last no longer than three days.

Latvia only replied to the questionnaire for chief prosecutors. However, the selection and training of presidents of courts and chief prosecutors are different. The appointment of chief prosecutors is by the prosecutor general. The appointment is for five years renewable once. No courses are organised for aspiring chief prosecutors, whereas courses are organised for those who already hold the position. These are optional courses lasting no more than three days.

The National Courts Administration of Lithuania that replied to the questionnaire indicates that the selection and training of chief prosecutors and presidents of courts are different. For presidents of courts, there is a special selection committee that proposes names to the President of the Republic, who then makes the choice. The term of office is five years and can only be renewed once. There are no courses for aspiring judicial managers, while there are optional courses for current managers lasting no more than three days.

Also in Malta, the selection and training procedures for presidents of courts and chief prosecutors are different. Presidents and middle-managers are appointed by Parliament, after a public call for applications. The position is held until retirement. The chief prosecutors are chosen by the prime minister after a selective process carried out by a special commission following a public call for applications. Appointments of intermediate positions are made by the prosecutor general. There are no courses for either aspiring or current managers.

In Moldova, the selection and training for judges and prosecutors are carried out by the Judicial Council and the Council of Prosecutors. The presidents of courts remain in office for four years with the possibility of one renewal. Prosecutors, on the other hand, remain in office for five years, again renewable

only once. No courses are organised for aspiring judicial managers, but courses for current judicial managers are organised on an optional basis and each magistrate can choose their own training programme of short courses. The teaching method consists of presentations, discussions and debates and the analysis of case studies.

Also in the Netherlands, the selection and training programmes for court presidents and public prosecutors are different. The selection of the president of the court is carried out by a Judicial Council. Presidents hold office for six years renewable for only three more years. Dutch courts are run in a form that could be described as 'collegial' through a board consisting of the president of the court, the administrative manager, and a judge of the court. The institution organises courses for judges who aspire to become members of the board. It is a year-long course with up to three weeks of training. The training methods are varied and range from reading materials to learning groups, shadowing and mentoring. The president of the court can only be chosen from among those who have experience as board members. Participants in the course are eventually assessed through the implementation of action plans, the preparation of organisational projects, and interviews. The autonomous governing body of the public prosecutors is the General Prosecutors Council, which appoints the chiefs of the prosecuting offices. Within each office it is the president of the court or the chief prosecutor who makes the appointments for middle-managerial posts. There is no maximum term for the office of chief prosecutor, but informally the appointment does not last for more than five years, considering also that the maximum age for retirement is 70. In the Netherlands, courses are organised for aspiring chief prosecutor and assistant chief prosecutors. The course is demanding, lasting 19 days spread over the year with participative training techniques similar to those used for chief prosecutor managers such as mentoring, shadowing, and, not used by any other country, office exchange. The Dutch institution is one of the few where an evaluation of the participants is carried out at the end of the course even though the evaluation is not taken into account for the continuation of the managerial position. Compulsory courses for current managers are also organised, always lasting about three non-consecutive weeks. The lecturers are mainly researchers, professors, managers of public or private organisations, administrative managers. The course is compulsory over a wide time span to enable all judicial managers to participate.

In North Macedonia, the institution of judicial training indicates that the selection and training of judicial managers have similar procedures, although for prosecutors it is the Prosecutors' Council that decides on chief prosecutors, whereas for judges it is the Judicial Council. In both cases, middle managers are subsequently chosen by the president of the court or by the chief prosecutor. Appointments last four years and can be renewed. No courses are organised for aspiring judicial managers. Instead, courses are organised for those who already hold the office. At least two courses are organised each year for both prosecutors and presidents. The courses are compulsory, but if the president or chief prosecutor are unable to attend, they can be replaced by their deputies. The courses last one day and are held face-to-face. There is no evaluation of participants at the end of the course.

The appointment procedures in Poland for presidents of courts and chief prosecutors, as well as the training course, are the same, but are carried out by different bodies. In the case of prosecutors, it is the prosecutor general who decides on an initial indication from the assembly of prosecutors, whereas for courts it is the Minister of Justice who decides. Judicial middle-managerial appointments are then made by the president of the court or by the chief prosecutor after hearing, in the case of courts of appeal, the assembly of the judges. The managerial appointment lasts six years and cannot be renewed. There is no administrative manager in the prosecution offices. No courses are organised for aspiring managers in the judicial or prosecutorial offices. No courses are organised for chief prosecutors in post, whereas courses are organised for presidents of courts in post. Courses are optional and last no longer than three days.

The Portuguese institution (Centre for Judicial Studies) points out that there is a distinction in the way the presidents of the courts and the chief prosecutors are selected, whereas the training courses are similar. The presidents of the first instance courts are chosen by the National Council, whereas the presidents of the appeal courts and the supreme court are elected by their colleagues. Election among colleagues is also used for the selection of middle managers. The office is held for five years for the supreme court and the courts of appeal, and three years for the courts of first instance, renewable once. Compulsory courses for presidents of first instance courts are organised and last approximately three weeks. Participants at the end of the course are assessed by means of a 'thesis' and the outcome of the assessment is taken into account for the assignment. However, no courses are organised for presidents who already hold a managerial position. Chief prosecutors are chosen by the Council of Public Prosecutors. The term of office lasts three years, there are no renewal limits and there is no evaluation of performance for confirmation. A compulsory three-week course is also organised for aspiring chief prosecutors. No courses are organised for current chief prosecutors.

Romania has a system of judicial governance similar to the French one, with a very similar selection and training of judges and prosecutors, decided by the Council of the Judiciary with its two 'sections' for judges and prosecutors. Judicial middle-management appointments are also decided by the Council of the Judiciary. Only a few top bodies such as the prosecutor general of the Court of Cassation and the prosecutors of the anti-corruption and organised crime and anti-terrorism unit are appointed by the President of the Republic on the proposal of the Minister of Justice, after hearing the Council of the Judiciary. The presidents of the courts and the chief prosecutors hold office for three years, renewable only for another identical term on the basis of a new selection procedure. The Romanian institution organises optional courses for aspirants and current presidents and chief prosecutors, which last two days. A distinctive aspect of these courses is that there is a limited number of participants, and their selection is made through a ranking that takes into account previous participation in training courses. These courses are face-to-face only.

In Serbia, the appointment procedures for managers are similar for judges and prosecutors as well as training, although they are managed by two separate institutions. Selection procedures for presidents are carried out by the National Council of Justice and for prosecutors by the Prosecutors' Council. Again, there is an exception for the prosecutor general of the Supreme Court who follows a special appointment procedure. The presidents of the courts remain in office for five years, the prosecutors six and cannot be reappointed. Optional courses are organised for aspiring presidents of courts and chief prosecutors lasting no more than three days. At the end of the training there is an evaluation with a multiple-choice test and the preparation of an action plan, an evaluation that is, however, not considered for the eventual appointment. There are also optional courses for current judicial managers lasting three days. In these cases, too, there is a final evaluation, but this is not taken into account for the eventual reappointment.

The Judicial Training Institution of Slovenia writes that the presidents of courts and chief prosecutors have the same selection and training procedure, although the choices are made by two separate bodies: the National Council of the Judiciary for judges and the Prosecutorial Council for prosecutors. Prosecutors are appointed by the Council on the proposal of the Minister of Justice after hearing the prosecutor general, and must be under 64 years of age. To be appointed as presidents of courts, candidates must have served for at least three years in a court with the same level of jurisdiction and must prepare a work programme for the next six years, corresponding to the length of their term of office, in the court of which they would like to become president. The presidents of courts, chief prosecutors, the president of the supreme court and the prosecutor general, are elected by Parliament on the recommendation of the two councils respectively and the opinion of the Minister of Justice. Judicial middle-management posts are selected by the president of the court and the chief prosecutor. The term

of office is six years, renewable. Presidents of courts and chief prosecutors must attend a mandatory four-day in-person training course within one year of appointment. No courses are organised for aspiring judicial managers.

In Spain, the selection and training of presidents of courts and chief prosecutors are different. The presidents of first instance courts are elected by a local judicial council of judges, whereas the presidents of superior courts are appointed by the General Council of the Judiciary (*Consejo General del Poder Judicial*). Judicial middle managers are also appointed by the General Council but their appointment is based on seniority only. Their term of office is five years. They can only be re-appointed once for a similar period. Thus, the maximum tenure in the management function is ten years. No courses are organised for aspiring managers, but optional courses are organised for current managers. These are mainly face-to-face meetings between the various presidents organised by the training institution that last no longer than three days. Prosecutors have different appointment procedures depending on their function; in general terms, they are appointed by the Government on the proposal of the prosecutor general. The appointment is for five years and can usually be renewed only once more. It is interesting to note that the Centre for Legal Studies - responsible for training chief prosecutors - did not enumerate the various tasks of chief prosecutors, considering them to be too many and too diverse, but pointed out that one of the most important is to promote single, consistent criteria in the prosecution process. The organisation of some courses for aspiring prosecutors for their specialisation in certain investigative areas, but not for office management, is reported. These are optional courses of approximately twenty hours. The course has been designed in asynchronous and online form to better reconcile work time with training. On the other hand, no courses are organised for those who already hold managerial positions.

Sweden has a clear distinction between judges and prosecutors with regard to recruitment and thus also training. Presidents are appointed by the Government after a selection process conducted by a special commission composed mostly, but not exclusively, of judges. The same selection process is used for middle managers heading a department, whereas for chambers the decision is taken by the president of the court. There is no maximum duration of tenure as president. Neither courses for aspiring presidents nor for those already holding the post are organised. The institution that deals with the organisation of prosecution offices, the Swedish Prosecution Authority, has a special council that is responsible for the procedures for the appointment of chief prosecutors and middle managers with proposals that are then finalised by the prosecutor general. The appointment is not subject to a time limit. Compulsory courses are organised for aspiring chief prosecutors. The course is divided into three parts with a total duration of 19 days. The first two parts are characterised by self-study with a three-day in-person part. The third part, held in nine days to be organised over three months, is held face-to-face, with a clear predominance of interactive training methods. Optional courses are also organised for current prosecutors. Again, these are face-to-face courses characterised by a high degree of interactivity in the training methods.

In Ukraine, the selection and training of presidents of courts and chief prosecutors is separate. Court presidents are elected by the judges of the court. The term of office is three years, renewable once. The training institution does not organise courses for candidates, but organises them for those who already hold the office of president. The course lasts twenty hours and must be attended within one year from the appointment. At the end of the course participants are assessed, although this assessment has no relevance for possible re-election. The prosecutors are appointed by the prosecutor general after indications from the prosecutors. Chief prosecutors hold their office for five years and may be reappointed several times. The institution responding to the questionnaire writes that courses are organised for candidates and current judicial managers with mandatory courses on professional ethics and anti-corruption. At the end of the training, participants are assessed by various methods (multiple choice questions, preparation of an action plan, interview).

