

Training Needs Assessment Report

“Strengthening the efficiency and quality of the judicial system
in Azerbaijan”

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Preface

This Training Needs Assessment (TNA) Report and its accompanying Training Plan were developed in the framework of the EU and CoE Joint Project on “Strengthening the efficiency and quality of the judicial system in Azerbaijan”. The Project is implemented by the Council of Europe in cooperation with the Ministry of Justice of Azerbaijan.

The Assessment Report presents the identified needs for training in the area of judicial efficiency within the judiciary in Azerbaijan collected through a web based targeted survey. The results of the survey should help the project and its beneficiaries to streamline efforts in enhancing capacities to improve court efficiency. More precisely the survey was attending to assess the level of usage/knowledge of CEPEJ tools and the willingness and commitment of the target groups to engage in future training actions.

The assessment was based on quantitative research using web-based survey. It was conducted in the period of July – August 2020. The survey was administered by “Tandans Data Science Consulting A.S”, Turkish Research Company with a support of the Ministry of Justice and CoE Office in Baku.

We would like to extend our gratitude to court chairmen, judges and court staff and the representatives of the Ministry of Justice for their contribution and invaluable support.

Executive Summary

The Report reflects the main findings of the Training Needs Assessment in judicial efficiency carried out for the judiciary in Azerbaijan in the period May-September 2020.

The TNA process included identifying key target groups, drafting questionnaires and administrating the web-based survey.

The survey link was available for three weeks during usual summer breaks, and the response rate for each of the target groups was above 50% which is quite high having in mind that this is an internal survey and tackling very narrow topic, such as “court efficiency”.

The Report has been organized in two main parts: Analysis and Training Plan. Based on the analysis recommendations for training courses are proposed and their implementation timeline presented in the accompanied Training Plan.

Four training courses have been identified and elaborated: Case and time management; court performance indicators; collection and analysis of judicial/court statistics; and measuring the quality of justice, were identified as relevant for the three target groups court chairmen, judges and court staff.

As a result of the TNA findings, a set of recommendations for training actions were proposed to assist judiciary in improving court efficiency. The recommendations are as follows:

- Enhancing knowledge and skills in the area of case and time management, court performance indicators; collection and analysis of judicial/court statistics and measuring the quality of justice, should be considered as a priority for training all **court chairmen**;
- **Judges** also need to upgrade their knowledge and skills in court efficiency issues that will help increasing their individual performance. Therefore, case and time management and court performance indicators are the areas that are of crucial importance for training judges.
- Increasing knowledge and skills of a carefully selected group of **court staff** in the area of case and time management, court performance indicators; collection and analysis of judicial/court statistics and design and measuring the quality of justice;
- ToT's should be provided prior each training action. Special attention should be given to the training methodology. All trainers should go through ToT in adult training methodology.
- Where appropriate, the same course/module should be offered in different learning formats (face-to-face; e-learning or b-learning), so that participants can choose the format according to their preferred learning style. E-learning should gradually be offered. Special attention should be paid to the needs assessment and design process of the e-learning modules. However, having in mind the recent restrictions posed by the CIVID-19, the immediate training actions should be supported with videoconferencing technology in an on-line, format, webinars and webcast/podcasts.
- Joint session for all members of the legal family are recommended and even in some training events lawyers could be invited too.

- Gender issues should be considered in the selection of training participants and trainers.

In order to mainstream gender professionally, the survey data were also presented through gender perspective. Furthermore, gender experts were included into the process of performing training needs assessment.

Although the survey findings showed that e-learning is the least favourable training format for all three target groups, having in mind the restrictions imposed by COVID-19, in the period of project implementation ICT supported training is recommended and therefore noted in the Training Plan.

Training Needs Assessment Methodology

The proposed methodology to identify training needs was discussed and agreed with the beneficiaries. Having in mind the current COVID-19 pandemic it was agreed that this TNA will be based only on quantitative methods by using web-based survey.

The three questionnaires were developed for the three key target groups identified. The questionnaires used for the surveys, were developed jointly with the representatives from the Ministry of Justice.

The Ministry of Justice, research company and CoE Office in Baku were responsible for the administration of the survey. The survey was organized in the period June-August 2020.

The methodology besides the web-based survey also included, analysis of other available statistical data and expert appraisal. For better statistical significance, the analysis uses cross-tabulation tables and weighting factor. Cross-tabulation tables provide a wealth of information about the relationship between the variables. In this analysis, several subgroups were identified, and their answers analysed and compared.

A statistical weight is an amount given to increase or decrease the importance of an item. To majority of questions in these surveys a weighting factor was added to evaluate the importance given by each target group.

Analysis

Questionnaires

Three key target groups were identified: target group 1 (Survey 1) or “Court Chairmen”; target group 2 (Survey 2) or “Judges” and target group 3 (Survey 3) court administration. Accordingly, three questionnaires¹ for the surveys were drafted: one for the Court Chairmen; one for the Judges and one for the court staff. The questions were almost the same however for easier administration they were administered as three different surveys.

The three questionnaires used for the surveys (see annex 1), were developed jointly with the representatives from the Ministry of Justice. The number of questions varied from 19 within Survey 1 to 17 in Survey 2 and 3. The survey used “Multiple Choice Questions”, Rating Scale Questions, Likert Scale Questions, few “Dichotomous Questions” and introductory “Demographic Questions” which served for cross-tabulating purposes.

Questionnaires provided quantitative information and the first level of broad data. The key advantage of the questionnaires was that the survey addressed court chairmen, judges and court staff, from whom input was asked. Another plus is that the respondents could complete the questionnaire when and where they choose. Also, this type of web-based surveys (also known as CAWI – Computer Assisted Web Interview) are anonymous, and therefore the result more honest and accurate.

The only disadvantage in the administration of a web survey was that the study groups had to have good access to the internet, an e-mail account and be IT literate. This was obviously underestimated hence 26% that started the survey did not finish it.

Scope

The Survey was implemented nation-wide, meaning that the questionnaires were sent to the total population of approximately 1804 potential respondents within the judiciary: 114 Chairmen, 419 judges and 1500-1600 court staff addressing the Supreme Court, Appellate courts, Courts of First Instance, the Judicial Legal Council, Ministry of Justice and Justice Academy.

Response rate

The response rate was above 50 among all target groups. Having in mind the previous experiences with TNA surveys, the response rate was surprisingly high in the three conducted surveys: almost 62 % within Survey 1 – 71 replies out of the total of 114 court chairmen, 52% within Survey 2 – 217 replies out of the total of 419 judges and between 65-70% within Survey 3 - 1047 replies out of approximately 1500-1600 court staff, total population size.

In the three conducted surveys in total 1804 responses were received, out of which 1427 from the court administration (court staff), 292 from the judges and 85 responses were from the court chairmen. It should be noted that 1335 out of 1804 completed the survey, therefore in this analysis only the replies of those respondents that completed the survey are taken into consideration. 469 or almost 26% of the respondents did not finish the survey and those were 380 (27%) among staff, 75 (26%) from the judges and 14 (16%) from the court chairmen.

¹ Questionnaires are attached to this Report as annex 1.

Consequently, highest response rate is noted among court staff. Out of approximately 1500-1600 court staff within the judiciary (judge assistants, court clerks, court advisers, etc), 1047 replied to the survey or approximately 65-70%.

Court chairmen came in second with almost 62% or from the 114 court chairmen, total population size, 71 replied to the survey.

And finally, the lowest response rate is noted among judges, and it might be also understandable because the focus of the survey was made on identifying needs for training for the court efficiency tools. There are 533 Judges in the country, 114 of them are acting as court chairmen. Therefore, out of the total 419 judges, 217 answered the survey which is approximately 52%.

Figure 1: Respondents' rate total

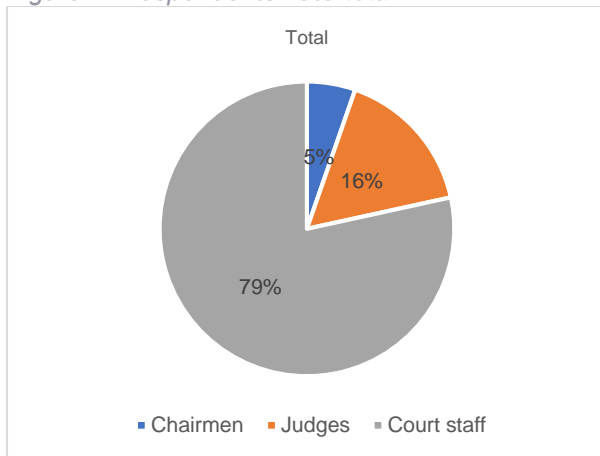
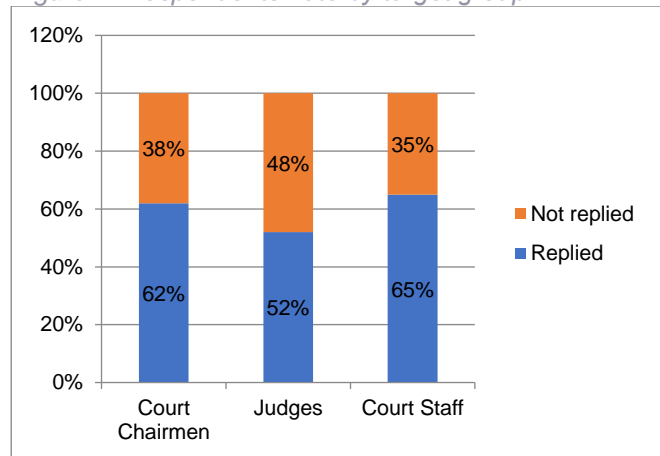


Figure 2: Respondents' rate by target group



Surveys Demography

This first Chapter had 6 questions which also served for cross-tabulating purposes in the analysis.

Regarding the area of law, there was balanced representation among chairmen and judges. The majority of respondents as usual, work in the civil area of law: 52% from the court chairmen and 48% from the judges. This question was not posed to the court staff due to their fluctuation/mobilisation among different area of law.

Figure 3: Respondents' rate by area of law

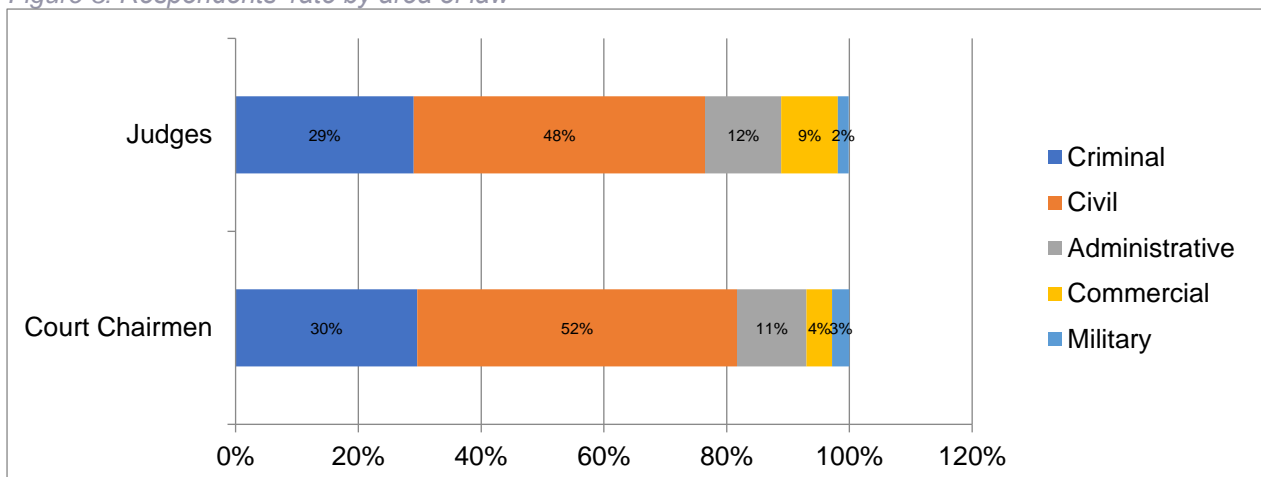
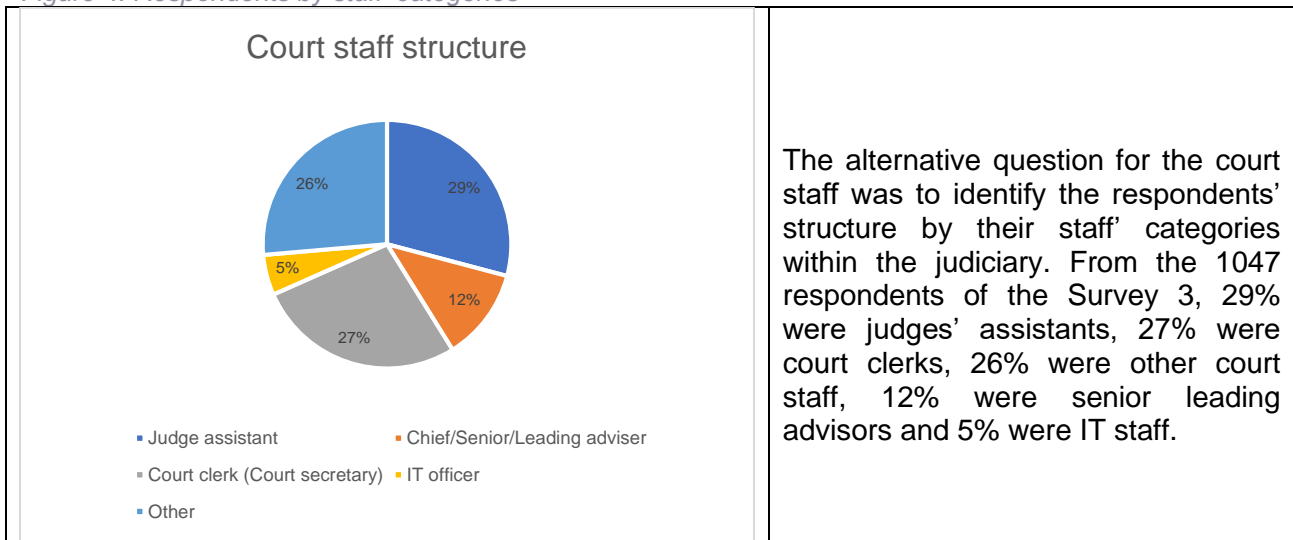


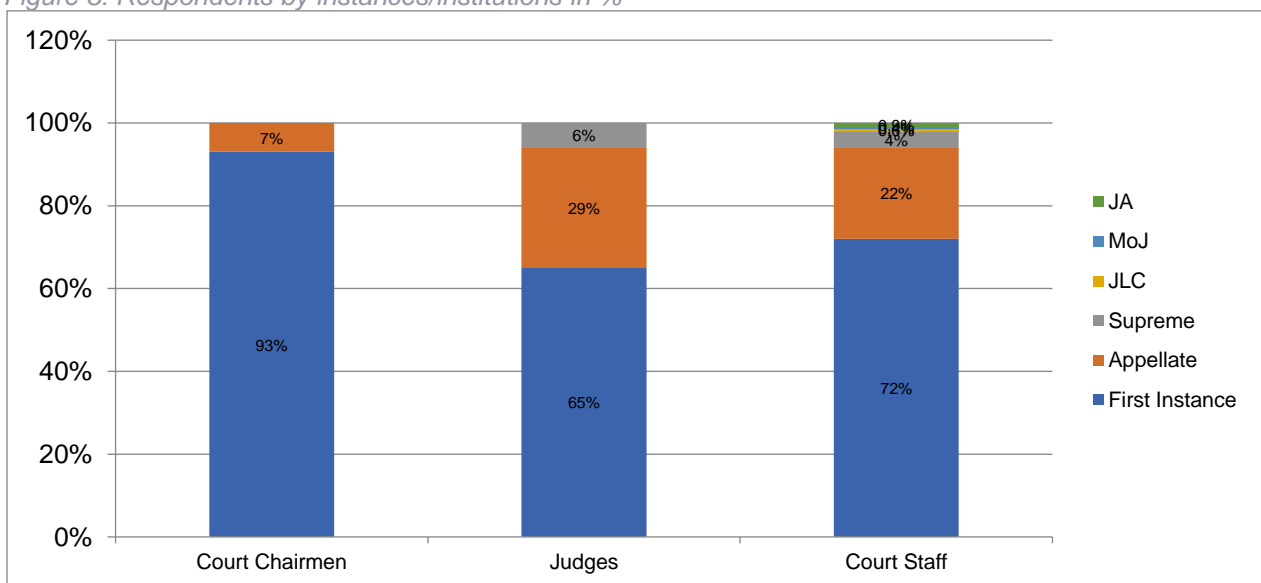
Figure 4: Respondents by staff categories



The highest rate of responses was received from the first instance courts in all surveys, which is in correlation with the number of the target groups employed within the first instance courts. The same trend was noticed among different target groups: in the Survey 1 it was 93% in the Survey 2 it was 65% and in the Survey 3 it was 72% of the respondents that came from the First instance courts.

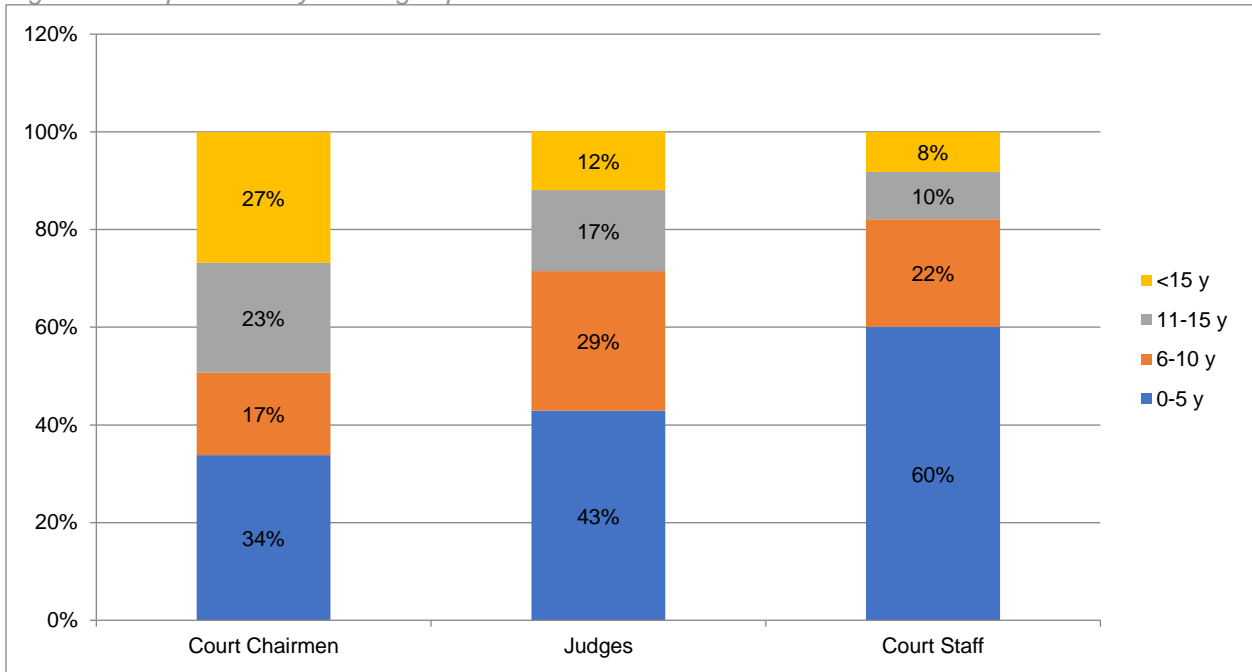
The response rate according to target group and per court instances/institutions in real numbers is as follows: Chairmen 66 from the first instance courts and 5 from the appellate courts; judges 142 from the first instance courts, 63 from the appellate courts and 12 from the Supreme Court, court staff 756 from the first instance courts, 234 from the appellate courts, 38 from the Supreme Court, 6 from the Judicial Legal Council, 4 from the Ministry of Justice and 9 from the Justice Academy. The real numbers are relevant to note in order to avoid the prevailing opinion of some relatively small group, for instance as it might be the case of appellate court chairmen which are only five or later military court judges which are only 4 and military court chairmen which are only two.

Figure 5: Respondents by instances/institutions in %



It is interesting to note that the majority (60%) of the respondents from the Survey 3 were with 0-5 years of working experience. Approximately 68% of all the respondents are young with up to 10 years of experience. The biggest percentage (27%) of experienced people (with above 15 years of working experience) in this analysis are within the target group of court chairmen. Namely, the position of a court Chairman inevitably requires lengthier working experience.

Figure 6: Respondents by working experience



As for the educational background of the respondents, vast majority of the respondents (60%) were with bachelor's diploma, more than 1/3 (37%) were with Master's and 3% with PhD. Among the court chairmen majority of respondents were with Bachelor's diploma (50,7%) followed closely by those with Master's degree (45,1%). Judges in this survey were equally divided between those with Bachelor's diploma and Master's degree (47.9%). Whilst among court staff 82% of the respondents were with Bachelor's diploma.

Figure 7: Educational background Total

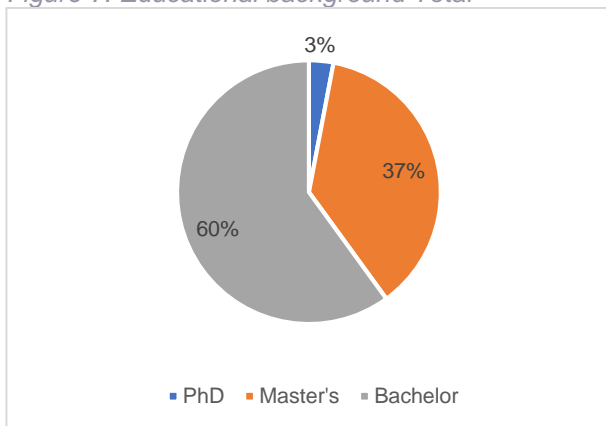
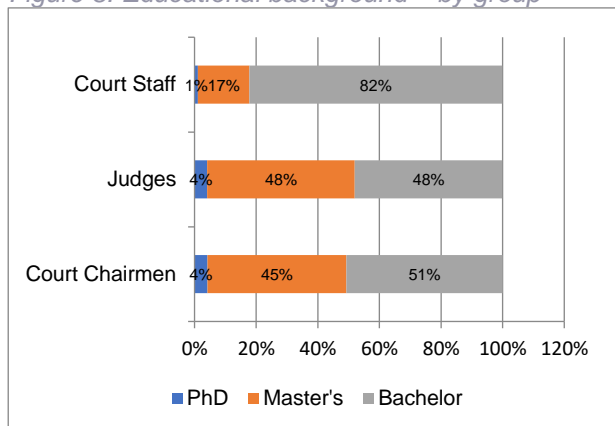


Figure 8: Educational background – by group



The majority of chairmen (51%), judges (62%) and court staff (51%) are within the age group 35-54. In addition to that 10% of judges are within the age group 25-34 years of age, therefore it could be concluded that the judiciary of Azerbaijan is in pretty young hands.

Gender wise, the situation is not very much in favour of females, 97% of chairmen and 79% of judges are males. The situation will surely change in the next years, having in mind the number of female students in the Law faculties nowadays. The gender question was considered as irrelevant for the court staff hence their situation is the complete opposite in favour of females.

Figure 9: Age total

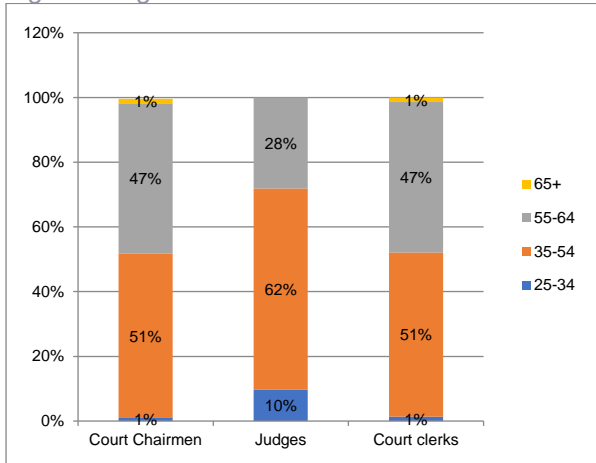
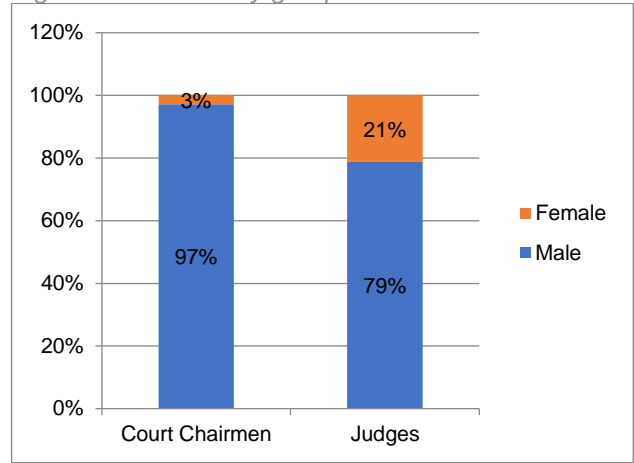


Figure 10: Gender by group



Survey findings

The survey findings are presented according to the order of questions in the questionnaires. Comparison between the three target groups was made to the extent possible/relevant. The conclusions are given at the end in the conclusions&recommendations chapter.

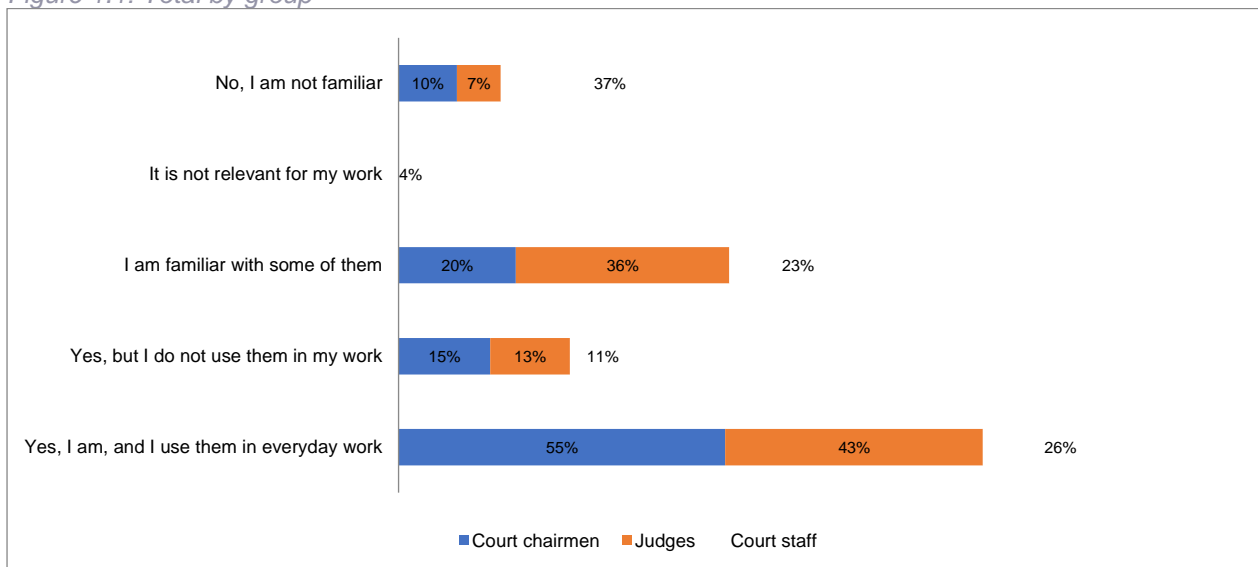
1. Are you familiar with CEPEJ tools and standards for court efficiency?

The first question was very general, but it was necessary to introduce the topic of the survey and relevant in terms of identifying the baseline for defining learning outcomes later.

As expected, court chairmen are the most familiar (with 55%) with the CEPEJ tools and standards for court efficiency and they used them in everyday work, while the court staff are less familiar and 26% use them in their everyday work. That is usual, hence not all court staff are involved in the work that requires this particular knowledge.

It is interesting to note that only 4% of the court staff considers that CEPEJ tools and standards are not relevant for their work but on the other hand 37% of them are not familiar with the CEPEJ tools and standards. The percentage of non-usage of the standards, as it is shown in the graphs below, among all three groups is very close: 15% among court chairmen, 13% among judges and 11% among court staff.

Figure 1.1: Total by group



2. Have you ever participated in training about court performance indicators?

Quite significant portion from the court chairmen (79%) and judges (68%) have participated in training on court performance indicators. Opposite, 60% of the court staff have not participated to such a training.

Majority (83%) of court chairmen that participated to trainings, come from the criminal area of law. Majority (67%) of chairmen from the commercial courts participated to this type of training long time ago.

Figure 2.1: Chairmen - total

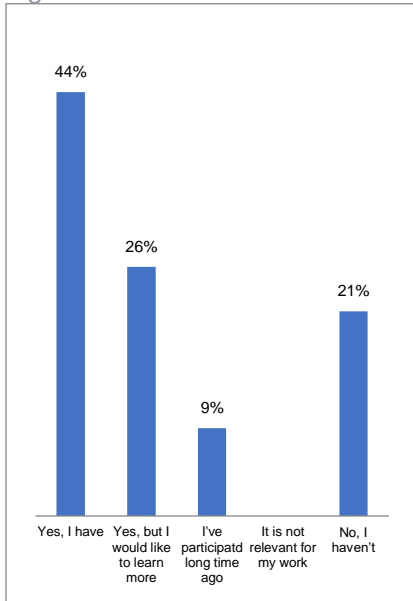
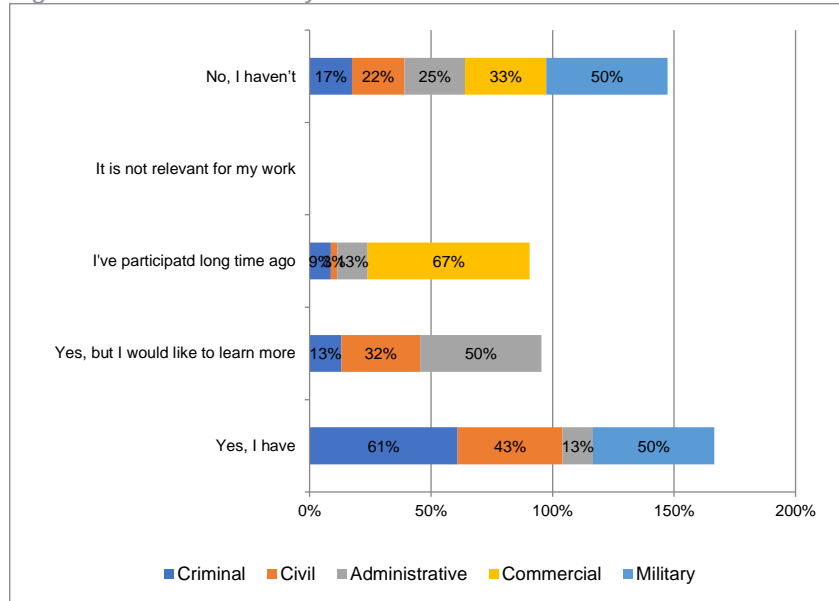


Figure 2.2: Chairmen – by area of law



Majority (50%) of judges from military area of law that participated to trainings, come from the criminal area of work. And from those one that haven't attended any training the biggest percentage (50%) comes from military courts (though it should be noted that only 4 judges from the military courts replied).

Figure 2.3: Judges - total

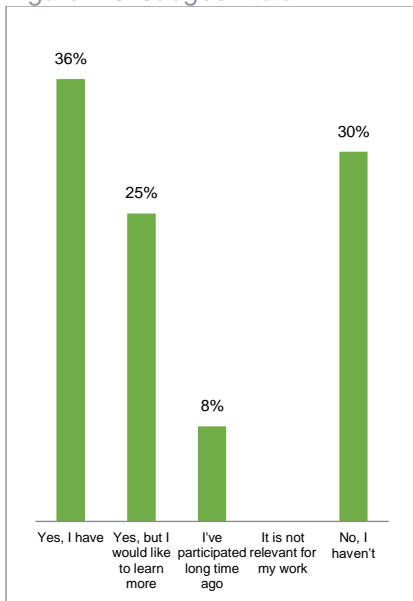
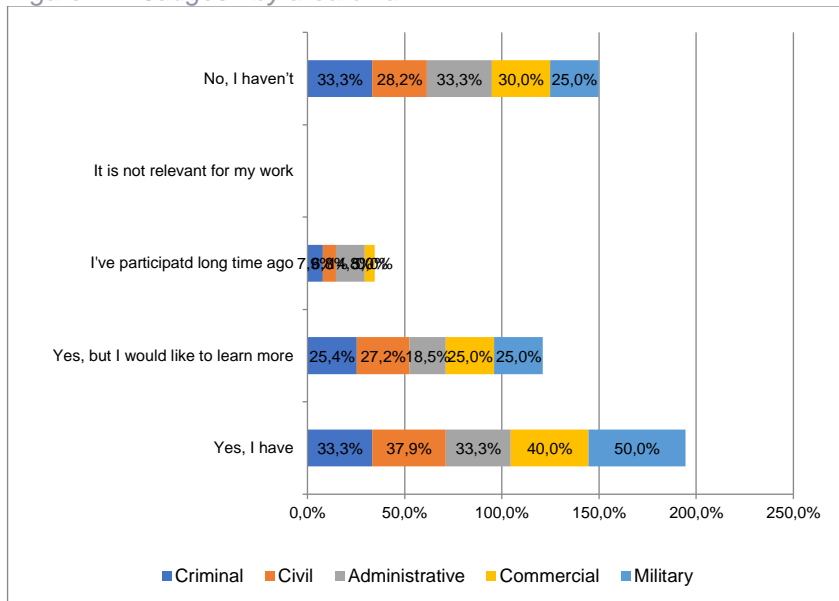


Figure 2.4: Judges - by area of law



The biggest number or approximately 75% of the Supreme Court judges and 40% of appellate court chairmen, have not participated in trainings on court performance indicators. From those judges that have attended trainings on this topic before, 43% are from the appellate courts, 35% from the first instance courts and 8% are from the Supreme Court. As for the chairmen, from those that have attended trainings on this topic in the past, 44% are from the first instance courts and 20% are from the appellate court.

Figure 2.5: Chairmen - by court instances

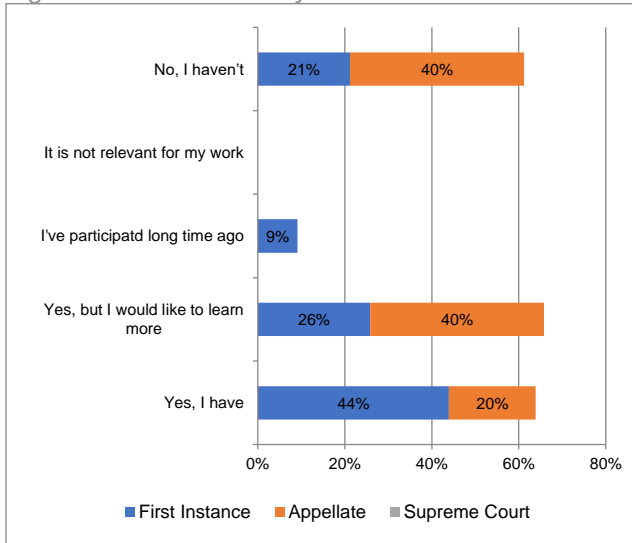
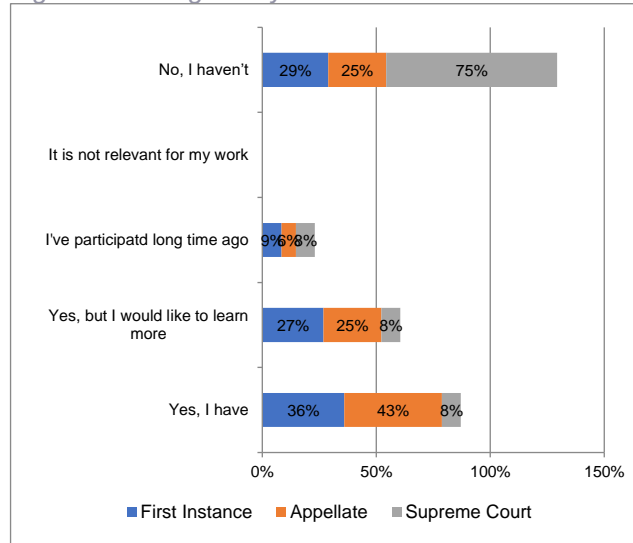


Figure 2.6: Judges - by court instances



There is a consistency among court staff that this topic is actually relevant for their work hence only 3% consider that it is not relevant. Furthermore, almost all categories of court staff have been neglected in terms of training on this topic, starting with “other²” with 66%, court clerk with 63% till judge’s assistant with 58% among their respective group.

Figure 2.7: Court staff - total

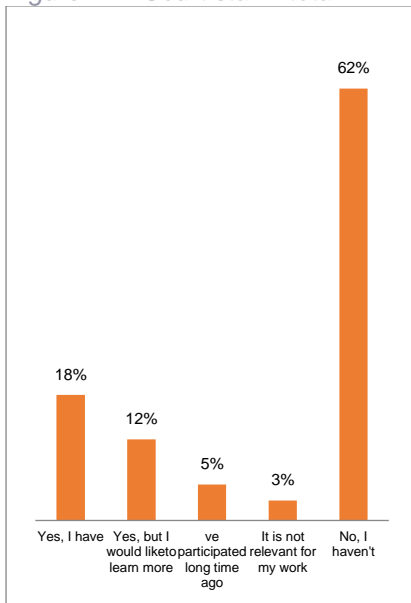
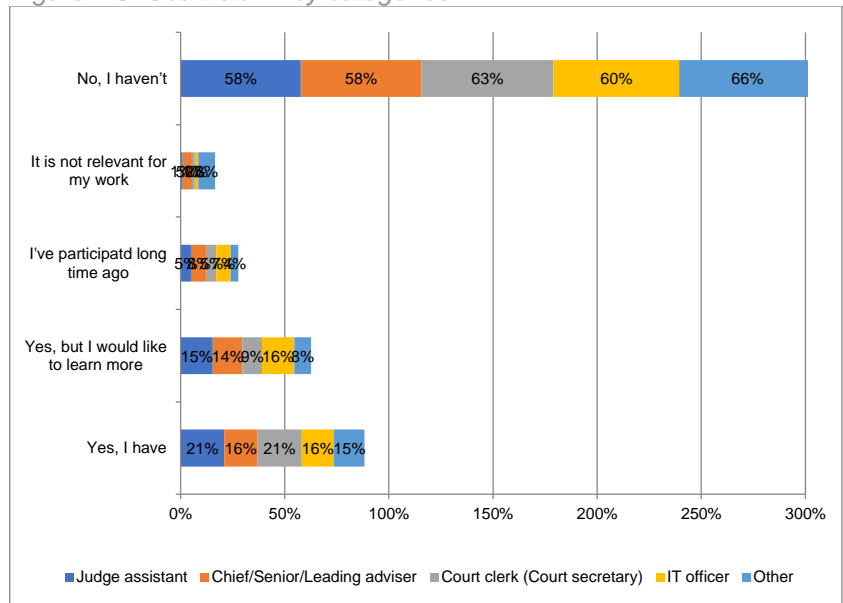


Figure 2.8: Court staff - by categories



3. Are you familiar with court performance indicators?

Majority (54%) of court chairmen and the biggest percentage or 83% of those working in the criminal area, are familiar with court performance indicators and they use them in their everyday work. Approximately 1/3 of the three target groups are familiar with some of the court performance indicators. The biggest percentage (31%) of court staff is not familiar with court performance indicators and that is almost equally shared through all court staff categories.

² “Other” – included employees in the court not covered with the 4 categories relevant for this survey.

Figure 3.1 Chairmen - total

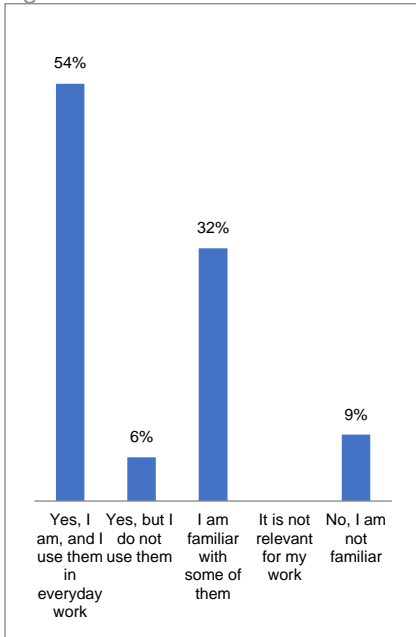
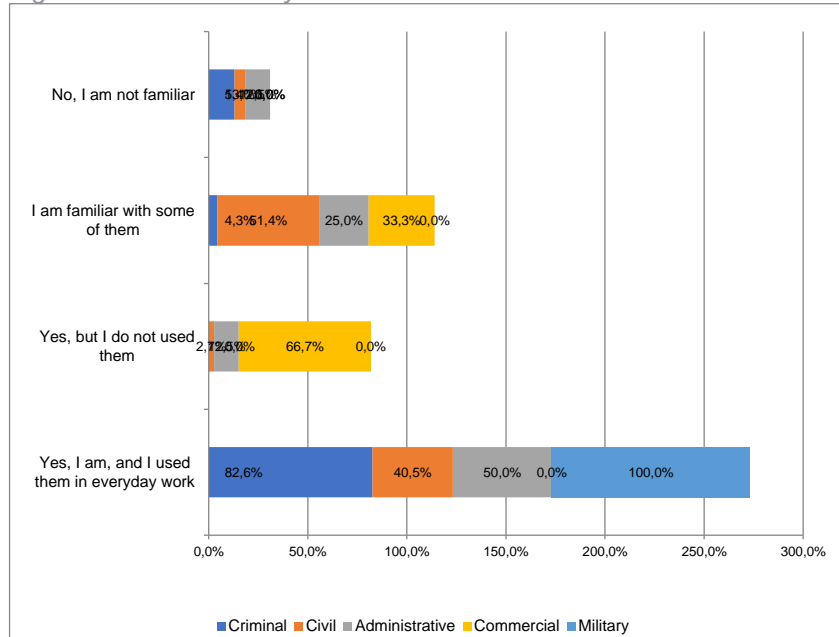


Figure 3.2 Chairmen- by area of law



Among judges the situation is rather different. 37% of judges are familiar with court performance indicators and they use them in their everyday work and the biggest percentage or 43% of those working in the criminal, 37% in administrative, 36% in civil, 30% in commercial and 25% in military area of law are familiar with court performance indicators and they use them in their everyday work.

Figure 3.3 Judges - total

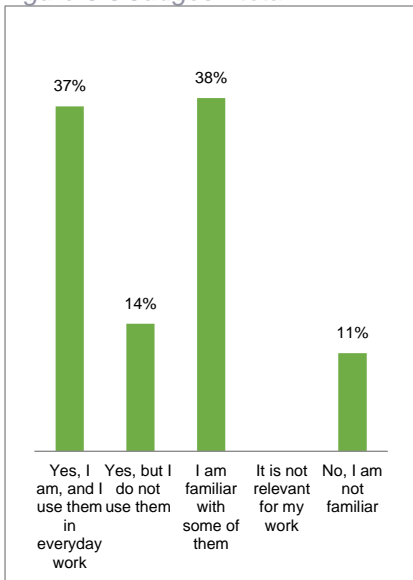
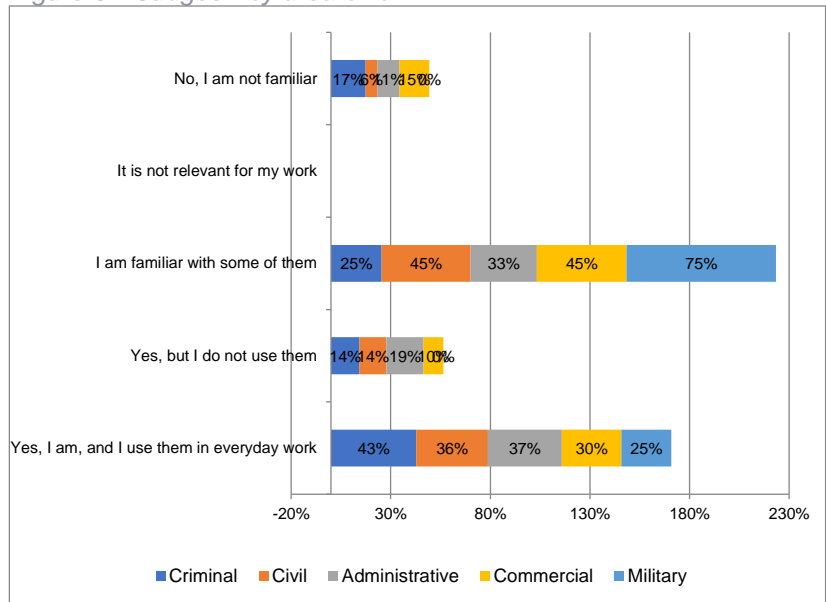


Figure 3.4 Judges - by area of law



60% from the appellate court chairmen and 53% from the first instance court chairmen are familiar with court performance indicators and they use them in their everyday work whilst only 9% from the first instance court chairmen are not familiar with court performance indicators. Of course, if we talk about familiarity with some of the performance indicators, 91% from the first court instance chairmen and all appellate court chairmen are familiar with some of the court performance indicators. The biggest percentage or 25% of judges that are not familiar with court performance indicators are judges from the Supreme Court. 44% of appellate court judges, 37%

of first instance court judges and 8% from the Supreme Court judges are familiar with court performance indicators and they use them in their everyday work.

Figure 3.5: Chairmen - by court instances

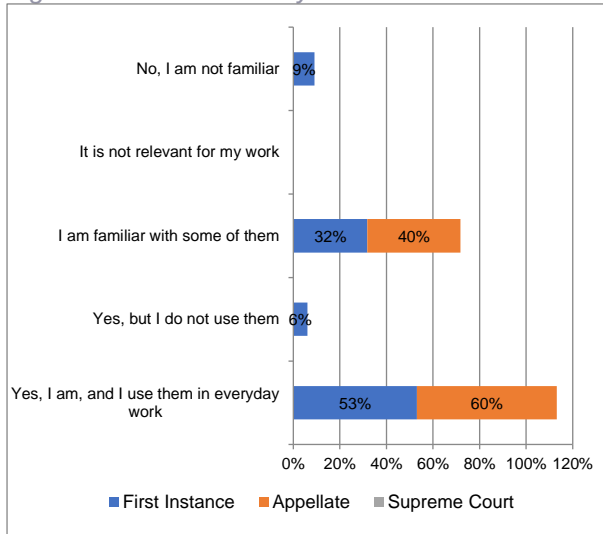
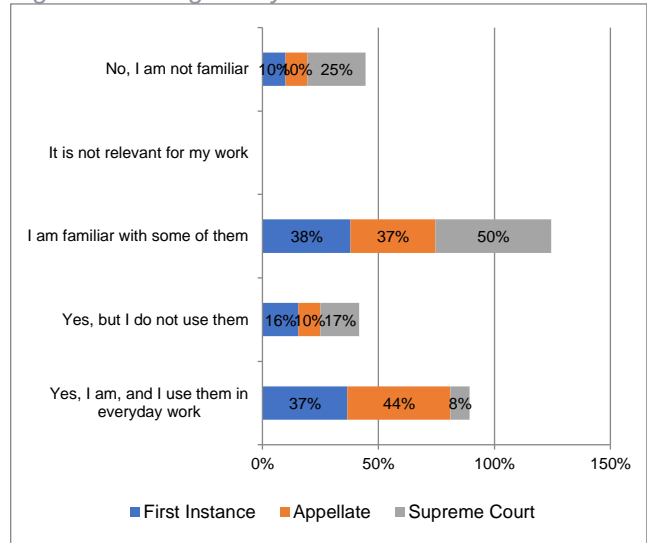


Figure 3.6: Judges - by court instances



The feedback from the court staff is very interesting. Approximately, one third of all clerk categories are familiar and use the indicators, the same is relevant for those that are familiar with some of the indicators and for those that are not familiar with the performance indicators.

Figure 3.7 Court staff - total

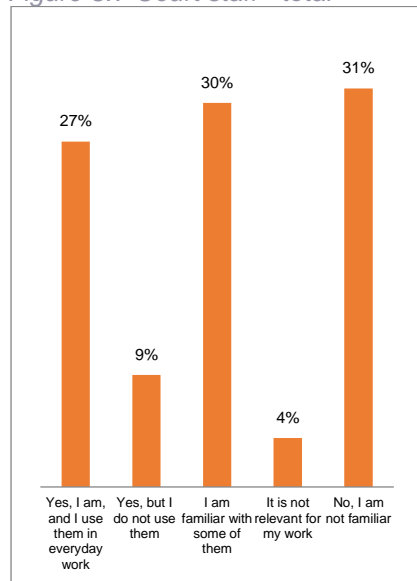
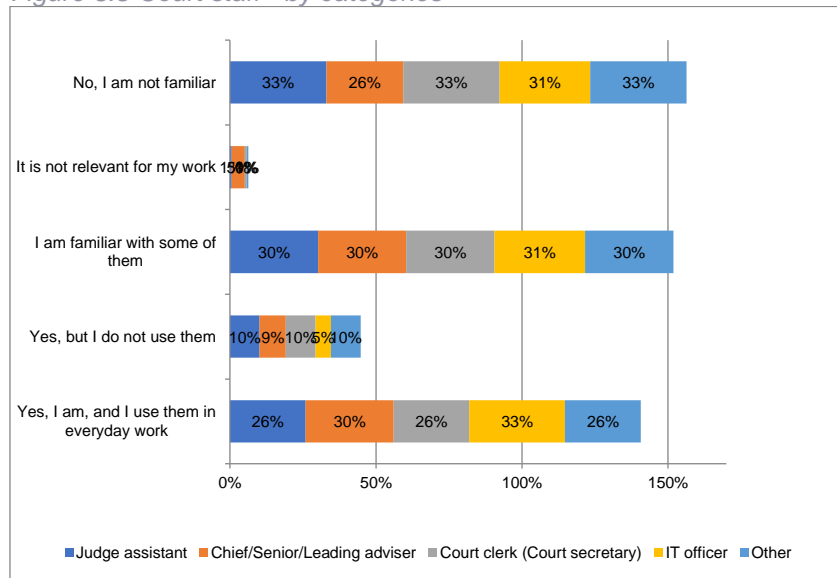


Figure 3.8 Court staff - by categories



According to all three surveys, only a small percentage of all the respondents; 6% among court chairmen, 14% among judges and 9% among court staff consider that knowledge of court performance indicator is not relevant for their work.

4. Are you familiar with clearance rate (CR) indicator?

Significant drop is noticed among all target groups when we talk about one of the most relevant indicators which is clearance rate (CR) indicator in comparison to their overall familiarity with the performance indicators.

32% of court chairmen are familiar with clearance rate indicator and they know how to calculate it. Furthermore, 47% of those that know how to calculate CR are with more than 15 years of working experience.

Figure 4.1 Chairmen - total

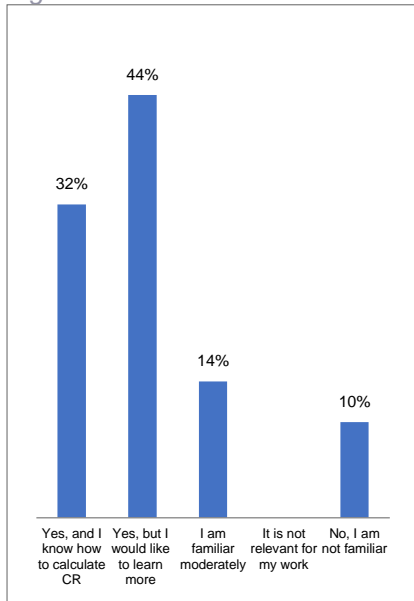
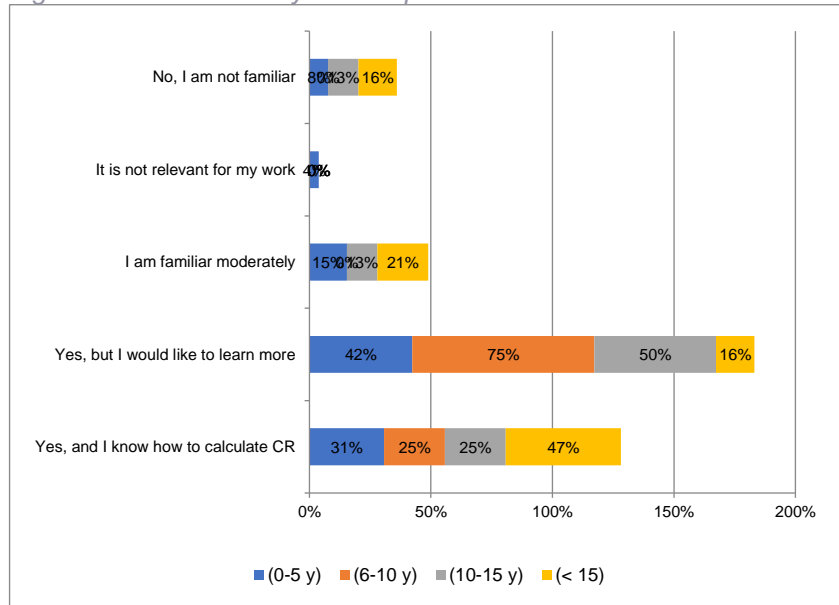


Figure 4.2 Chairmen - by work experience



Similar like court chairmen judges also are less familiar with the CR. Only 17% of judges know how to calculate and the biggest percentage (55%) of those that know how to calculate CR are with more than 15 years of working experience. It should be noted that 75% from those with 5-10 years of experience would like to learn more on this topic.

Figure 4.3 Judges - total

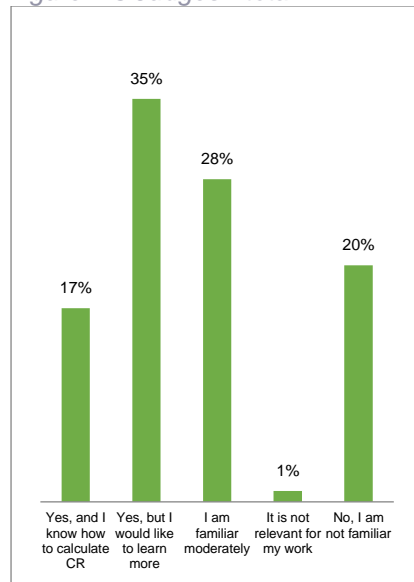
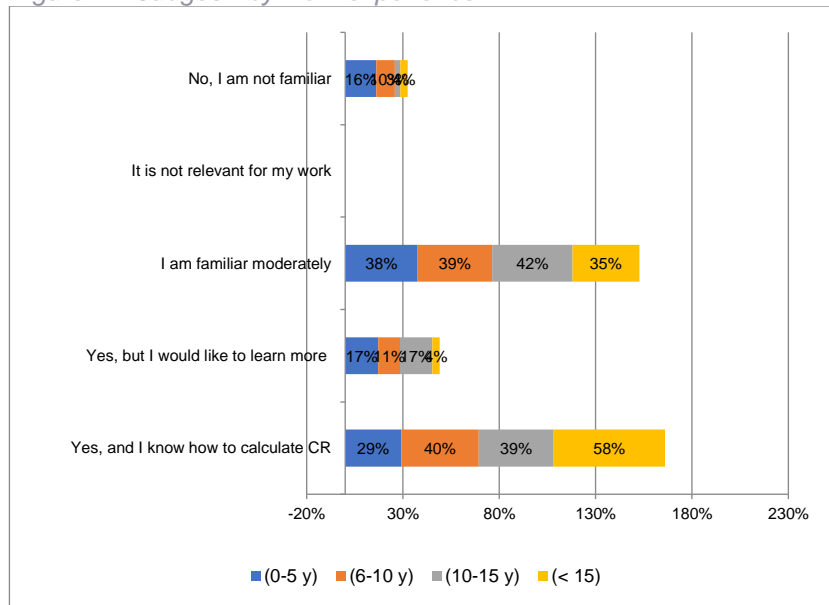


Figure 4.4 Judges - by work experience



60% of appellate court chairmen and 30% of the first instance court chairmen are familiar with CR indicator and know how to calculate it. Only 11% from the first instance court chairmen are not familiar with this indicator. From the judges that are familiar with the CR and know how to calculate it, 21% are judges from appellate courts, 16% are from the first instance courts and 8% are from the Supreme Court. The biggest percentage of judges that are not familiar with CR indicator are Supreme Court judges with 50%.

Figure 4.5 Chairmen - by court instances

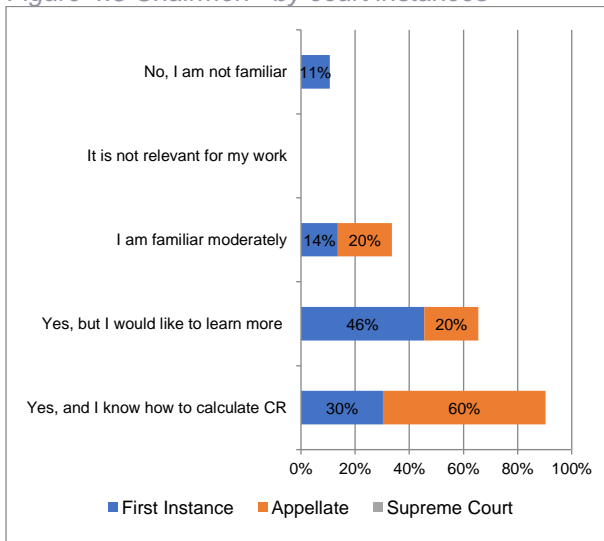
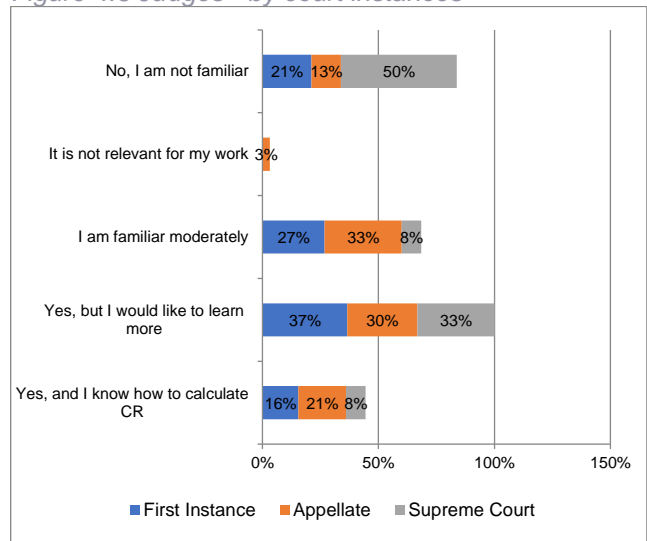


Figure 4.6 Judges - by court instances



Consequently, the same is noticed among court staff. Court staff among the three target groups surveyed are the least familiar with court performance indicators in general and 34% of them are not familiar with CR indicator. That perception is equally shared among all clerk categories. 6% of them consider that knowledge of this indicator is not relevant for their current work.

Figure 4.7 Court staff - total

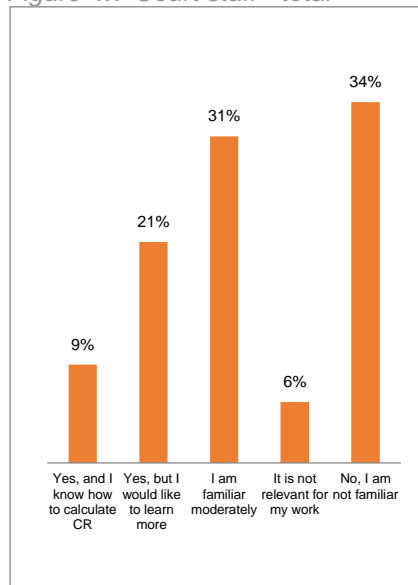
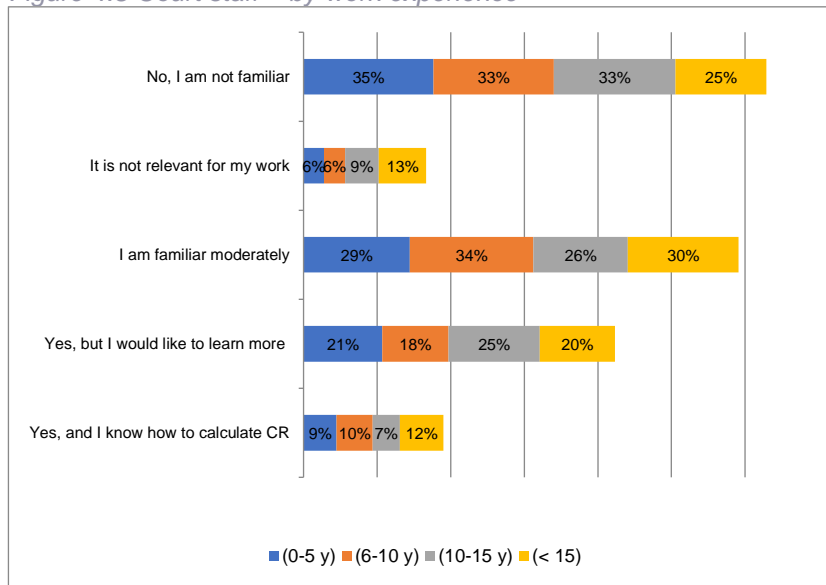


Figure 4.8 Court staff – by work experience



5. Do you know what disposition time (DT) stands for?

Almost the same figures are noticed with the disposition time indicator among all three target groups.

The same as with the CR, 32% of the chairmen know what DT is and how to calculate. A very small percentage (1%) of court chairmen considers that knowing what disposition time is, it's not relevant for their work. From those that know how to calculate DT, the biggest percentage comes from the chairmen of the appellate courts.

Figure 5.1 Chairmen - total

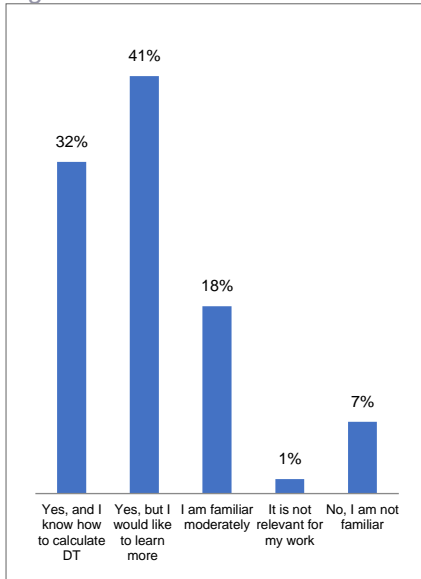
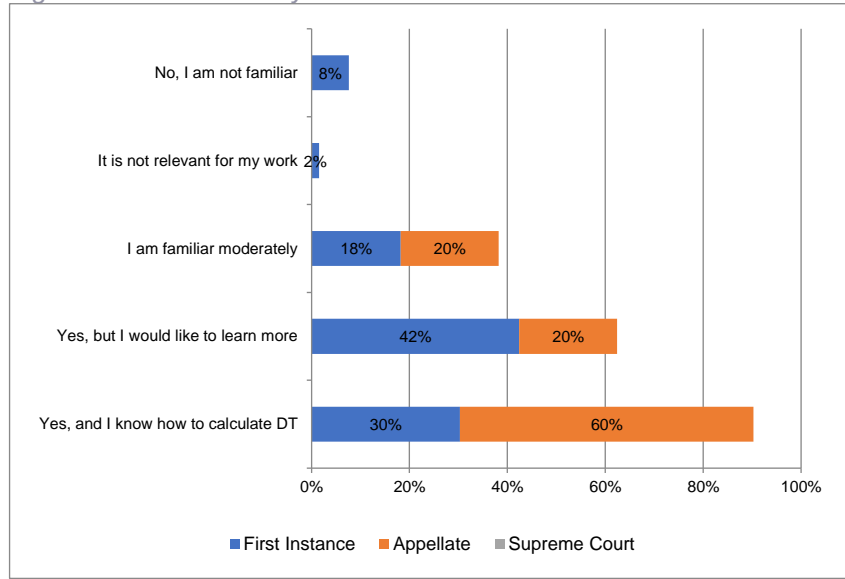


Figure 5.2 Chairmen - by court instances



Only 16% of judges know how to calculate and 39% would like to learn more. Accordingly, 41% from the judges from the appellate courts would like to learn more on this topic.

Figure 5.3 Judges - total

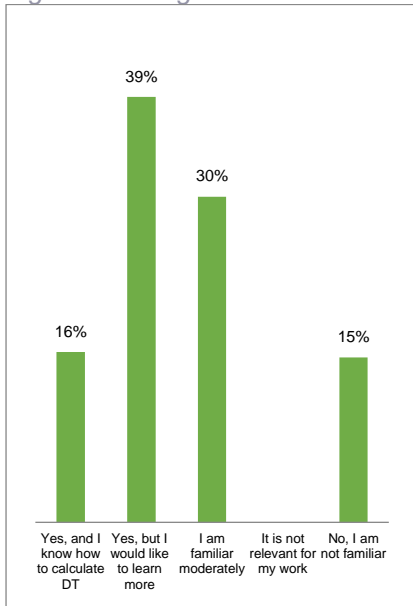
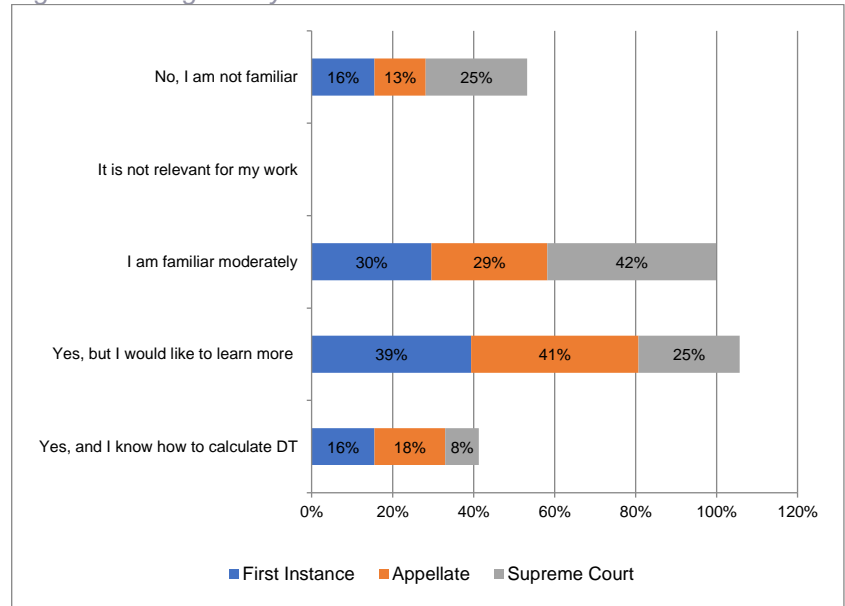


Figure 5.4 Judges – by court instances



The percentage among the staff from the courts is similar, while staff from the JLC, MoJ, and JA, have slightly different opinion on that matter. For example, 67% of the staff from the JA consider that knowledge about DT is not relevant to their work, 50% of the staff from the MoJ are not familiar with DT, 50% of JLC staff would like to learn more about DT.

Figure 5.5 Court staff – total

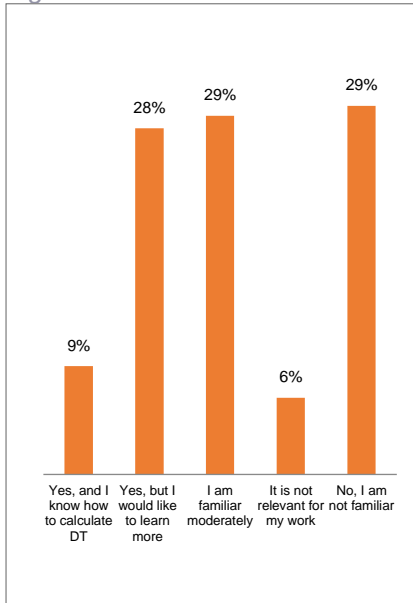
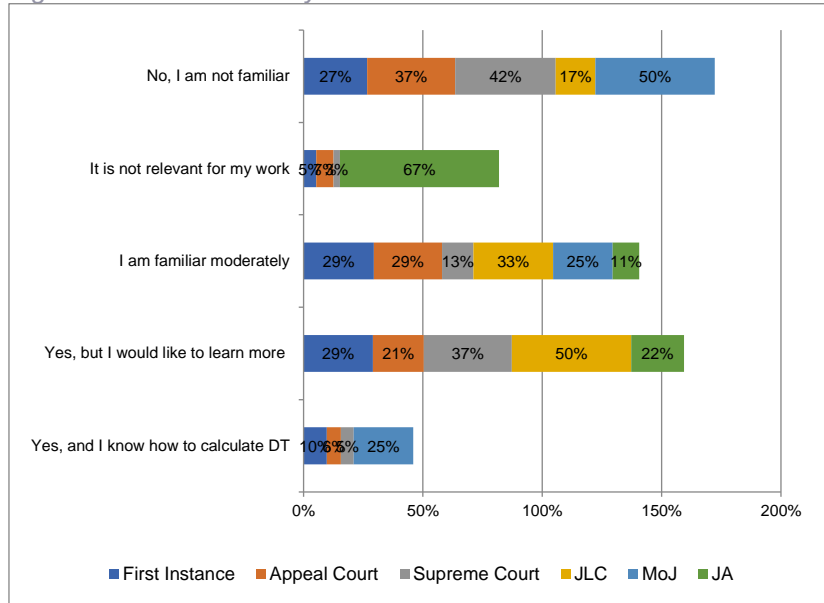


Figure 5.6 Court staff – by court instances



6. Do you know what court efficiency rate (ER) is and why it is important?

The efficiency rate indicator is even less used by the chairmen, but they are familiar, and they want to learn more about it (70%). The most eager to learn more, are the chairmen from the commercial courts with 67%. Only 9% of the court chairmen are not familiar with the purpose and importance of the ER indicator.

Figure 6.1 Chairmen - total

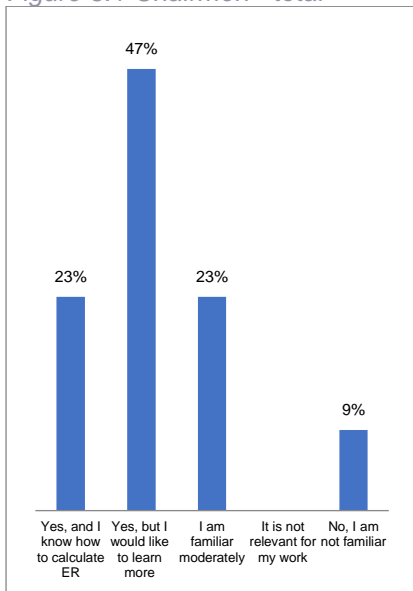
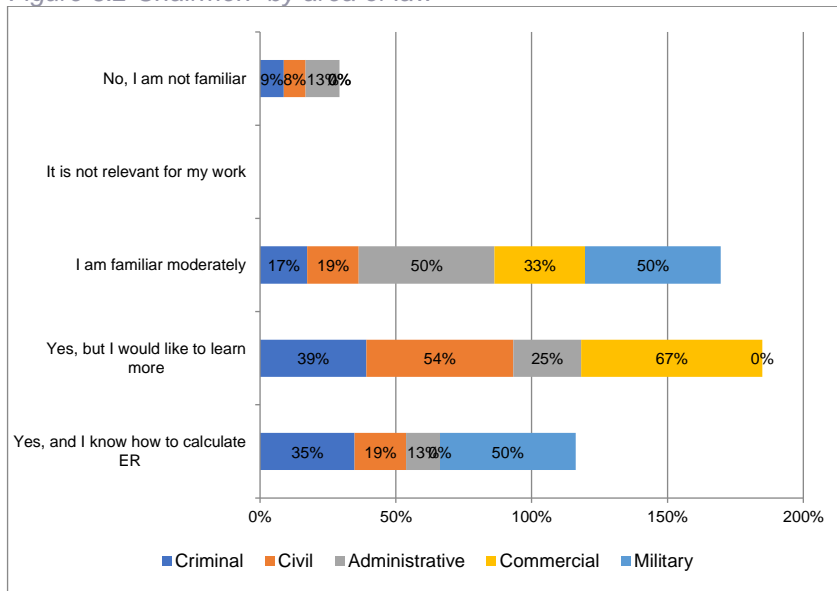


Figure 6.2 Chairmen- by area of law



The same trend continuous with judges, only 12% of judges are familiar and use the ER and 41% would like to learn more. From those that would like to learn more, judges from the military courts are the most interested with 50%, as well as judges from the administrative courts with 48%.

Figure 6.3 Judges - total

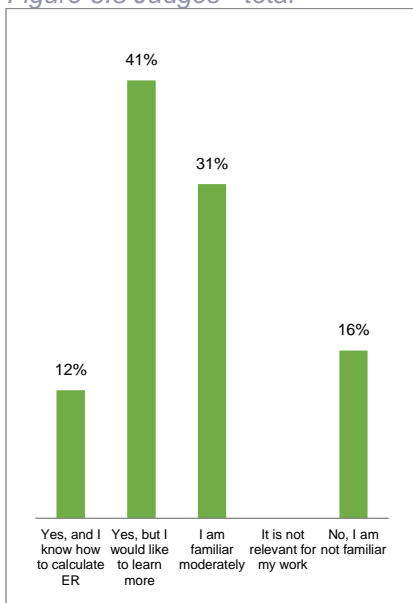
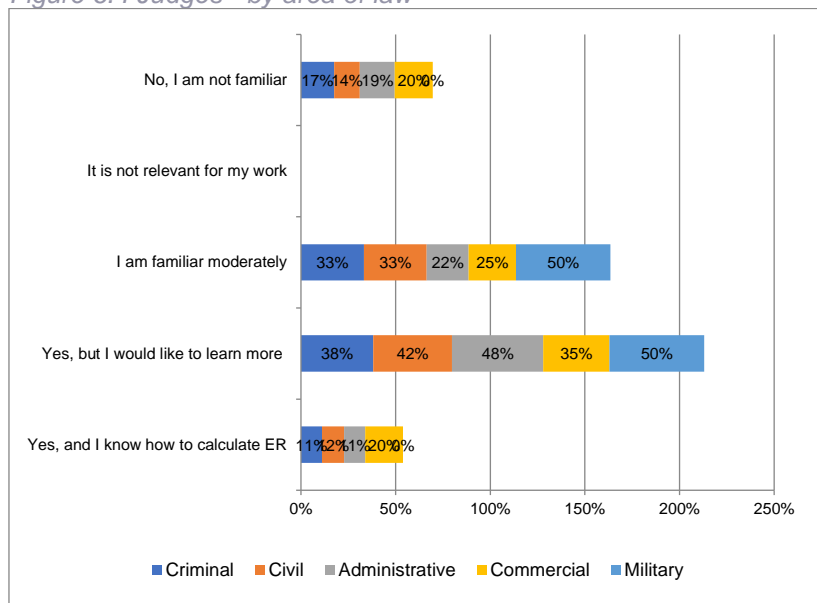


Figure 6.4 Judges - by area of law



All appellate court chairmen are familiar with the ER indicator and 60% from them and 20% from the first instance court chairmen know how to use the ER indicator. Only 9% from the first instance chairmen are not familiar with the ER indicator. Judges much less than chairmen know how to calculate ER or any other court performance indicator and that is understandable hence this is not in their primary competence. However, regarding familiarity with the ER indicator one could say that judges are very familiar, with 90% within first instance court judges, 77% within appellate court judges and 75% among Supreme Court judges.

Figure 6.5 Chairmen - by court instances

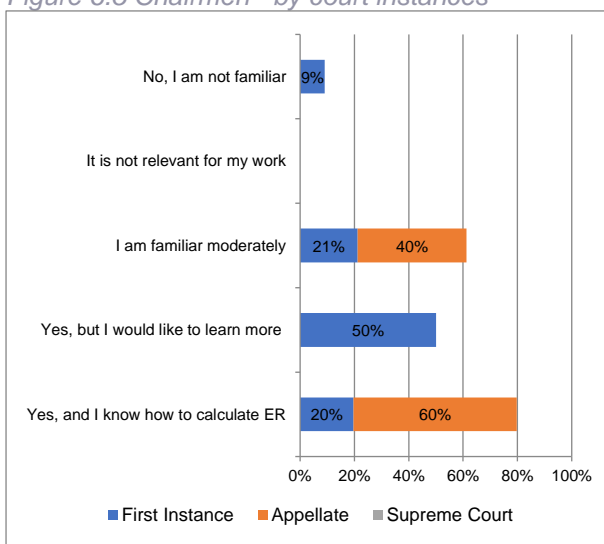
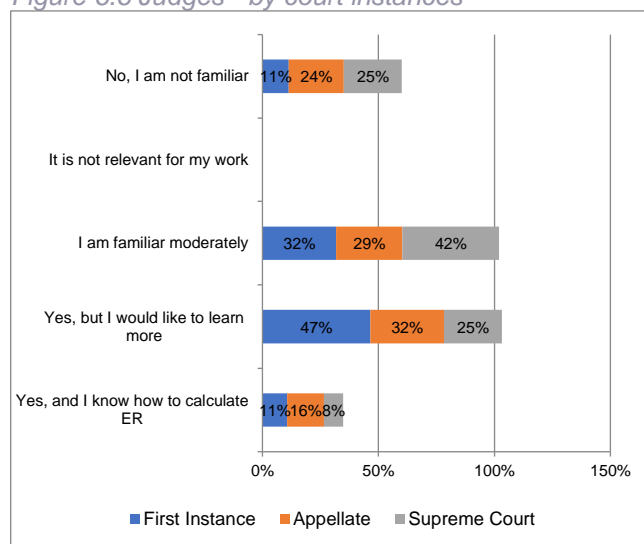


Figure 6.6 Judges - by court instances



As it could be seen from the graph below, the knowledge of court performance indicators becomes lesser and lesser as we go through all indicators relevant for this targeted TNA. Though, it seems that in case of court staff, the ER indicator is the less familiar from all court performance indicators. All categories of court staff are at the same level of knowledge and familiarity with this indicator.

Figure 6.7 Court staff – total

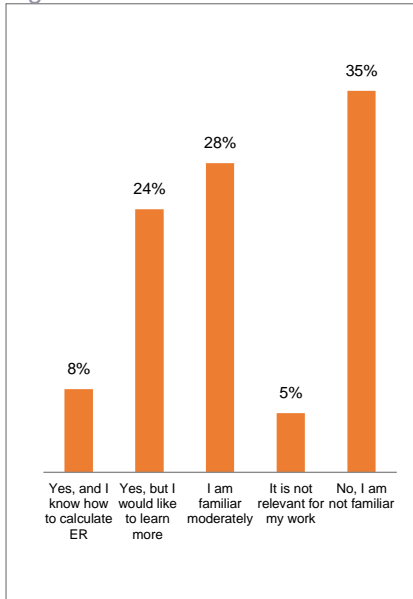
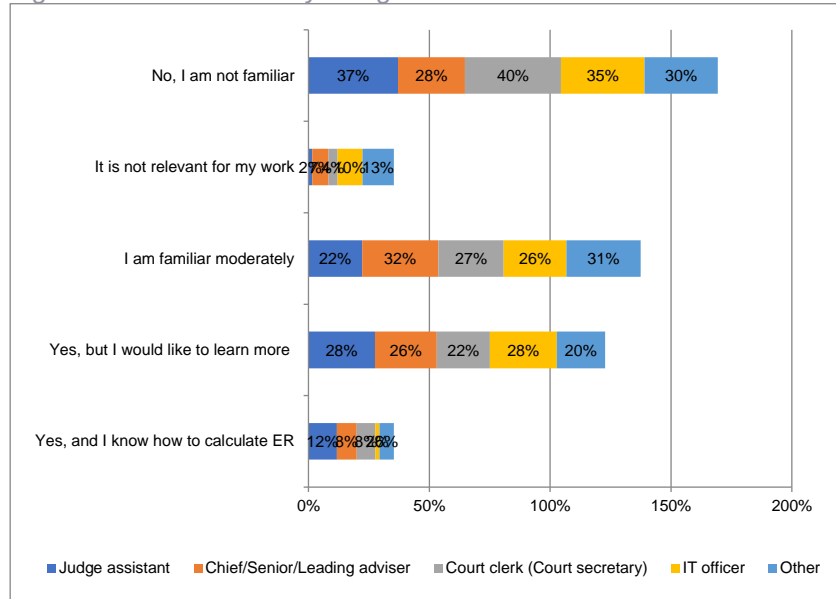


Figure 6.8 Court staff – by categories



7. Are you familiar with case turnover ratio (CTR) indicator?

Slight increase of familiarity with the CTR is noticed among chairmen and judges, whilst court staff are almost at the same opinion.

13% of the court chairmen though are not familiar with the CTR which is more than with other indicators. Among them with the biggest percentage (33%) among their own group, are the chairmen from commercial courts. The two chairmen from the military courts are familiar and know how to calculate CTR and that is why we have a 100% in their group.

Figure 7.1 Chairmen - total

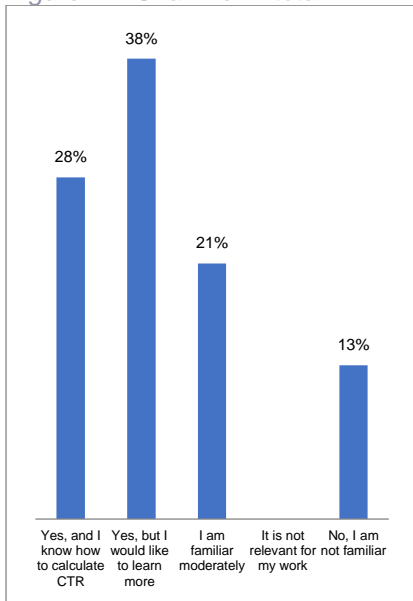
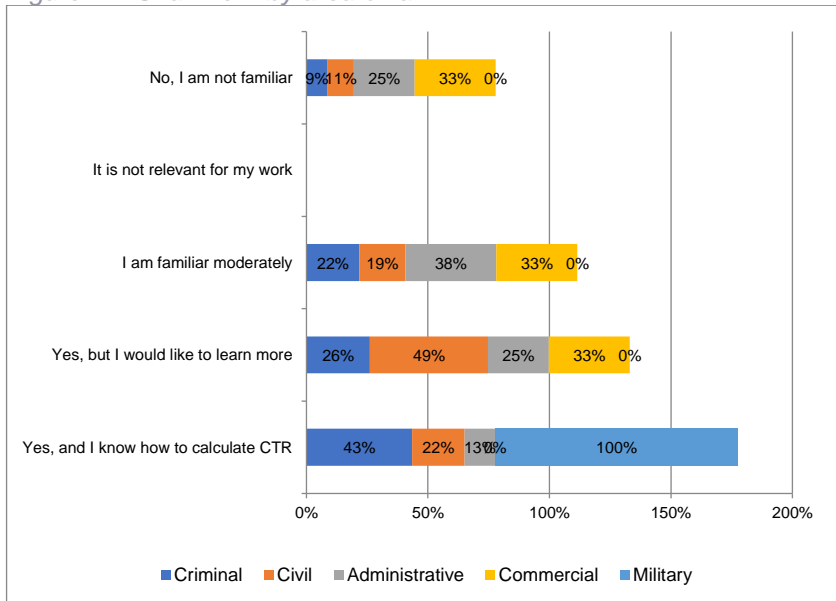


Figure 7.2 Chairmen- by area of law



The percentage (14%) of judges that are familiar with this indicator is higher than the previous one (ER indicator). At the same time, they are also not familiar with 25% which is the highest level of non-familiarity with any of the other indicators among judges.

35% of the commercial courts' judges are among those that are most familiar and know how to calculate the CTR.

Figure 7.3 Judges - total

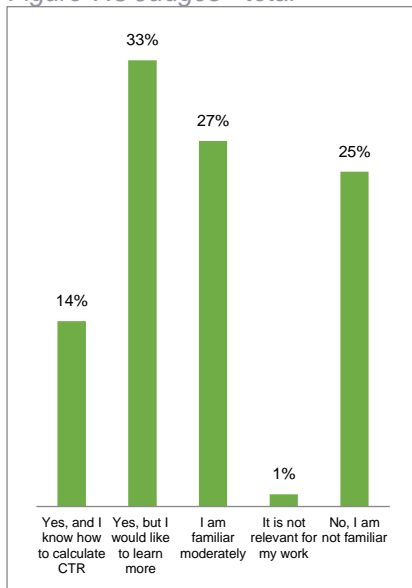
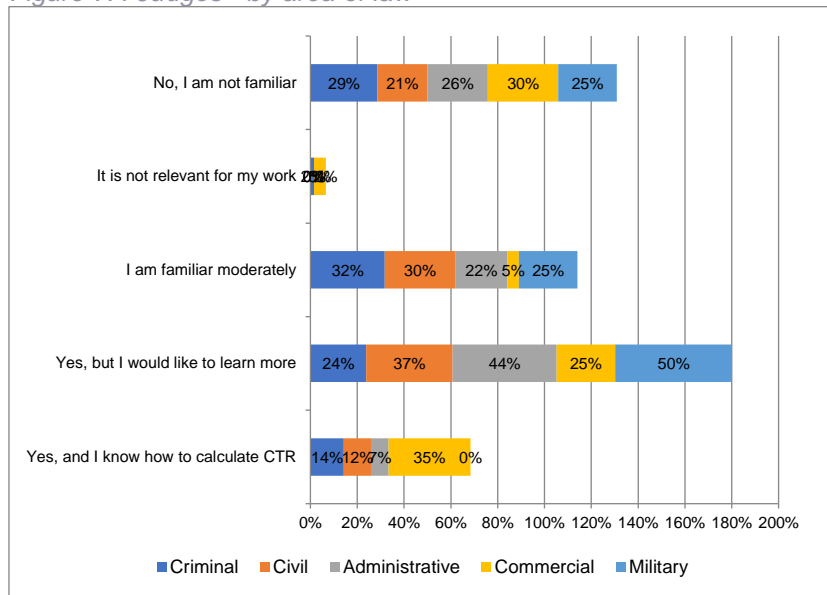


Figure 7.4 Judges - by area of law



According to their opinion, 20% of appellate court chairmen and 42% of Supreme Court judges are not familiar with the CTR indicator. From the 80% appellate court chairmen that are familiar with the CTR indicator 40% also know how to calculate it.

Only 16% of appellate court judges and 14% of first instance court judges know how to calculate this indicator and 42% of Supreme Court judges are not at all familiar with the CTR indicator.

Figure 7.5 Chairmen - by court instances

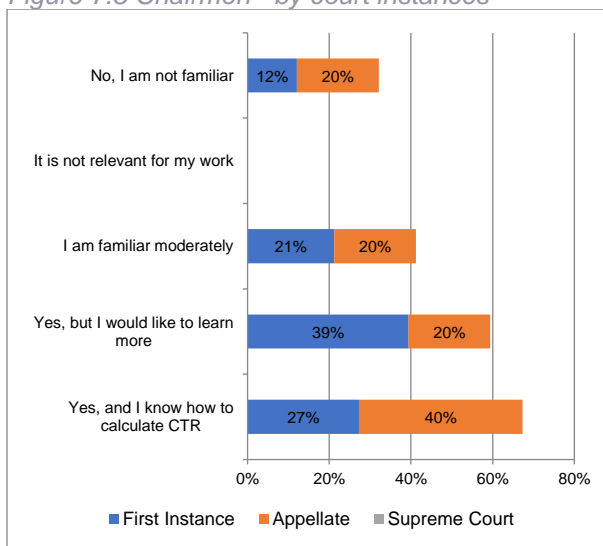
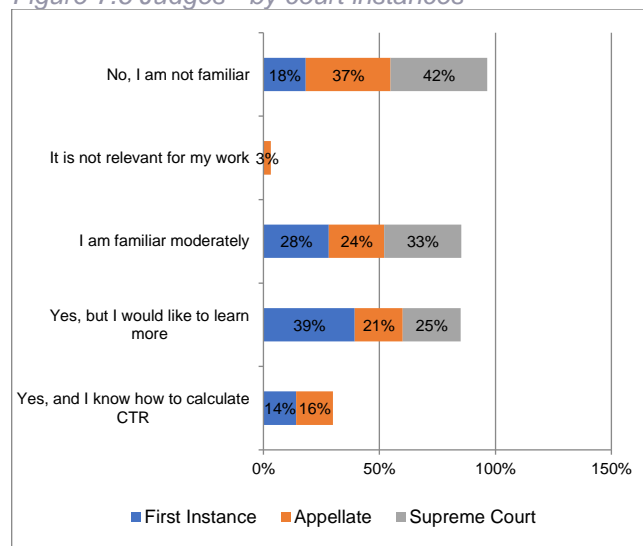


Figure 7.6 Judges - by court instances



Court staff, among the three target groups surveyed, are the least familiar with court performance indicators overall. However, this is also according to them an indicator that they are the least familiar with (38%). There are no significant discrepancies among different clerk's categories.

Furthermore, 7% of them consider that knowledge of this indicator is not relevant for their current work.

Figure 7.7 Court staff - total

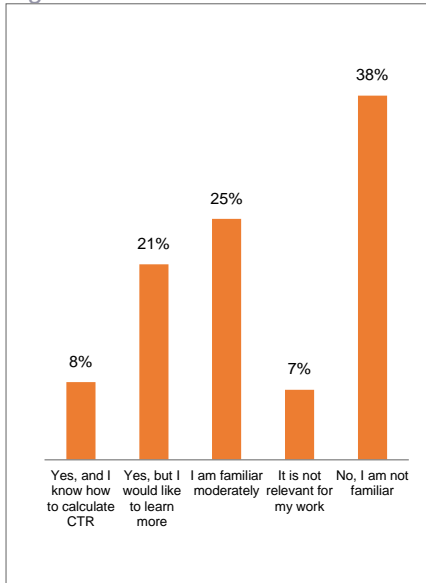
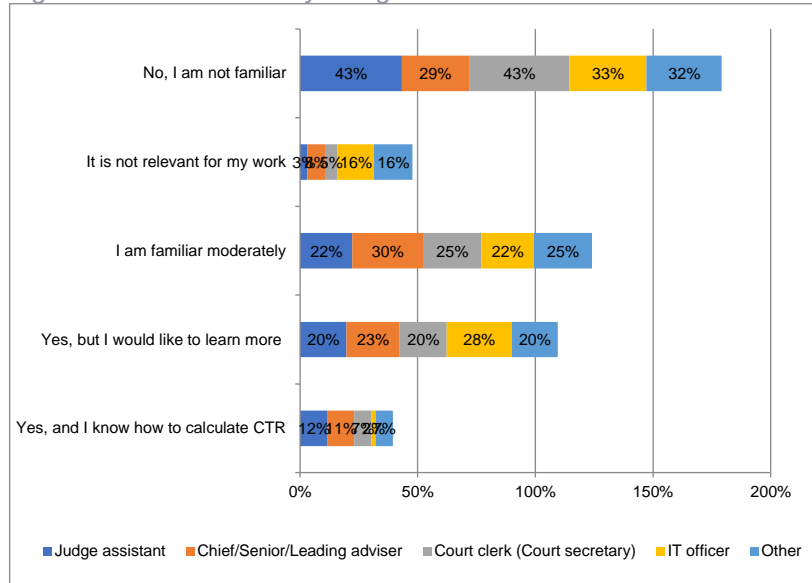


Figure 7.8 Court staff – by categories



8. Do you know what timeframe targets are?

It is more than obvious that court chairmen are very familiar with timeframe targets which are defined in some cases by legislation at a court level. 94% of the court chairmen are familiar with the timeframe targets and 51% of them have defined them at the court level.

Court chairmen adjudicating criminal, commercial and military cases, are much more familiar than the other chairmen. Also 4% from the chairmen adjudicating criminal cases consider timeframe targets as not relevant to their work.

Figure 8.1 Chairmen - total

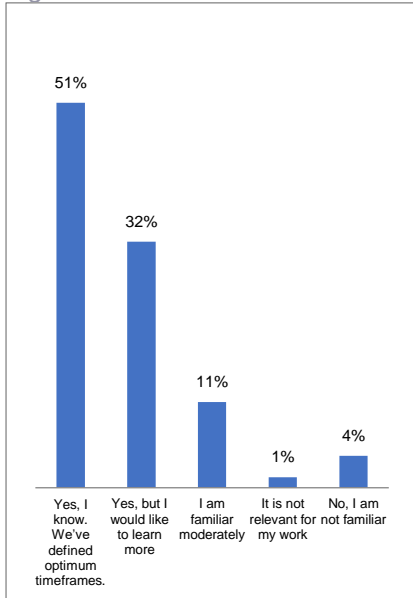
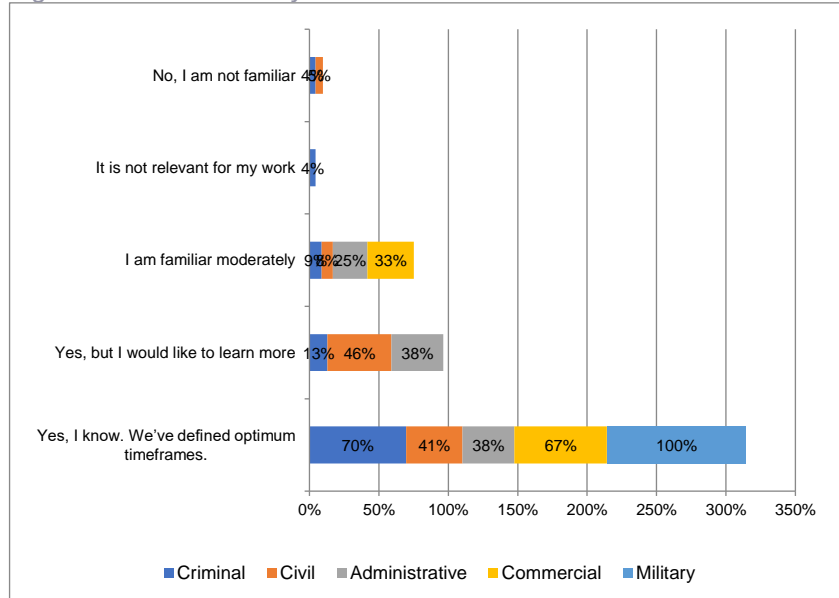


Figure 8.2 Chairmen - by area of law



Judges are also more familiar with timeframe targets, probably because they deal with case deadlines on a daily basis. Only 7% of judges adjudicating criminal and commercial cases are not familiar with timeframe targets.

Figure 8.3 Judges - total

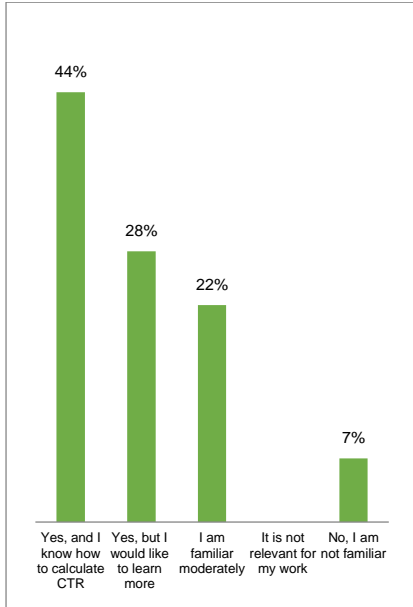
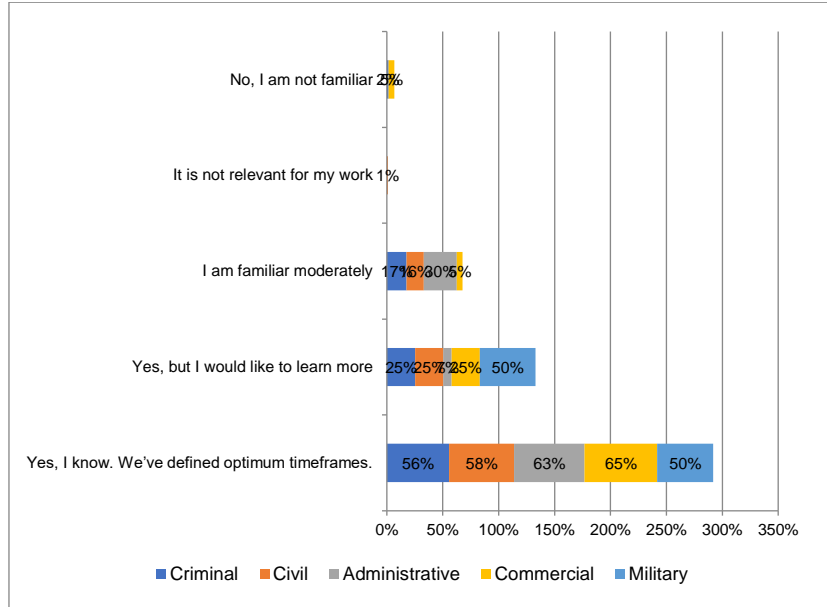


Figure 8.4 Judges - by area of law



Timeframe targets are well known among chairmen, minor differentiations are seen between their involvement in the process of definition of timeframe targets where first instance court judges are more involved in a ratio 52%: 40% in comparison to appellate court chairmen. On the other hand only 5% of first Instance chairmen are not familiar with timeframe targets while all appellate court chairmen are familiar (some more some less) with the timeframe targets. 17% of the Supreme Court judges are not familiar with the timeframe targets and the same percentage of them are also the most familiar and are involved in the process of definition of the timeframe targets. The most familiar in general are appellate court judges with 95%, followed closely by first instance court judges with 94% and 84% of the Supreme Court judges.

Figure 8.5 Chairmen - by court instances

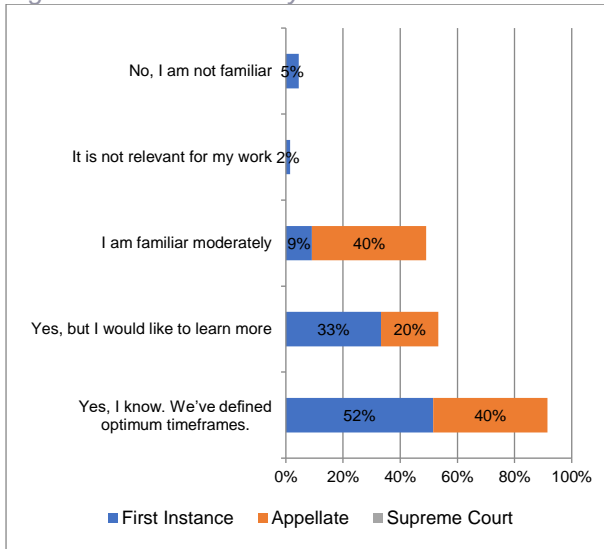
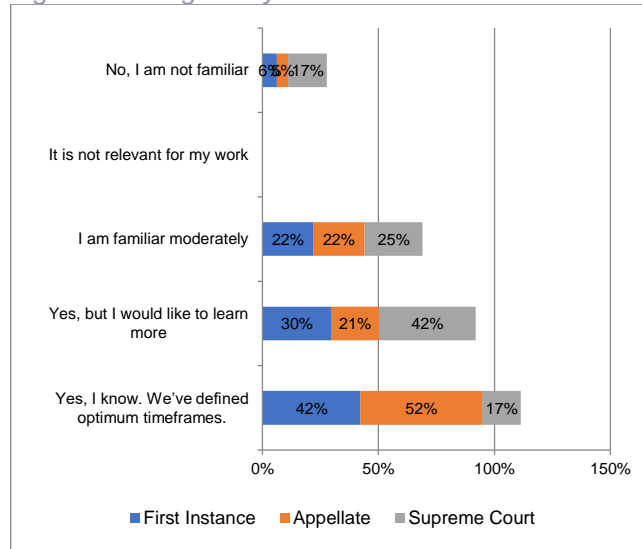


Figure 8.6 Judges - by court instances



In comparison to the other performance indicators court staff are significantly (77%) more familiar with time frame targets. There are no major discrepancies among different clerk's categories though. One third of each clerk's category is familiar and involved in the work on the definition of the optimum timeframe targets at court level.

Only 5% of them consider that knowledge of this indicator is not relevant for their current work.

Figure 8.7 Court staff - total

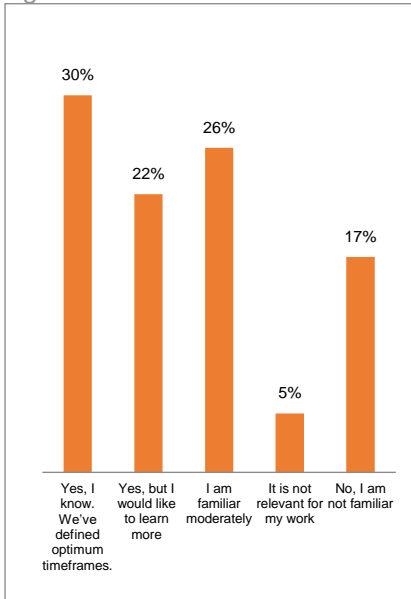
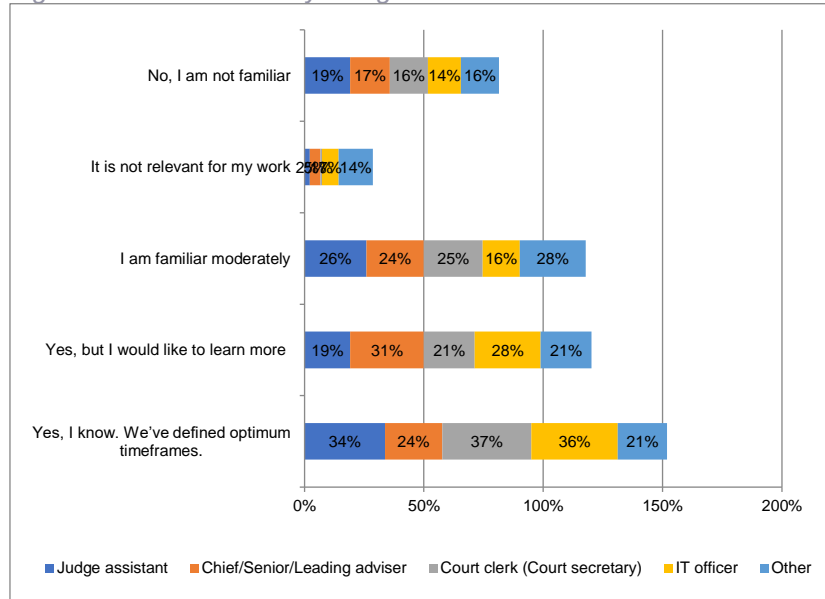


Figure 8.8 Court staff – by categories



9. Do you know how to analyse data collected for judicial statistics?

This skill, according to their response, is the most advanced skill among all target groups. Majority of chairmen (65%) analyse judicial data in their everyday work. 74% are chairmen with more than 15 years of experience. Only 6% do not have this skill.

Figure 9.1 Chairmen - total

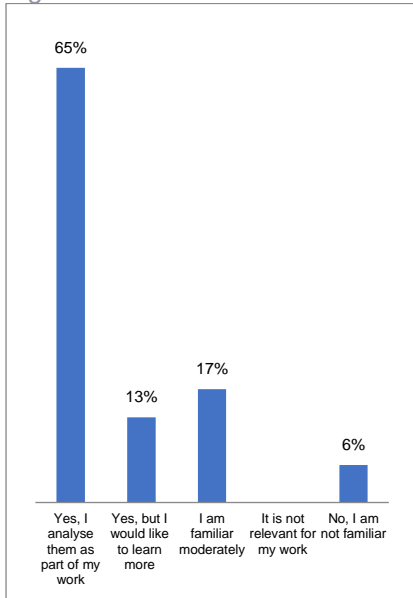
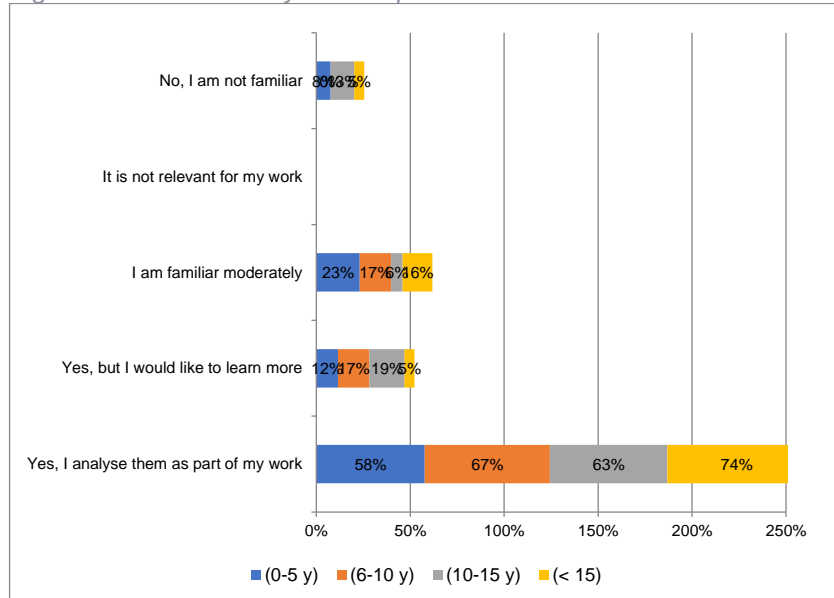


Figure 9.2 Chairmen- by work experience



The same for judges, 59% of judges have the skills how to analyse judicial statistics and they do that in every-day work. More experienced judges 10-15 years of age with 72% and above 15 years of age with 62% analyse judicial statistics as part of their daily work. Only 1% considers that this skill is not relevant for their work and that opinion is among young judges.

Figure 9.3 Judges - total

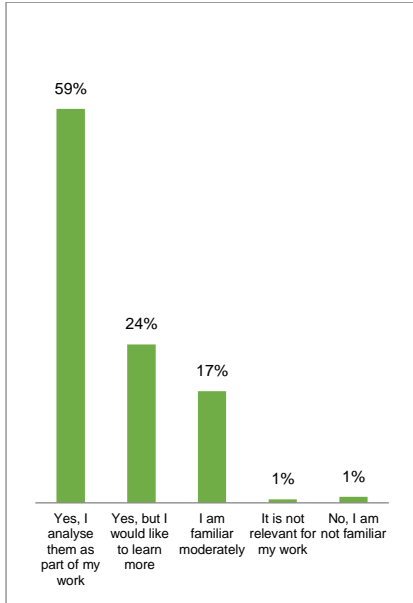
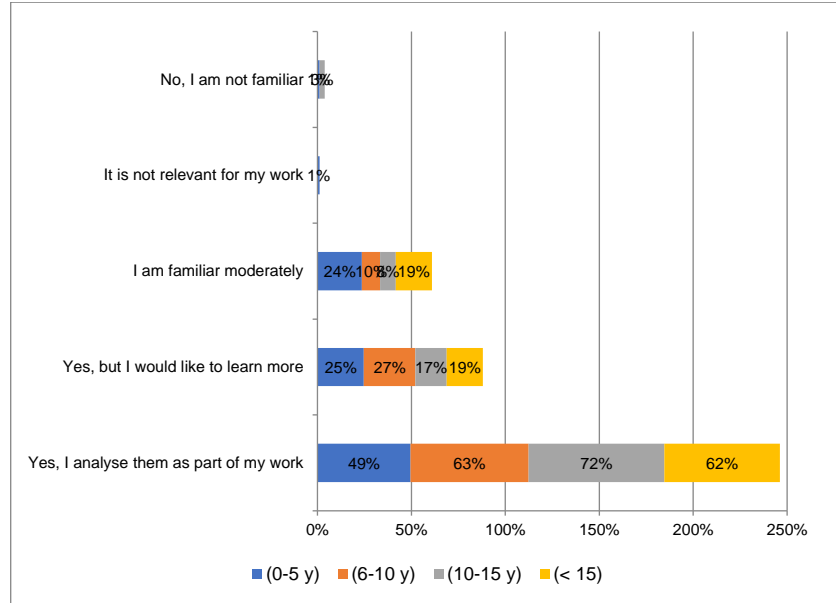


Figure 9.4 Judges – by work experience



Appellate court chairmen in general according their opinion, have slightly better skills for analyzing judicial statistics. However, first instance court chairmen analyze them more as a part of their daily work with 67% in comparison to 40% in case of appellate court chairmen. Only 6% from the first instance chairmen do not analyze statistics at all.

Majority of judges analyze court statistics as a part of their work and the biggest percentage (60%) is within appellate court judges, followed by first instance judges (59%) and the Supreme Court judges (50%).

Figure 9.5 Chairmen - by court instances

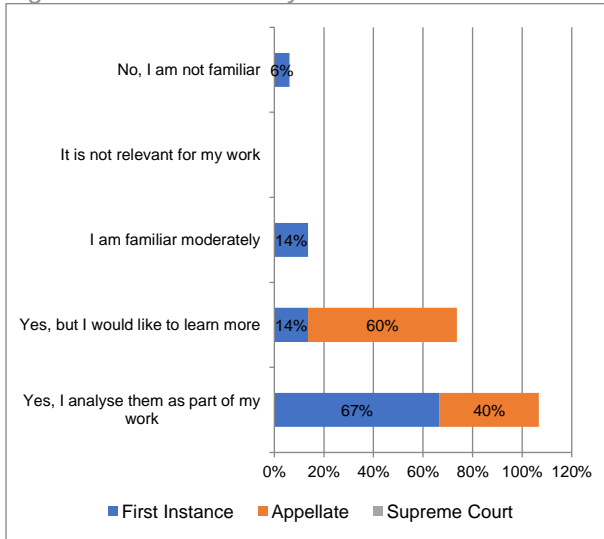
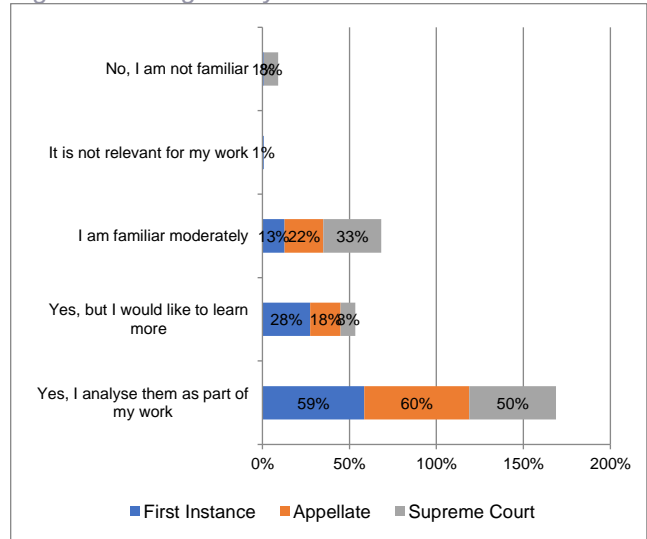


Figure 9.6 Judges - by court instances



The question for court staff was slightly different. We asked the court staff if they are familiar with the process of collection/analysis of judicial data. Their replies show that court staff also have skills to analyse judicial data with 79%, though 32% of that replied that they are moderately familiar with the process.

No major differentiation is noticed among different clerk’s categories. Approximately, one fourth of each category is familiar and knows how to analyse judicial statistics.

Figure 9.7 Court staff - total

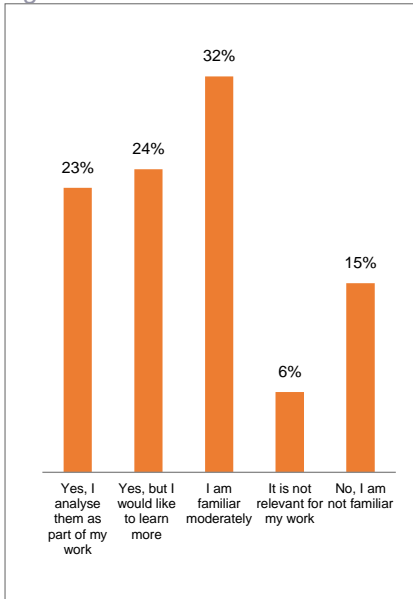
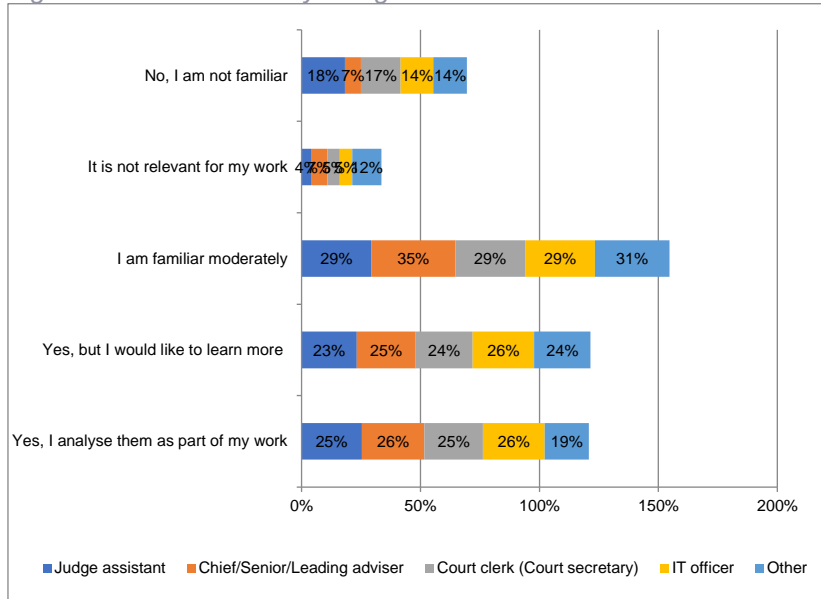


Figure 9.8 Court staff – by categories



10. Do you think that statistics collected in your court are sufficiently analysed?

62% of court chairmen consider that statistics are sufficiently analysed in their court and they are personally involved in the process. 83% of them are chairmen with 6-10 years of working experience. Furthermore, 25% of them would like to learn more to improve it. Only 1% replied that they are not involved in the process and 4% that judicial statistics are not sufficiently analysed in their court.

Figure 10.1 Chairmen - total

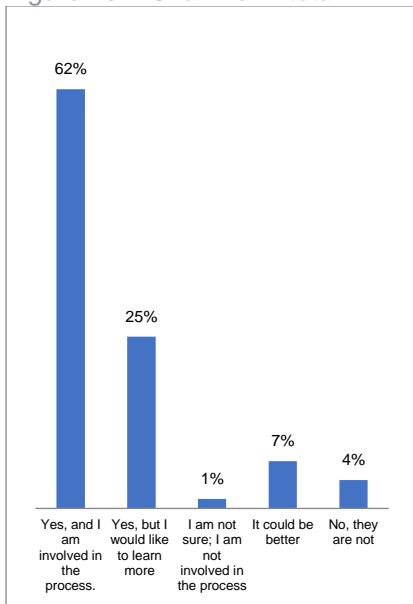
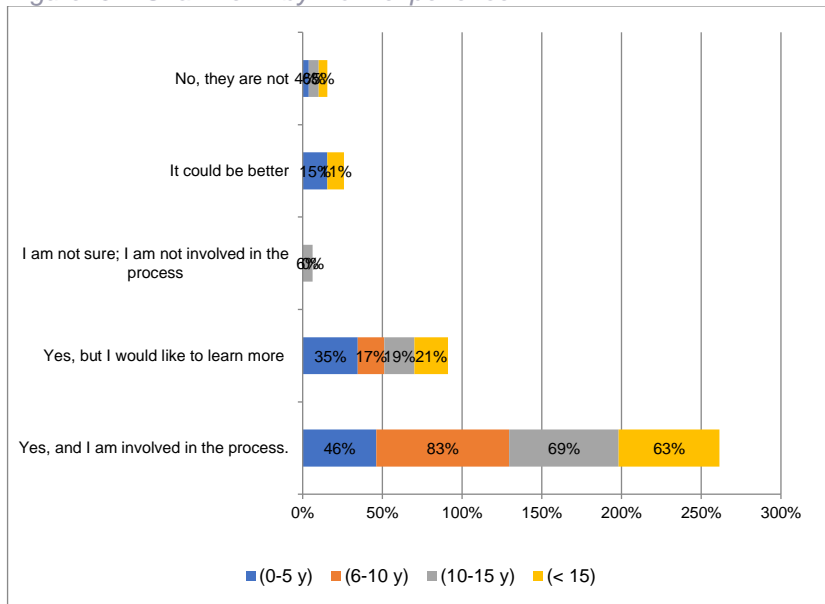


Figure 10.2 Chairmen - by work experience



Judges also are of the opinion that judicial statistics are sufficiently analysed in their courts and they are involved in the process with 45%. And the smallest percentage (34%) that is involved in the process is among young judges with 0-5 years of working experience. Only 1% considers that judicial statistics are not sufficiently analysed in their court.

Figure 10.3 Judges - total

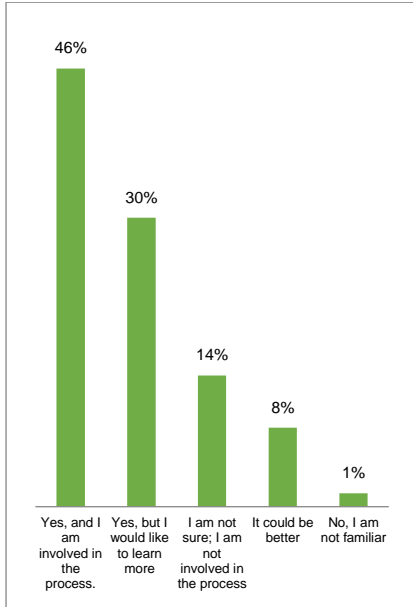
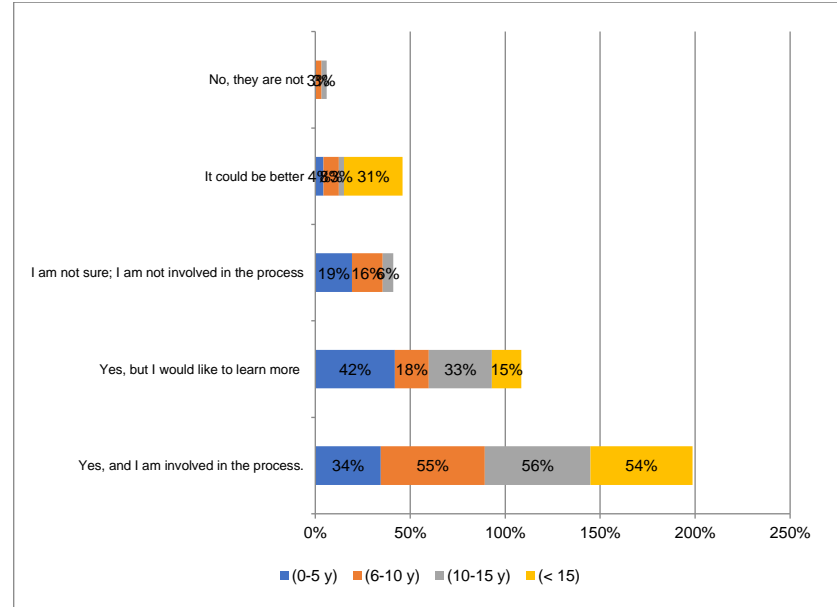


Figure 10.4 Judges – by work experience



Significantly more (64%) first instance chairmen compared to appellate court chairmen (40) are of the opinion that statistics are sufficiently analyzed in their court and they are personally involved in the process. Appellate court judges on the other hand are more (51%) inclined that statistics are sufficiently analyzed in their court and they are personally involved in the process than first instance court judges with 47% and Supreme Court judges with 17%. Only 8% of first instance chairmen, 25% of the Supreme Court judges, 9% of the first instance judges and 5% of the appellate court judges are of the opinion that the situation could be improved. However, 20% of appellate court chairmen also think that the court statistics are not sufficiently analyzed.

Figure 10.5 Chairmen - by court instances

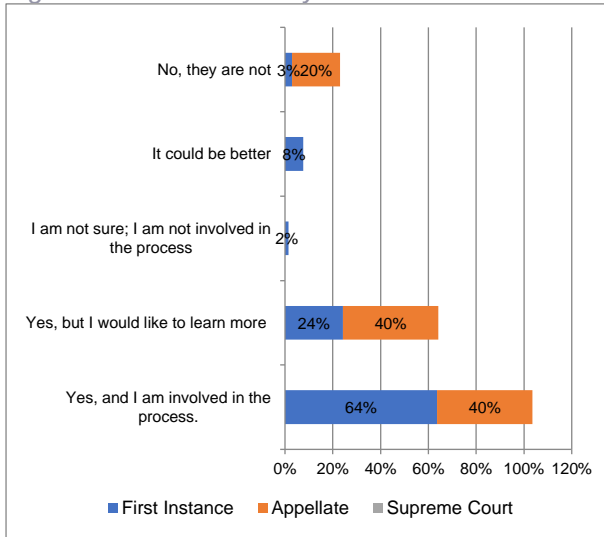
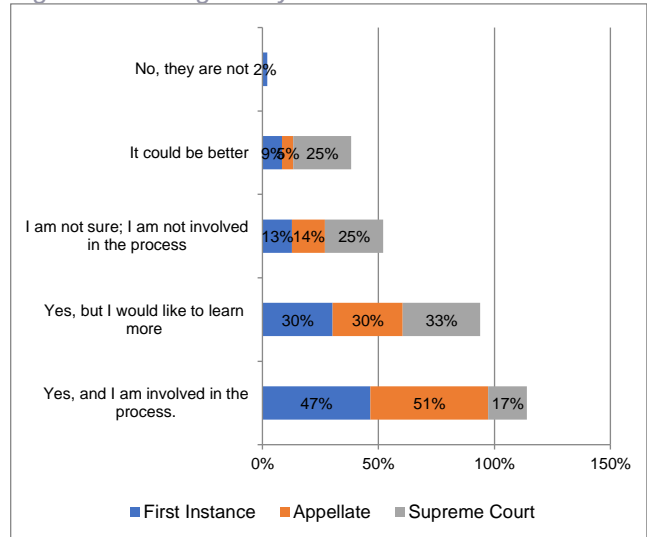


Figure 10.6 Judges - by court instances



It seems that similarly as in timeframe targets, 28% of court staff are involved in judicial statistics but also eager to learn more (36%). Among those that want to learn more the most enthusiastic are IT officers with 40% followed closely by court secretaries (37%). Only 3% of court staff consider that judicial statistics are not sufficiently analysed in their court.

Figure 10.7 Court staff - total

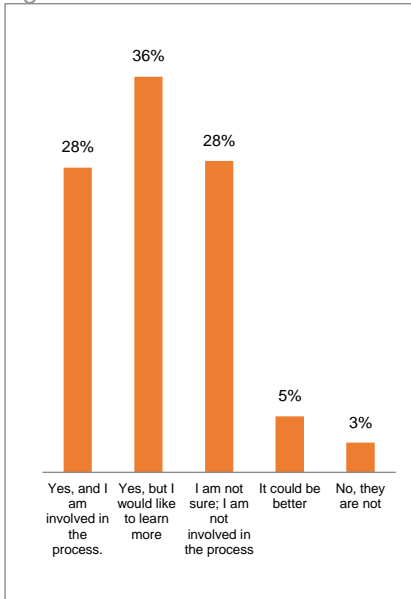
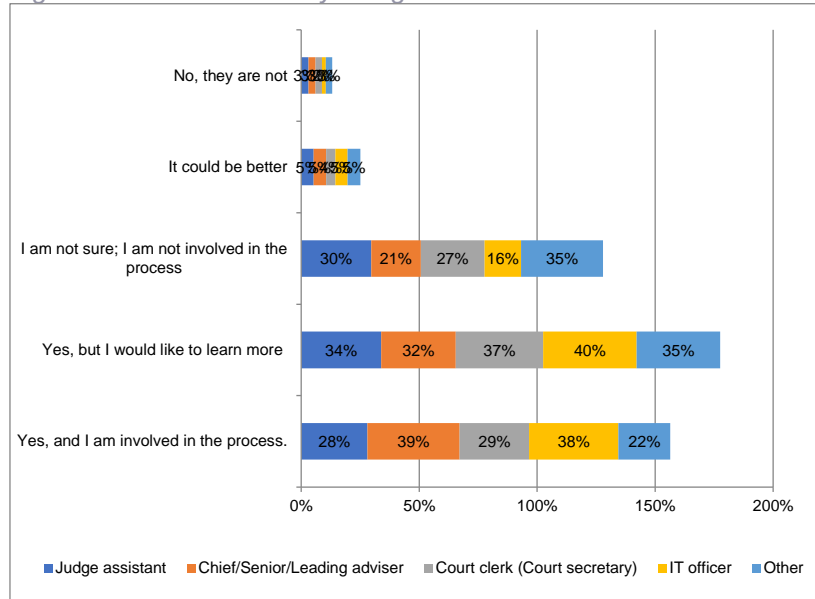


Figure 10.8 Court staff – by categories



11. Do you think statistics can help improve court performance?

Vast majority of court chairmen are of the opinion that statistics can improve court performance, and almost all (92%) are the chairmen with work experience 6-10 years. Only 4% think that improving court performance through analysis of statistics is not possible.

Figure 11.1 Chairmen - total

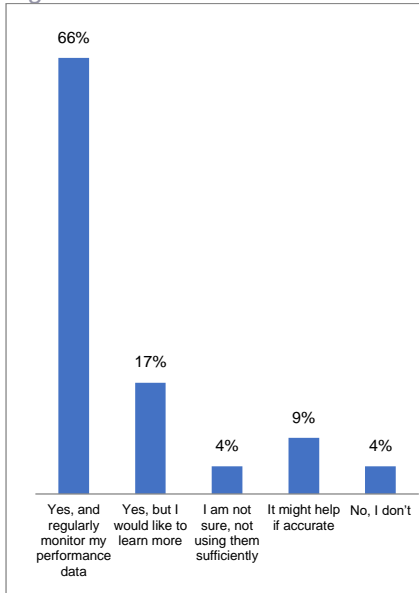
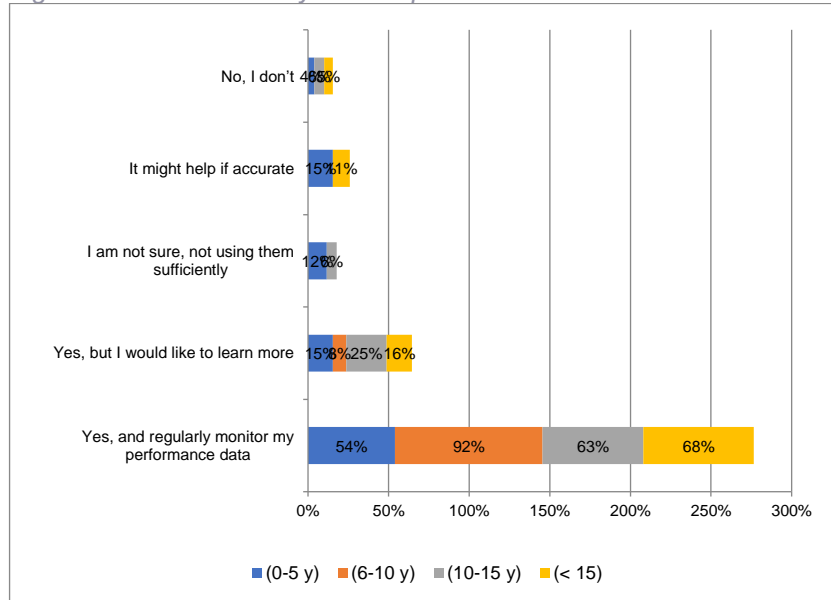


Figure 11.2 Chairmen- by work experience



78% of judges are of the opinion that judicial statistics can improve court performance and that is the reason why 59% of them monitor their performance data. If collected statistics are accurate it might help improve court performance is the opinion of 15% of judges that replied to this survey. Only 1% considers that judicial statistics could not help improving court performance. There are no major discrepancies among judges with different working experience.

Figure 11.3 Judges - total

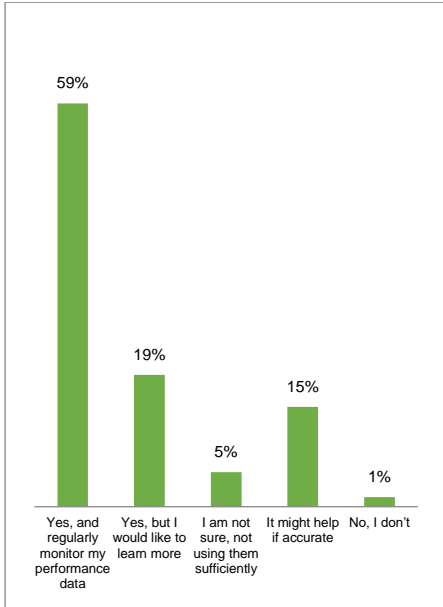
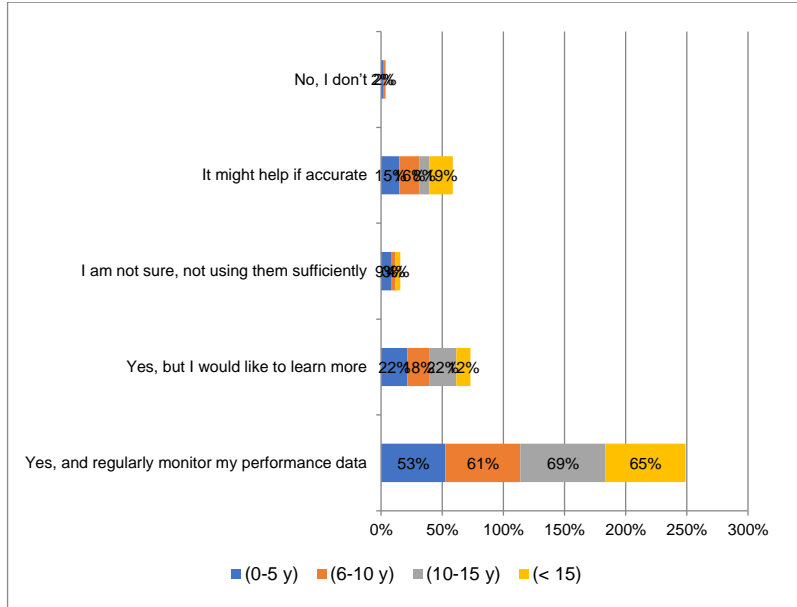


Figure 11.4 Judges - by work experience



Vast majority (68%) of first instance court chairmen and appellate court judges are of the opinion that statistics can improve court performance, and therefore regularly monitor their performance data. 20% of the appellate court chairmen and 42% of the Supreme Court judges consider that statistics can improve court performance only if accurate. 20% of the appellate court chairmen also think that statistics can't improve court performance.

Figure 11.5 Chairmen - by court instances

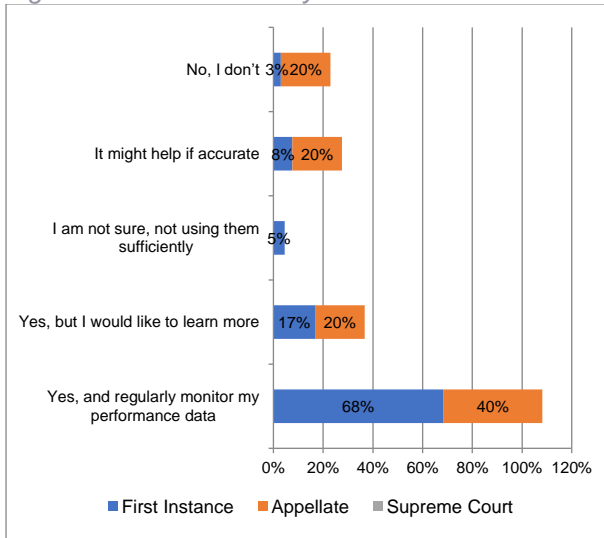
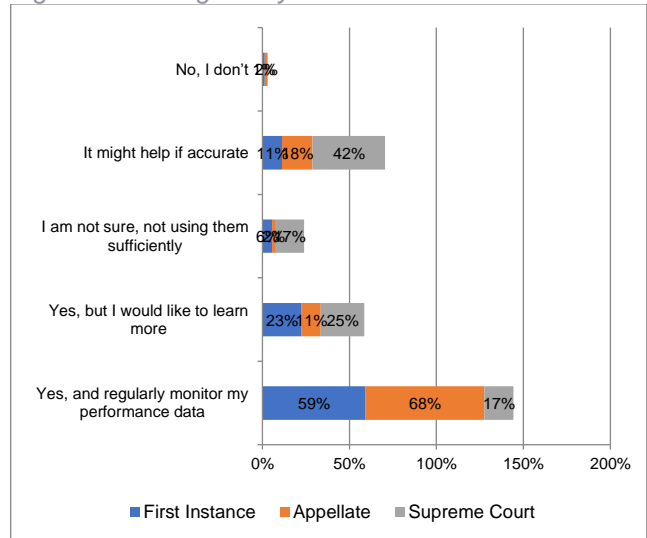


Figure 11.6 Judges - by court instances



This question was to some extent different for the court staff. We asked the court staff "Do you think statistics feedback can help you improve your performance?" Majority of the court staff are convinced (with 65%) that statistics can help improve court performance. 34% of them are also monitoring data of their performance. One third of each category of staff has the same opinion. Only 4% of court staff consider that statistical analysis could not help improving court performance.

Figure 11.7 Court staff - total

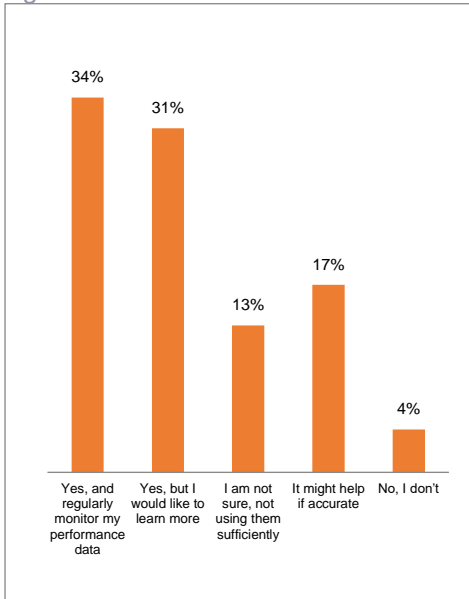
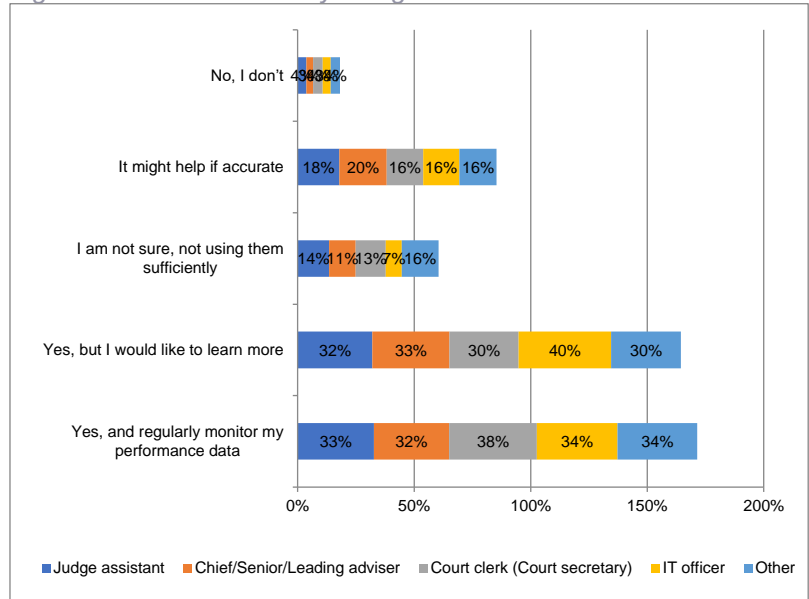


Figure 11.8 Court staff – by categories



12. Do you know how to prepare statistical reports?

This question was considered relevant only for the court chairmen and therefore posed only to this target group.

Most of the court chairmen 92% replied that they prepare statistical reports, only 3% consider that preparing statistical reports is not part of their work.

From those 44% that prepare reports, court chairmen from the group 6-10 years of working experience are at the top with almost 70% among their group, while at the bottom are the chairmen within the group of 0-5 years of working experience with 19%.

6% also do not prepare statistical reports apart from those produced by the system.

Figure 12.1 Chairmen - total

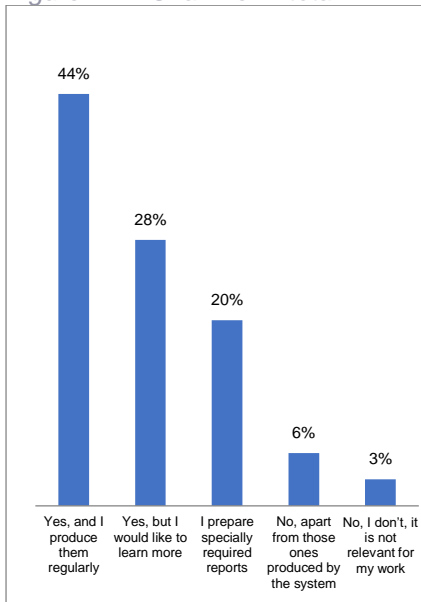
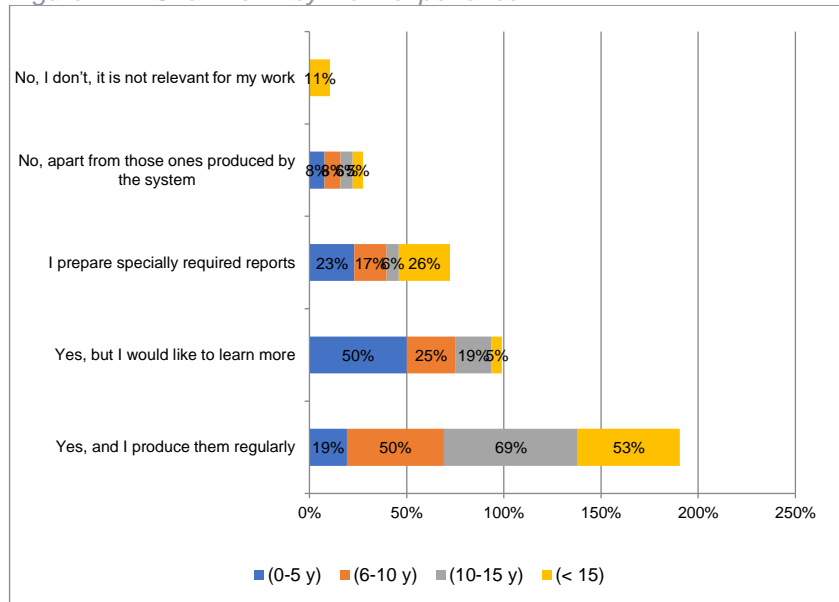


Figure 12.2 Chairmen - by work experience



Somewhat more than the first instance court chairmen, appellate court chairmen know how to produce statistical report 80% against 72%. On the other side, 25% more chairmen from the courts of first instance produce reports regularly than appellate courts chairmen.

While chairmen from the courts of first instance with 3% consider that this is not relevant for their work, no one from the appellate courts chairmen shares the same opinion.

Figure 12.3 Chairmen—by instances

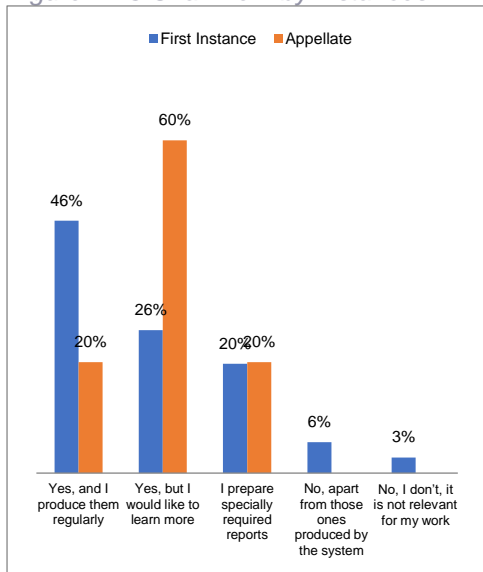
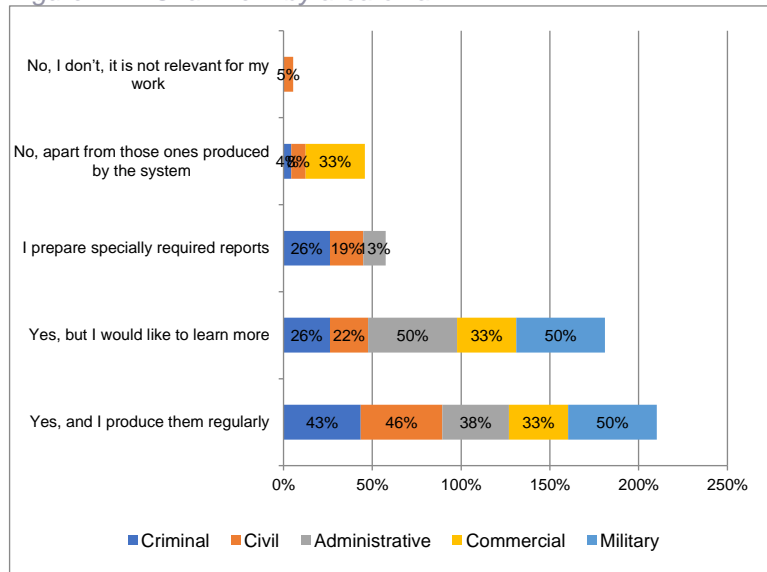


Figure 12.4 Chairmen- by area of law



13. Do you monitor data evolution in your court on a regular basis?

This was the second question only relevant for court chairmen. Majority of court chairmen (56%) are involved in monitoring data evolution on a regular basis. 69% of those are chairmen with 10-15 years of experience. Only 4% of the court chairmen do not follow data evolution.

Figure 13.1 Chairmen - total

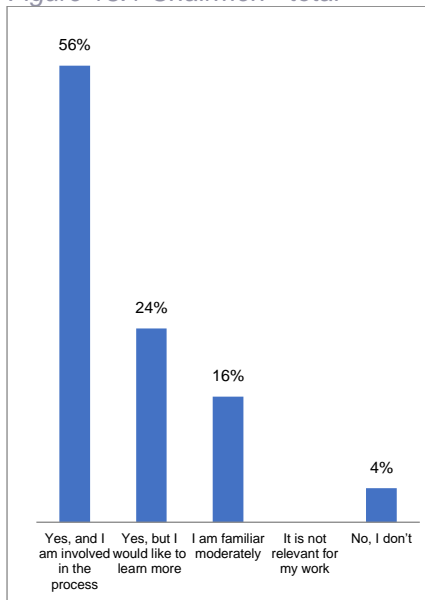
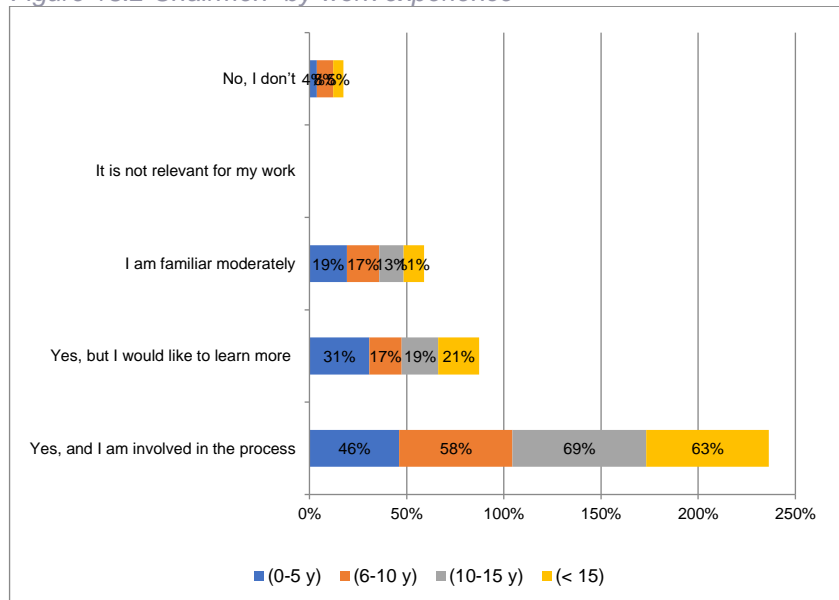


Figure 13.2 Chairmen- by work experience



First instance court chairmen with 58% and appellate court chairmen with 40% monitor data evolution on regular basis. On the top of the list are chairmen adjudicating criminal cases with 65% which know how to produce statistical reports. On the other side, 18% more chairmen from the courts of first instance produce reports regularly than appellate courts chairmen.

Only 5% chairmen from the courts of first instance consider that this is not relevant for their work, and they adjudicate civil and criminal cases.

Figure 13.3 Chairmen - by instances

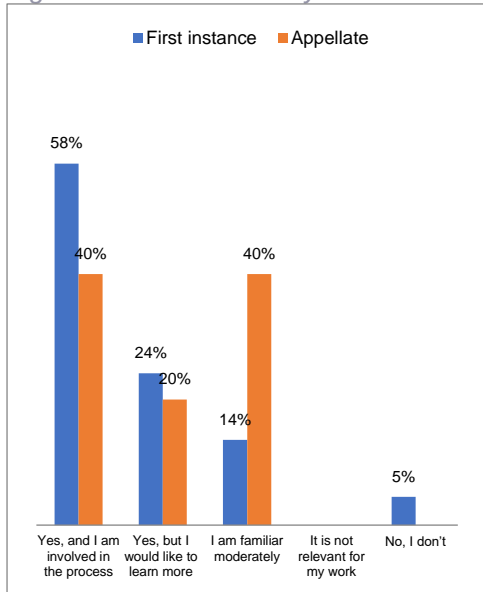
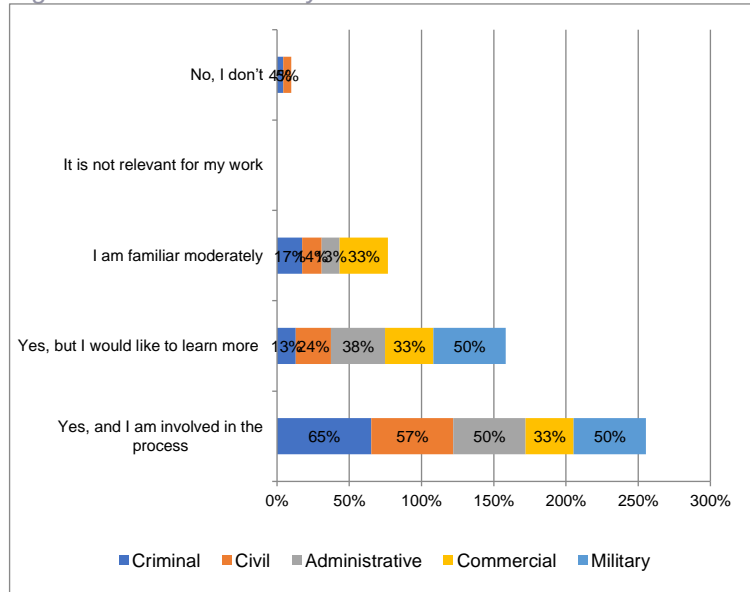


Figure 13.4 Chairmen - by area of law



14. Are you familiar with court user satisfaction surveys?

According to the respondents' opinion, the three target groups are sufficiently familiar with court user satisfaction surveys, though not much involved in the design and implementation of this survey.

Chairmen are the most familiar with 74%, judges second with 51% and staff third with 42% of the total respondents in each group.

From those 32% of court chairmen that are familiar and also have skills to design and implement court satisfaction surveys, 60% of the court chairmen from the appellate courts and 30% from the court chairmen from the first instance courts share this opinion.

Figure 14.1 Chairmen - total

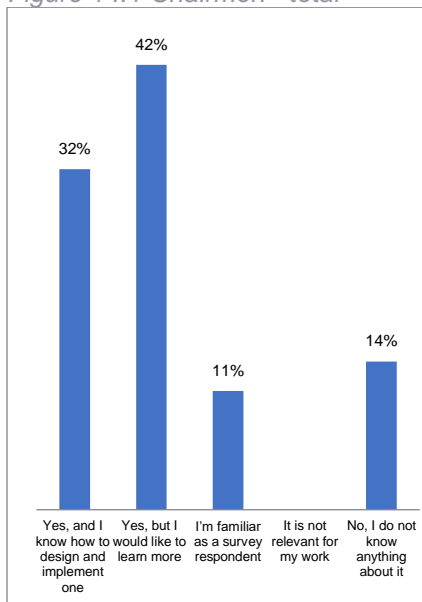
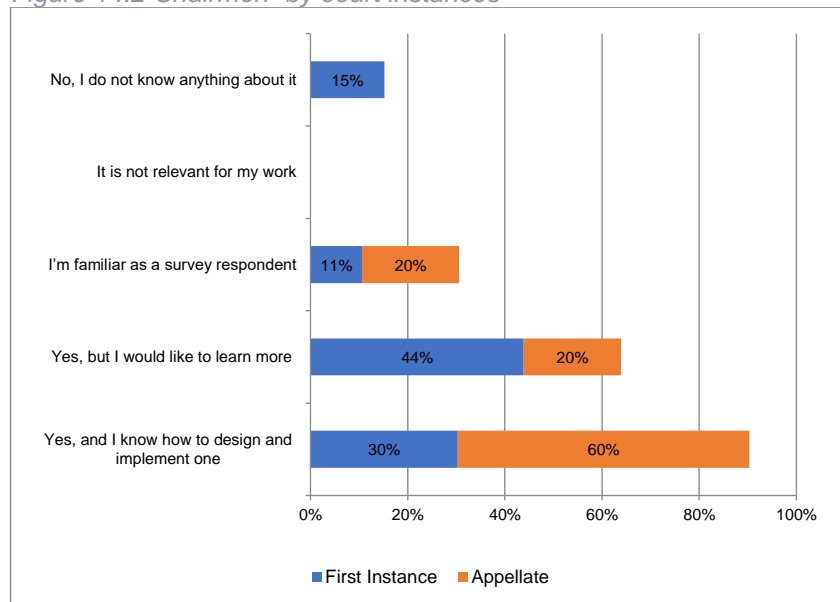


Figure 14.2 Chairmen- by court instances



Significant percentile of judges 28%, do not know anything about court user satisfaction surveys, and at the top of the list are the Supreme Court judges with 58%. 7% of the judges are of the opinion that is not relevant for their work and 35% would like to learn more.

Figure 14.3 Judges - total

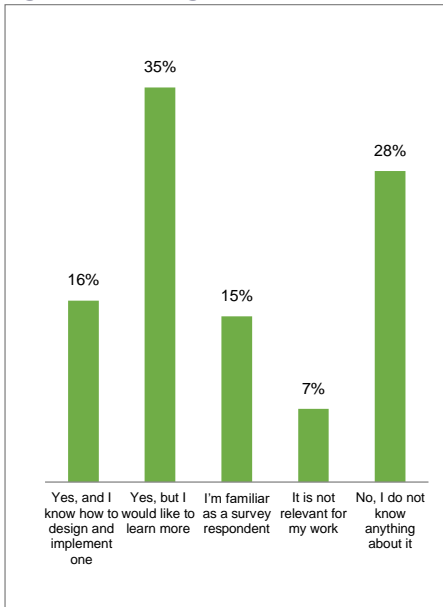
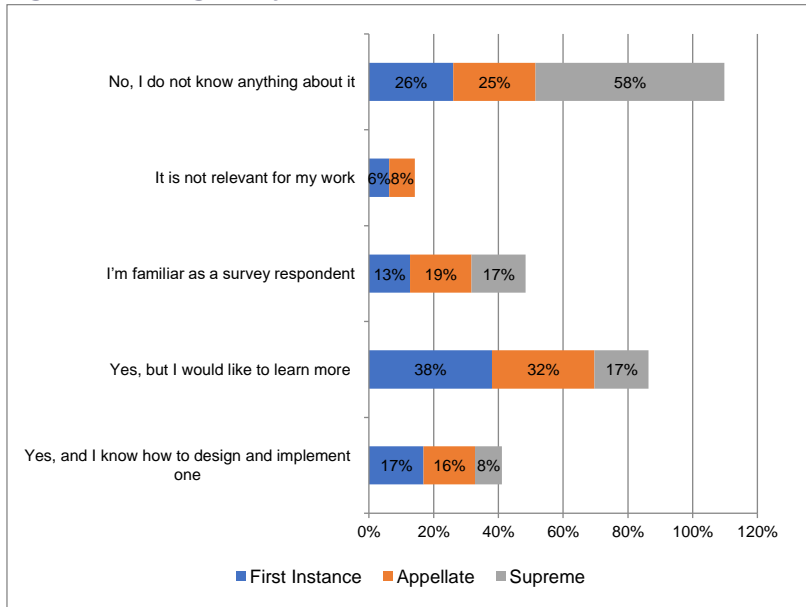


Figure 14.4 Judges - by court instances



Court staff are the least familiar with court user satisfaction surveys with 36%. 12% consider that is not relevant for their work, and 67% from them are the staff from the Justice Academy.

Figure 14.5 Court staff - total

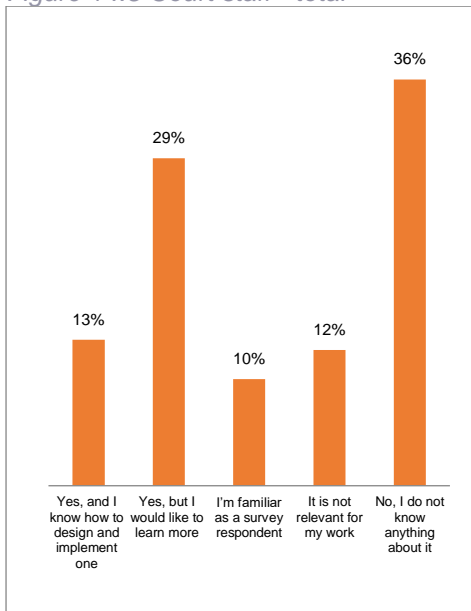
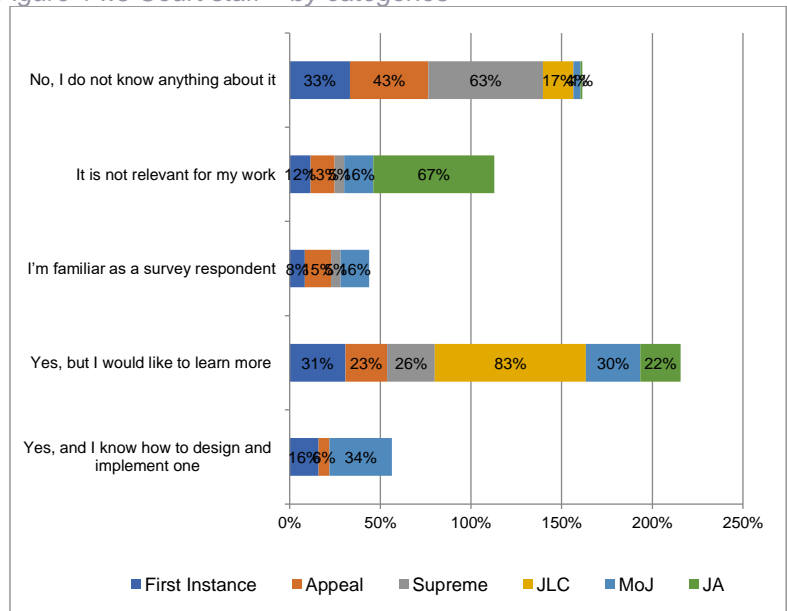


Figure 14.6 Court staff - by categories



15. Are you using case-law data bases such as HUDOC, CODICES, EUR-Lex...?

Among the three target groups surveyed, judges are the group that mostly (68%) uses different judicial case-law data bases, closely followed by chairmen with 67%, though the percentage is

much higher when we talk about frequent use of this data base 33%:25% in favour of judges. With 23% court staff are the target group that uses these data bases the less. From the court chairmen that frequently use these data bases, chairmen adjudicating civil cases use the less from their group with 19%, though when combined with occasional use they are at the top with chairmen adjudicating criminal cases.

Figure 15.1 Chairmen - total

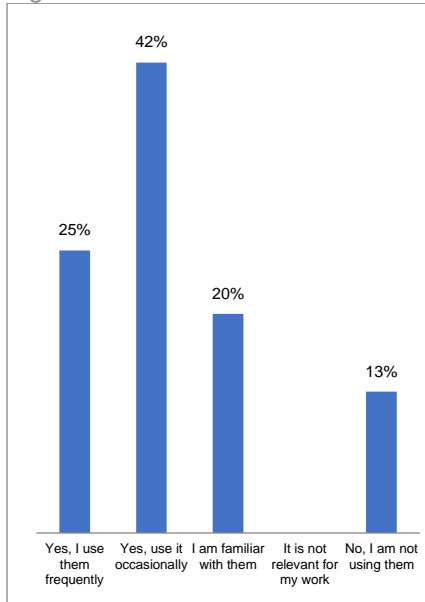
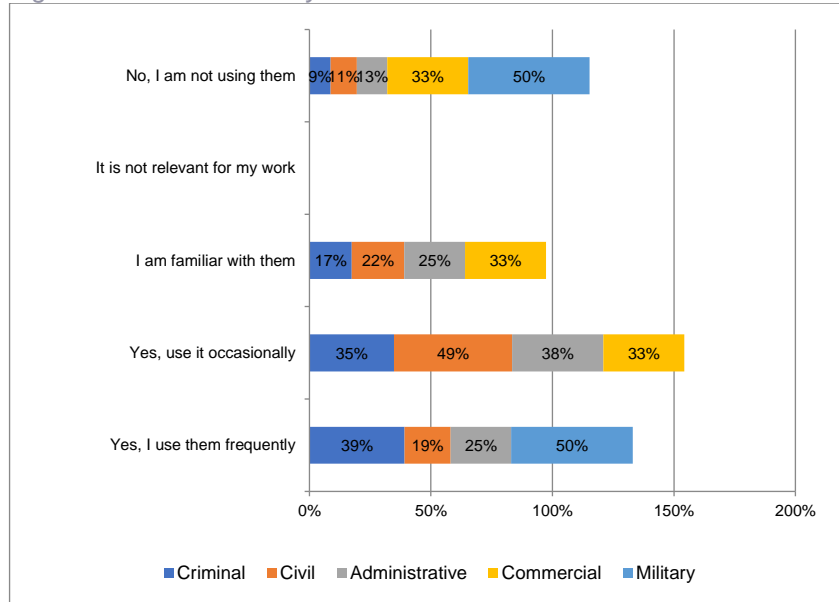


Figure 15.2 Chairmen - by area of law



It is obvious why judges use the most the case-law data bases, they work on cases on a daily basis and they need to be updated with the jurisprudence. It is though surprising to see that 14% of judges do not use them and 18% are not familiar with these case-law data bases. Probably due to language barrier they only use national case-law data bases. There are no major differentiations among different groups of judges in terms of frequent and occasional use of these data bases.

Figure 15.3 Judges - total

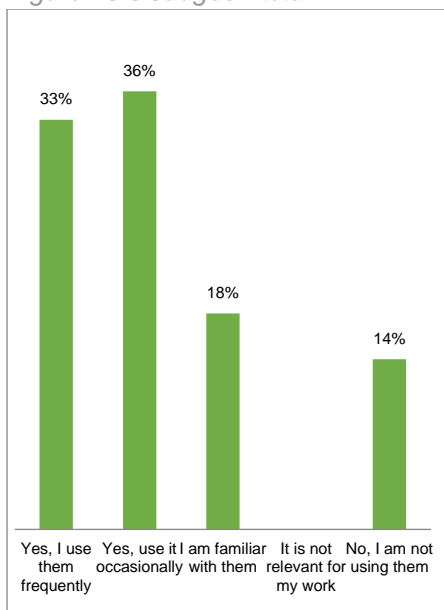
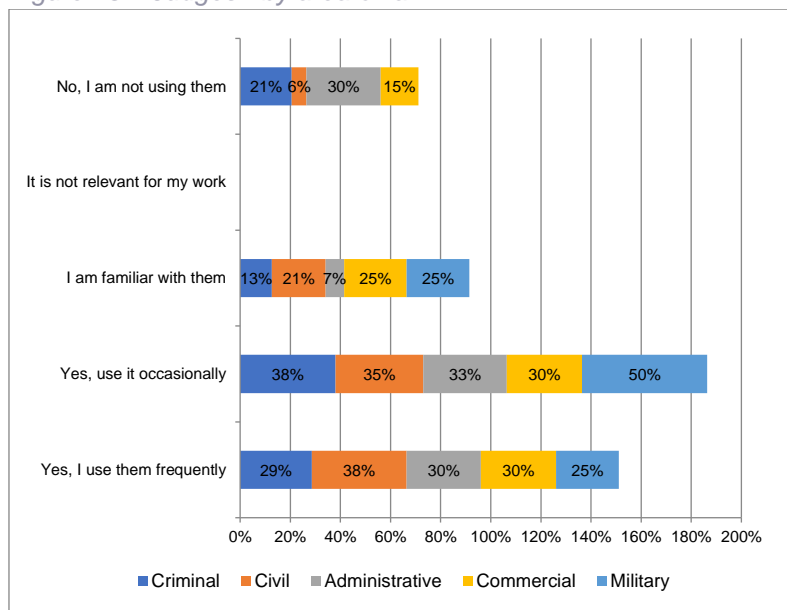


Figure 15.4 Judges - by area of law



From the judges that use case-law data bases frequently, the biggest percentage are judges from the first instance court with 38%. On the other side the Supreme Court judges use these data bases much less than other judges or 33% of the Supreme Court judges do not use these data bases at all.

Appellate court chairmen with 26% and first instance court chairmen with 20% are the most frequent users of case-law data bases. 14% of the first instance court judges are not using these data bases at all.

Figure 15.5 Chairmen - by court instances

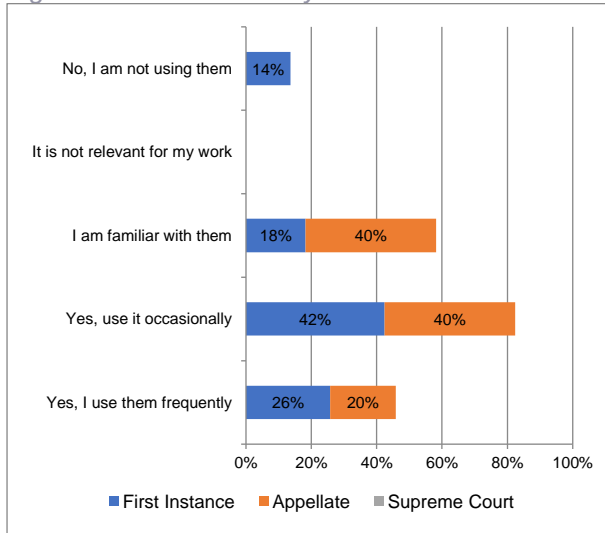
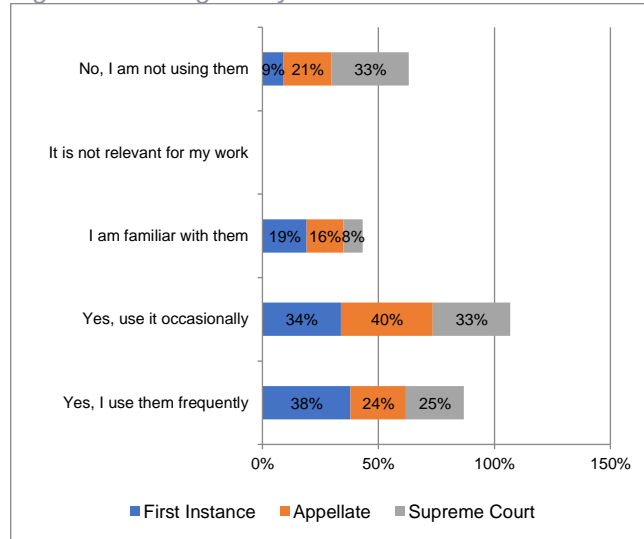


Figure 15.6 Judges - by court instances



Court staff are the least users of these data bases with 23% and in addition 49% of the staff do not use them at all.

It is striking that court staff such as court secretary and senior chief/leading advisor are the highest among non-users with 45 and 50% among their own group.

Figure 15.7 Court staff - total

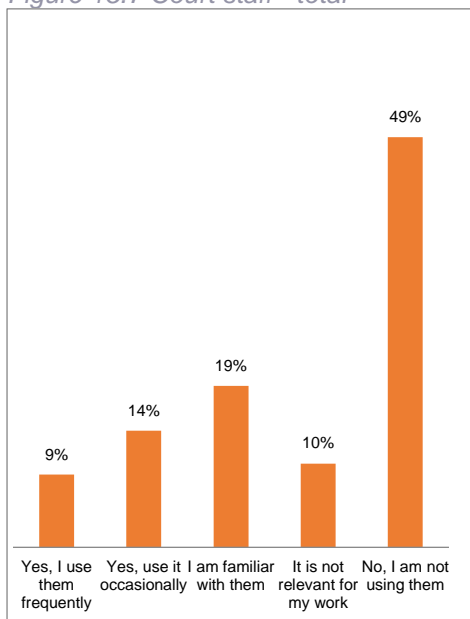
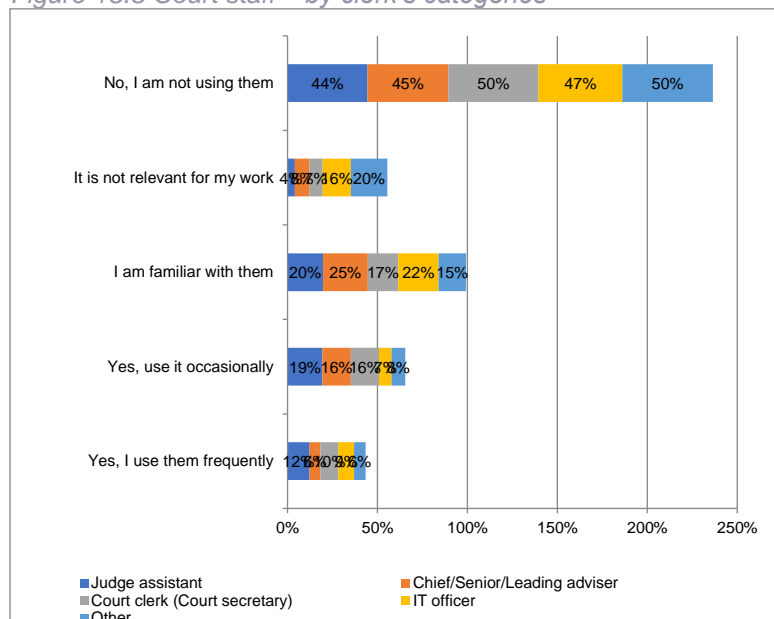


Figure 15.8 Court staff – by clerk's categories

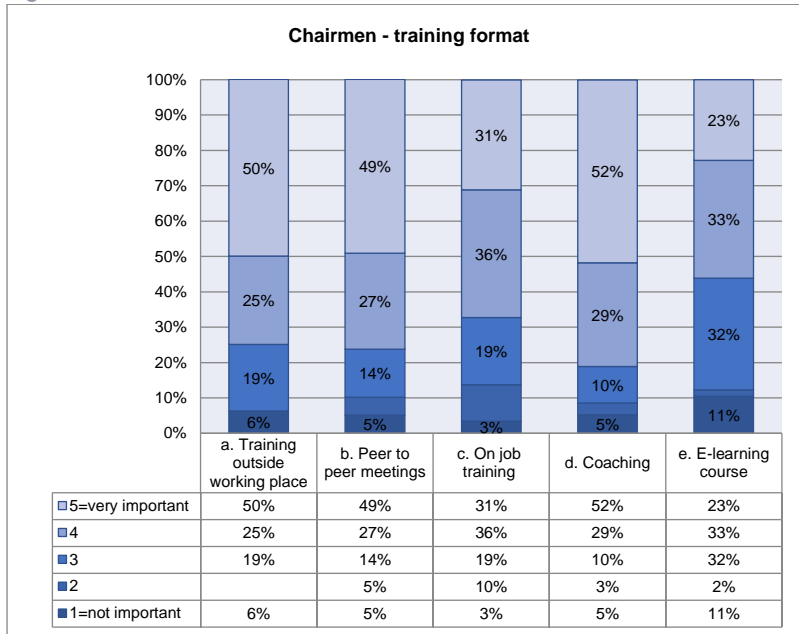


16. Training Methodology

1. Please state what type of training format in your opinion is the most suitable to reach best learning results?

The opinions differ with regard to the most suitable training format. Chairmen prefer “coaching”, judges “peer to peer meetings” and court staff “on the job training”. For all three target groups e-learning is the least suitable training format.

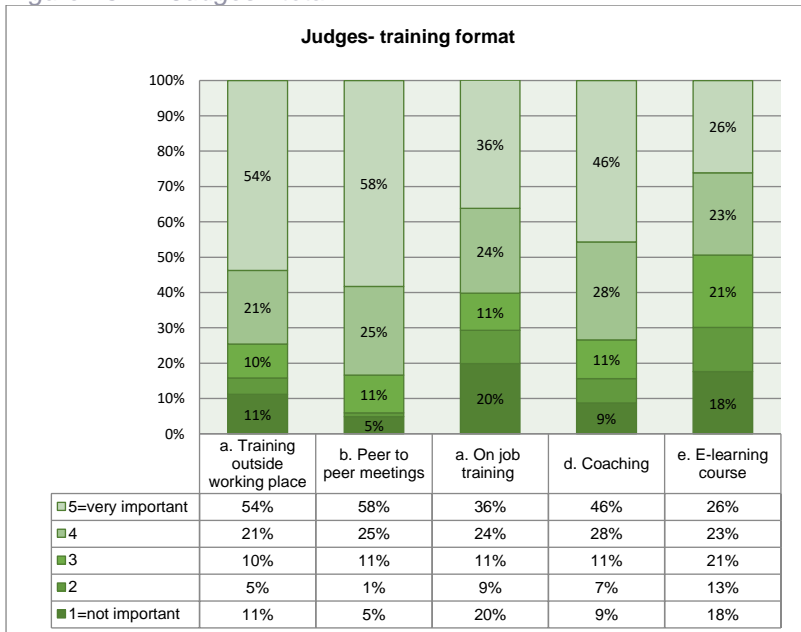
Figure 16.1.1 Chairmen - total



From the five offered training formats, chairmen find “coaching” as the most suitable for reaching best learning result with 52% and in weighted 5 as very important in a scale of 1-5. Only 5% found coaching as not important. On the other hand, as the least suitable in their opinion is “e-learning course” with 23%.

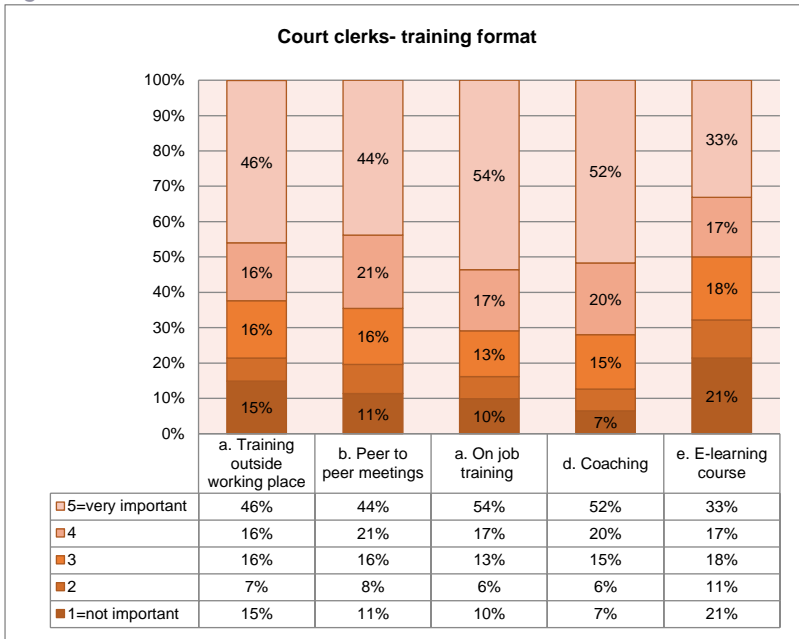
They also put high on the scale, with 50% “training outside working space” and “peer to peer meetings” with 49% as a suitable training format when training chairmen.

Figure 16.1.2 Judges - total



Judges on the other side are of the opinion that “peer to peer meetings” are the most suitable training format for reaching best learning result when training judges with 58% weighted 5 as very important in a scale of 1-5. Only 5% found peer to peer meetings as not important. And similarly, like chairmen, as the least suitable in their opinion is “e-learning course” with 26%. They also put high on the scale, with 54% “training outside working space” and “coaching” with 46% as a suitable training format when training judges.

Figure 16.1.3 Court staff - total



Court staff prefer “on the job training” as the most suitable training format with 54% weighted 5 as very important in a scale of 1-5. 10% from the court staff found on the job training format as not important. Though “e-learning course” is considered as the least suitable in their opinion too, still the percentage of importance is much higher compared to the other two groups with 33%.

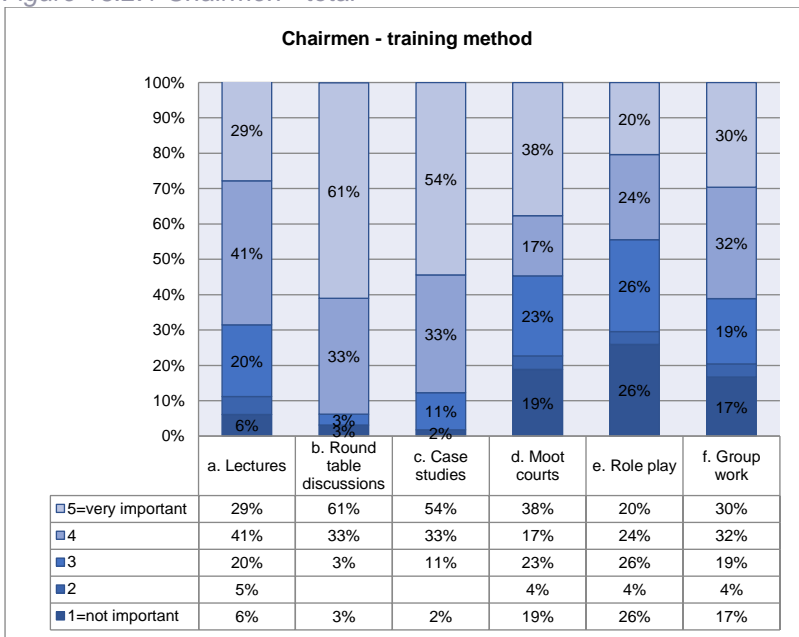
They also put high on the scale, with 52% ‘coaching’. In principle they rated much higher all training formats in comparison to chairmen and judges.

2. Please state what method of training in your opinion is the most suitable to reach best learning results?

Regarding training methods, judges and court staff prefer “case studies” while chairmen are in favour of “round table discussions”.

The three target groups are of the same opinion again in case of the least suitable training method and that is in their opinion “role play”.

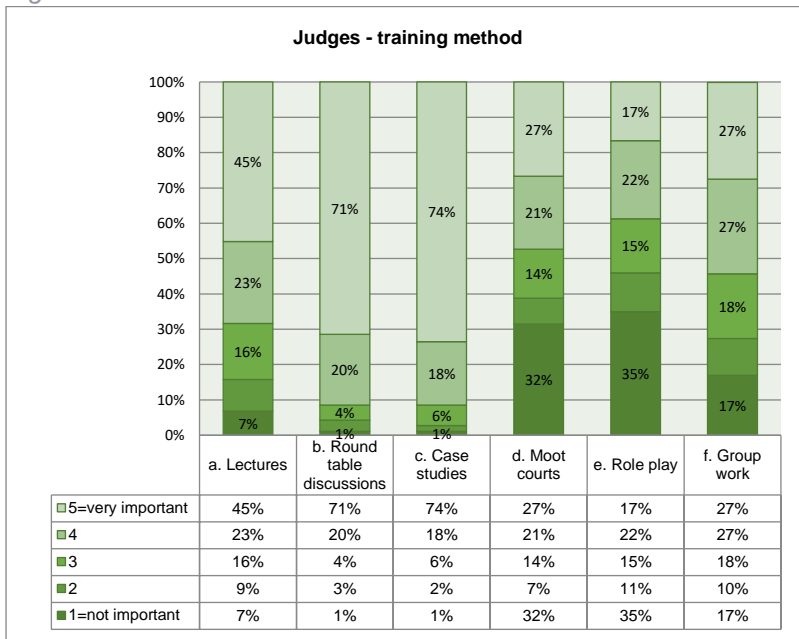
Figure 16.2.1 Chairmen - total



From the six offered training methods, “round table discussions” are mostly appreciated and rated as very important by court chairmen with 61%. Only 3% found this method as not important. The least favourite training method in their opinion is “role play” with 20%.

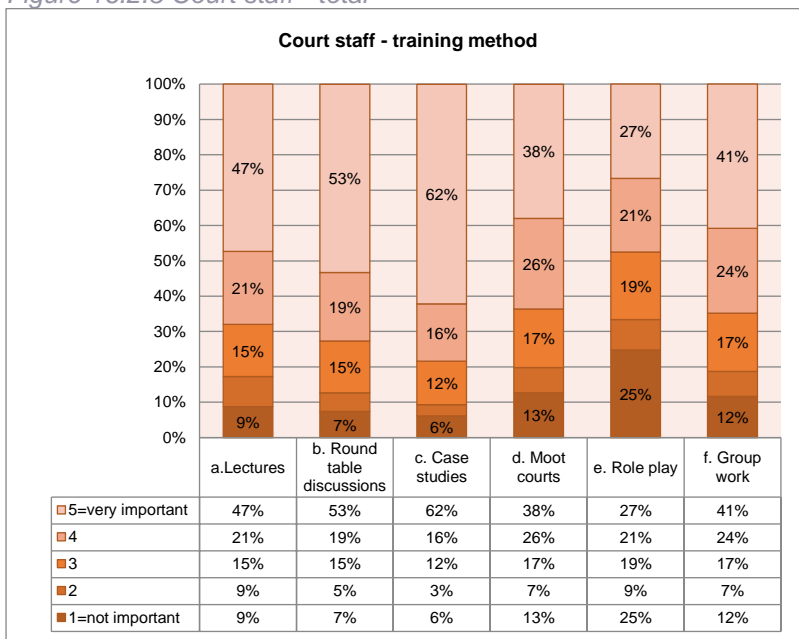
Case studies are ranked as second with 54% and the rest of the methods are below 40%.

Figure 16.2.2 Chairmen - total



As expected, judges favour most the “case studies” and they ranked it 5 as very important as a training method with 74% closely followed by “round table discussions” with 71%. For both of these methods only 1% of the respondents consider that it is not important. And similarly like chairmen, they find it “role play” as the least suitable with 20%. They also do not fancy much (27%)” moot courts” Interestingly, significant percentage goes in favour of “lecture” 45% of judges consider lecture as suitable method when training judges.

Figure 16.2.3 Court staff - total

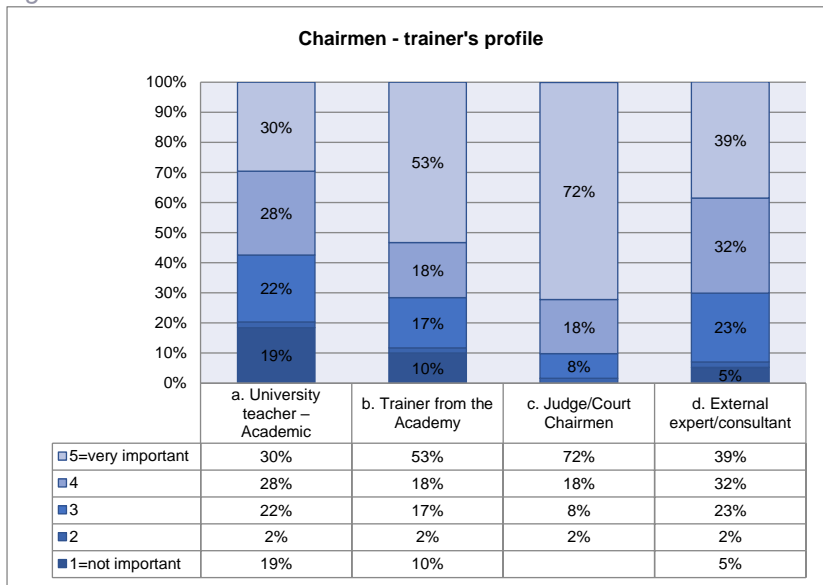


Court staff like judges consider “case studies” as the most suitable training method with 62% and ranked it 5 in a scale of 1-5. Only 6% of the court staff found case studies as not important. And the same like the other two target groups, they find “role play” as the least suitable training method. “Round table discussions” with 53% and “lectures” with 47% are the second best on the list. In the case of court staff “group work” with 41% was also given significant attention.

3. What is your preferred trainer’s profile?

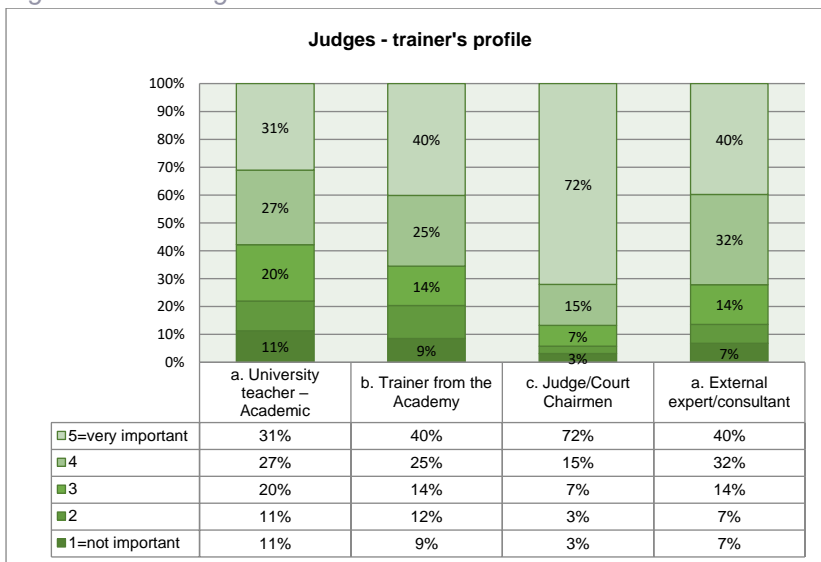
For all three target groups the most preferred trainer’s profiles are chairmen/judges. The least favourite are university teachers/academics for chairmen and judges and consultants in case of court staff.

Figure 16.3.1 Chairmen - total



72% of the chairmen are in favour of a chairmen/judge as a trainer and ranked it 5 in a scale of 1-5 (5=very important). With 53% they favour trainers from the Justice Academy as the second choice. The least favourite trainers are university teachers with 30%.

Figure 16.3.2 Judges - total

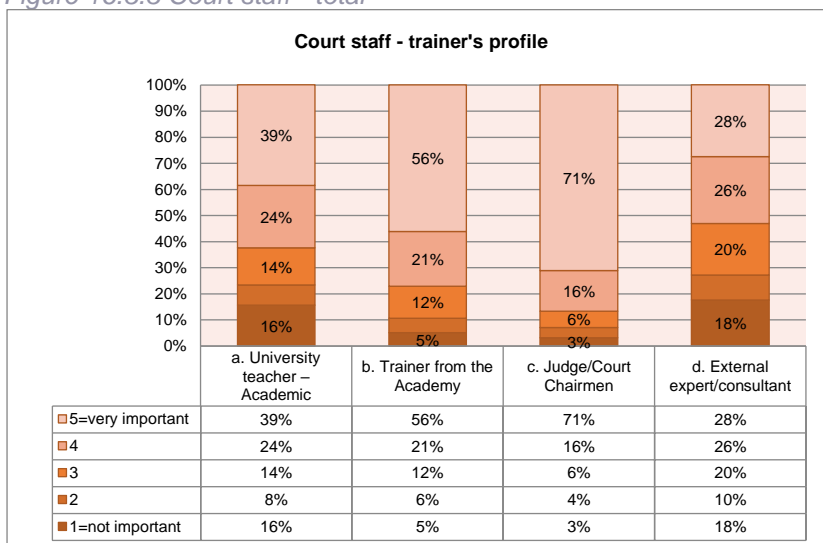


Very similar to chairmen judges too prefer chairmen/judges as trainers the most with 72% and weighted 5 in a scale of importance.

The second place share trainers of the JA and consultants though higher importance is given to consultants.

The last on their list are university teachers with 31%.

Figure 16.3.3 Court staff - total



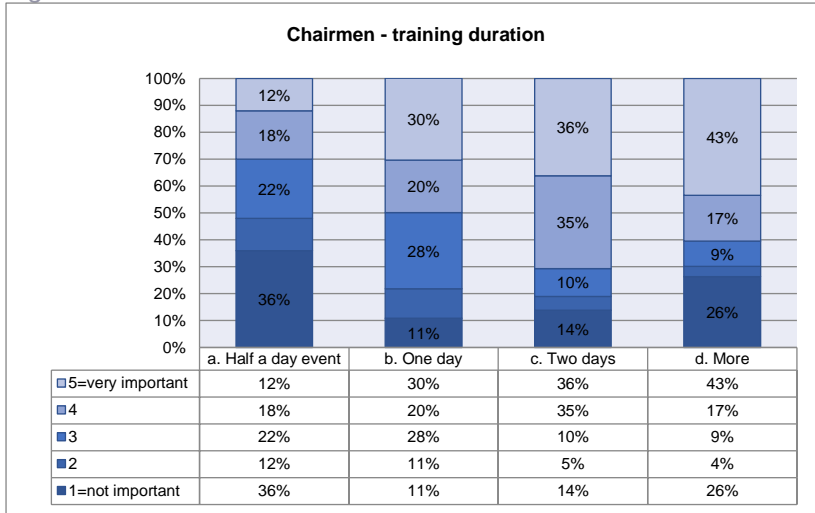
Like the other two groups court staff also prefer chairmen/judges as trainers the most with 71% and weighted 5, highest, in a scale of importance.

The second favourite trainers are trainers from the JA with 56% and last are consultant with 28%.

4. What is the most effective duration of a training event?

More than two-days training event is favourable for all three target groups, or the lengthiest choice given. The least favourite for all target groups is half-a-day training event or the shortest alternative given in the questionnaires.

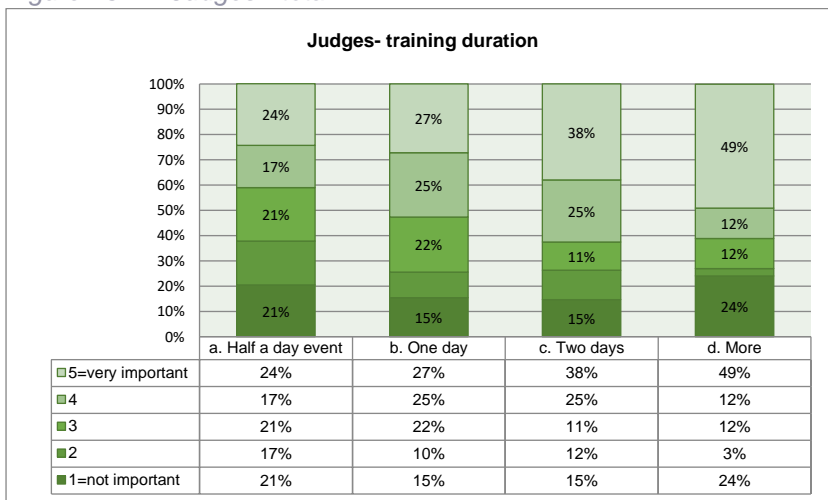
Figure 16.4.1 Chairmen - total



With 43% court chairmen prefer more than two days training event as the most effective duration for a training action and they rank it highest on the scale of importance. The least effective training duration with 12% is considered half a day training event.

Court chairmen opinion about one day and two days training event are similar, 36% are in favour of a two-days training event and 30% are prefer one-day training event.

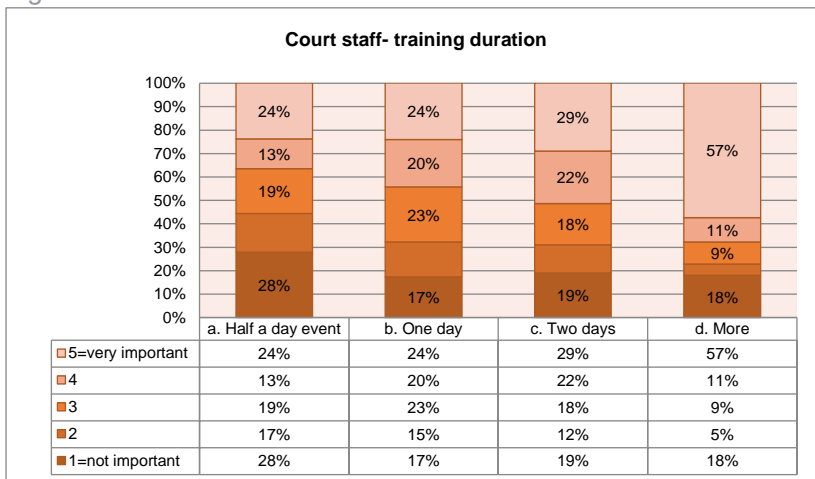
Figure 16.4.2 Judges - total



Though the same order as the chairmen, judges' preference regarding training duration slightly varies. They favour more than two-days training as the most effective training duration with 49% and weighted 5 on the scale of importance. The least favourite with 24% is half a day training event.

Second favourite is two-day training event with 38% followed by one-day training event with 27%.

Figure 16.4.3 Court staff - total



Majority (57%) of staff are in favour of more than two-days training event too and they ranked it 5. The order of preference is the same only the percentiles differ.

They give almost equal weight to one-day and half-a-day training event with 24%.

The second most effective training duration for the court staff is two-day training event with 29%.

17. How interested are you in attending training in judicial efficiency?

Almost all respondents are interested in attending training in judicial efficiency; chairmen with 97%, judges with 99% and court staff with 94%.

The most interested are chairmen of the military courts with 100%, but it should not be forgotten that they were only two included in this survey.

The highest non-interest for training is noticed among chairmen from commercial courts with 33% among their own group.

Figure 17.1 Chairmen - total

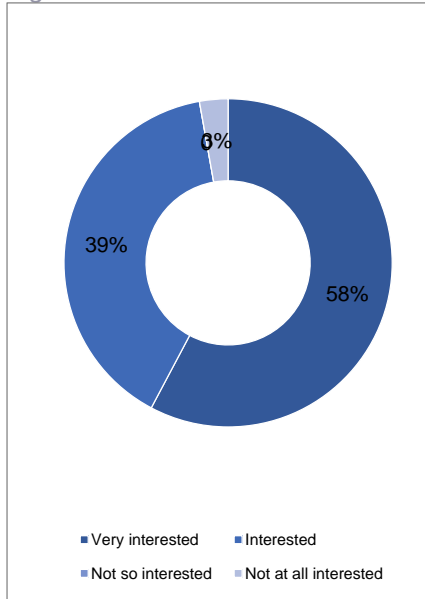
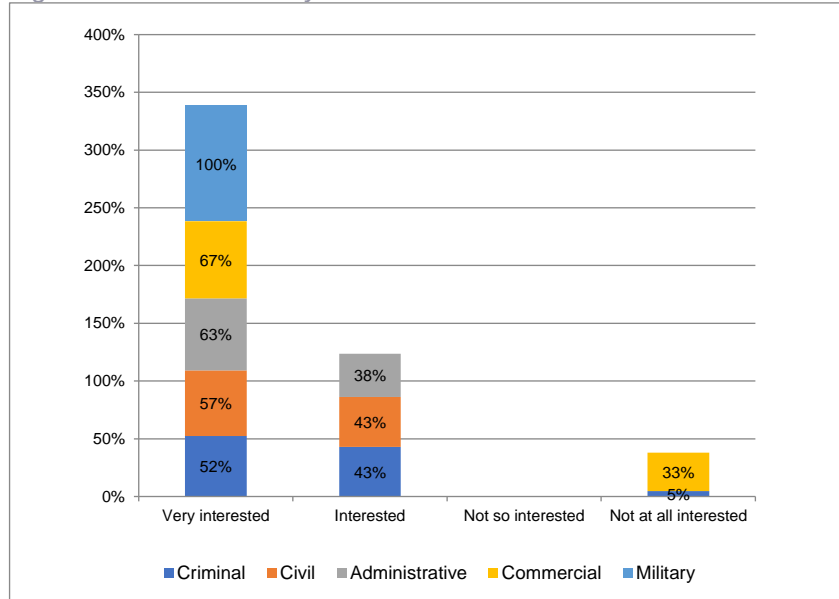


Figure 17.2 Chairmen –by area of law



The highest interest for training is noticed among judges from military courts though it has to be mentioned that they were only 4 in this survey. There is very insignificant percentage 1% of all judges that participated to this survey that are not at all interested in participating to training in judicial efficiency.

Figure 17.3 Judges - total

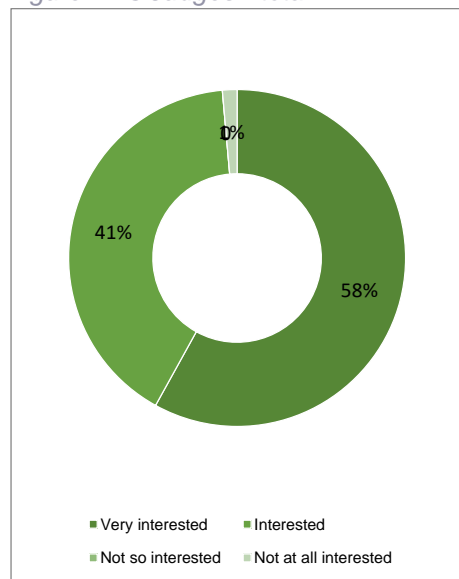
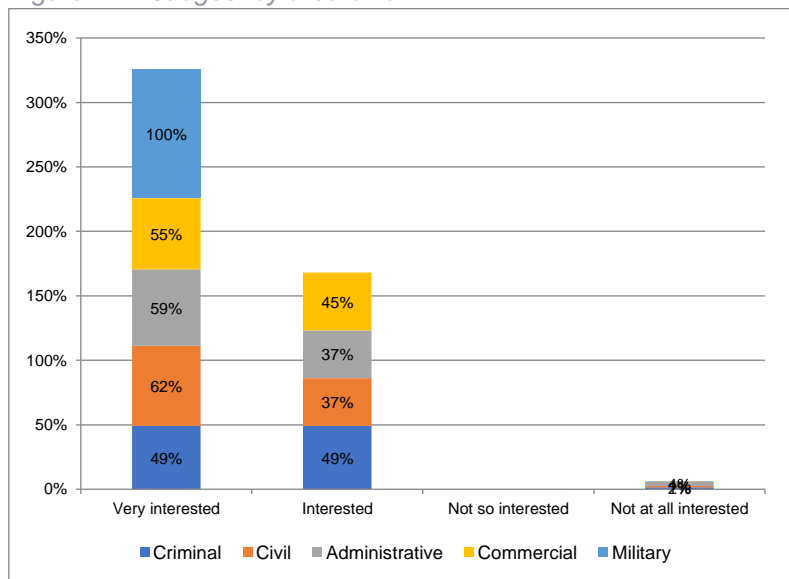


Figure 17.4 Judges –by area of law



Although all chairmen are very interested in attending training on this topic, slight difference is noticed in favour of appellate court chairmen: 100% versus 97% within first instance chairmen. And almost similar trend is evident among judges 100% in case of first Instance judges; 97% among appellate court judges and 92% within the Supreme Court judges.

Figure 17.5 Chairmen - by court instances

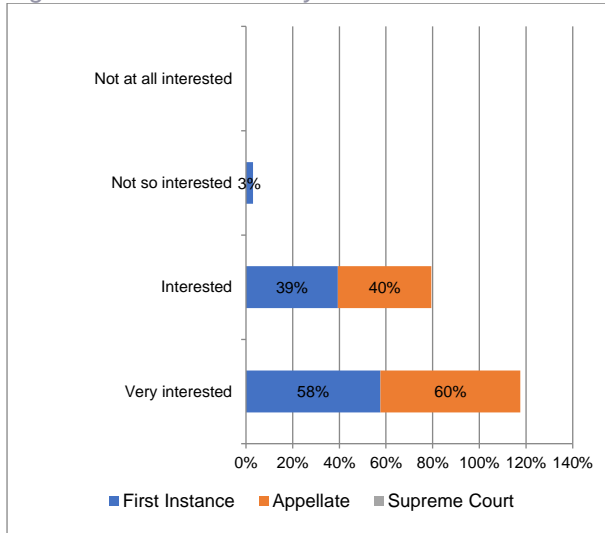
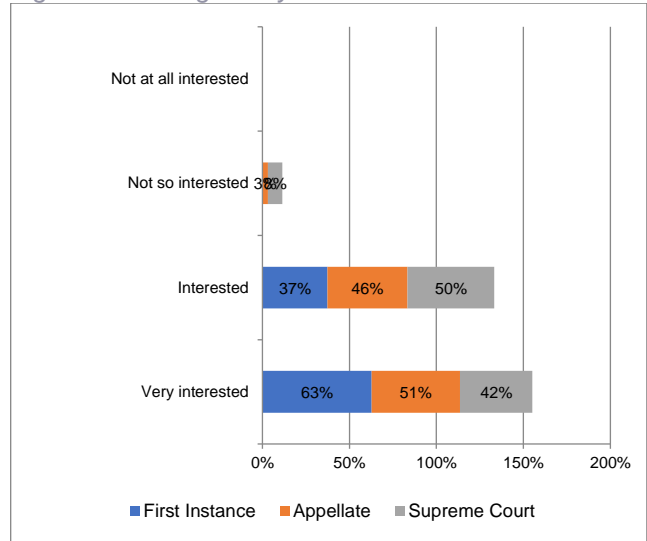


Figure 17.6 Judges - by court instances



7% of court staff are not interested in participating to trainings in judicial efficiency 5-7% from each of the surveyed clerk's category.

From the total of 93% of the staff that are interested in attending this training topic, the most interested are IT officers with 96%, followed closely by court secretaries 94% and leading advisors and judges' assistants both with 93%.

Figure 17.7 Court staff - total

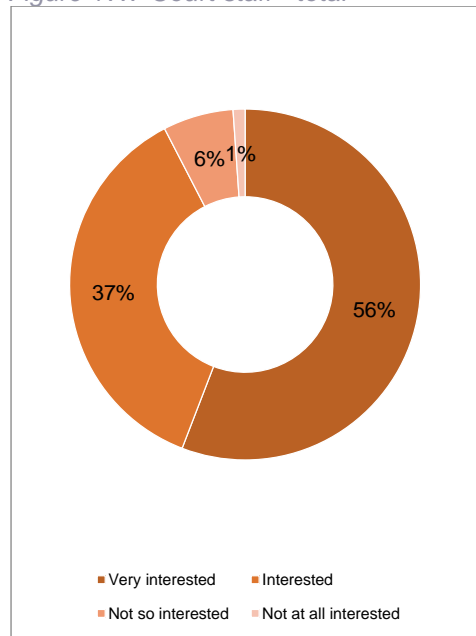
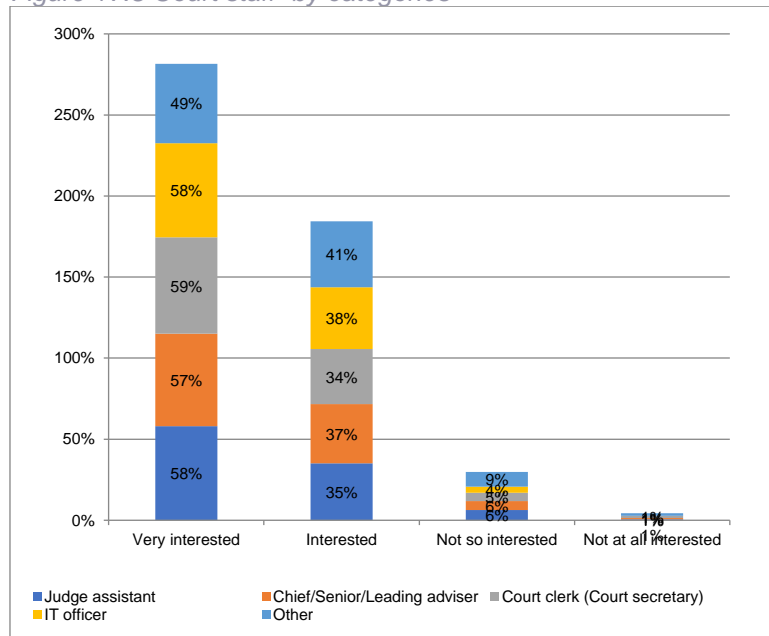


Figure 17.8 Court staff -by categories



18. Will you be willing to participate in joint trainings with other legal professionals?

There is high interest for joint trainings among all target groups; chairmen and judges with 95% each and court staff with 92%.

Court chairmen are very interested with 48% and interested with 47% and among most interested are the chairmen adjudicating criminal cases with 52%. From the 6% that are not interested the biggest part form chairmen from the commercial courts with 33%.

Figure 18.1 Chairmen - total

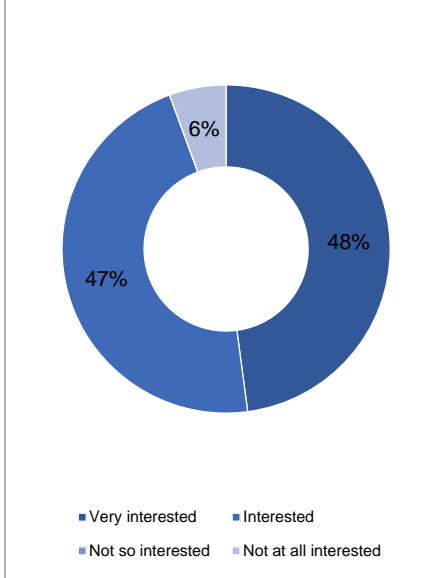
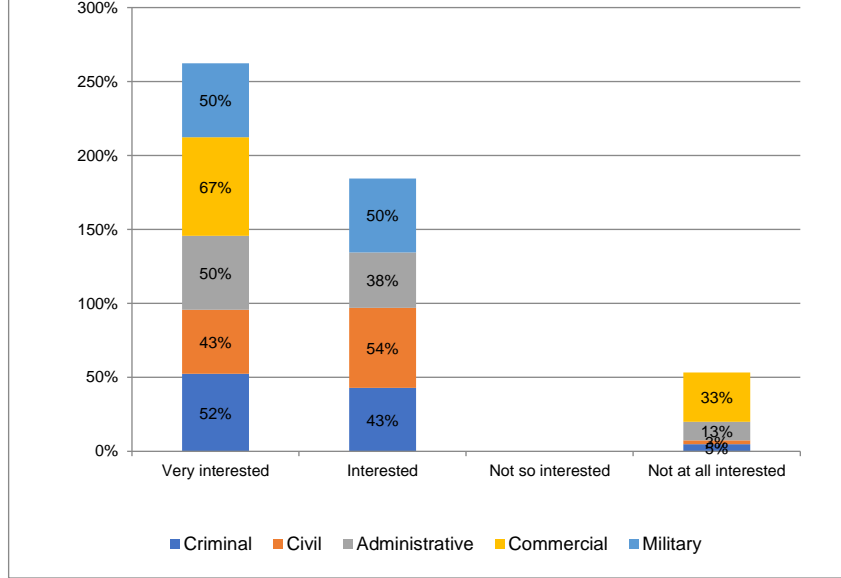


Figure 18.2 Chairmen –by area of law



Besides the military judges with 75%, civil judges with 51% are also very interested in joint trainings with all the members from the legal family. From the 6% that are not interested 10% are judges from commercial court.

Figure 18.3 Judges - total

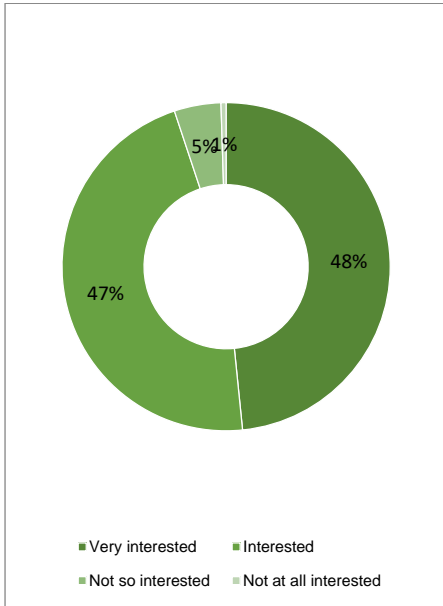
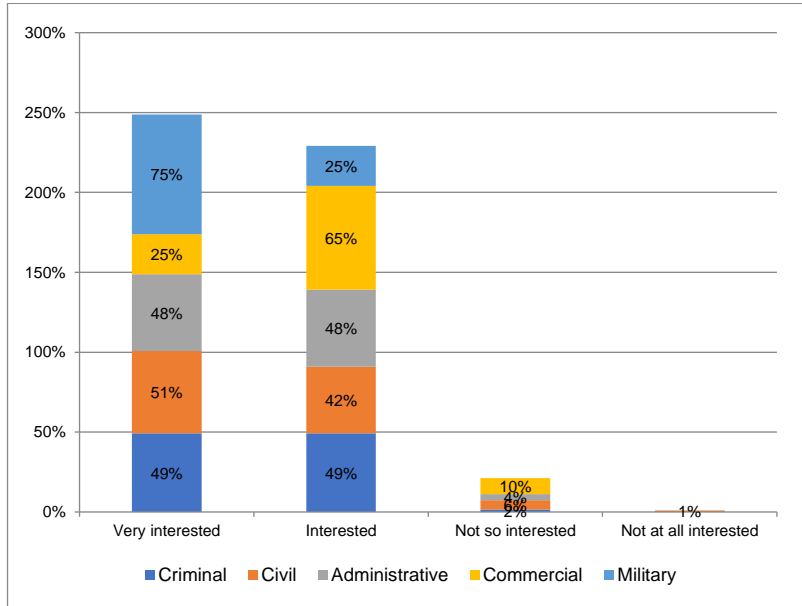


Figure 18.4 Judges - by area of law



First instance court chairmen are very interested with 80% and interested with 20% whilst appellate court chairmen are very interested with 46% and interested with 49% for joint trainings

with other members of the legal family. As for the judges, first instance court judges are the most interested with 63%, followed by appellate court judges with 51% and the Supreme Court judges with 42%. Very insignificant percentage of both judges and chairmen are not interested in joint trainings with other members of the legal profession.

Figure 18.5 Chairmen - by court instances

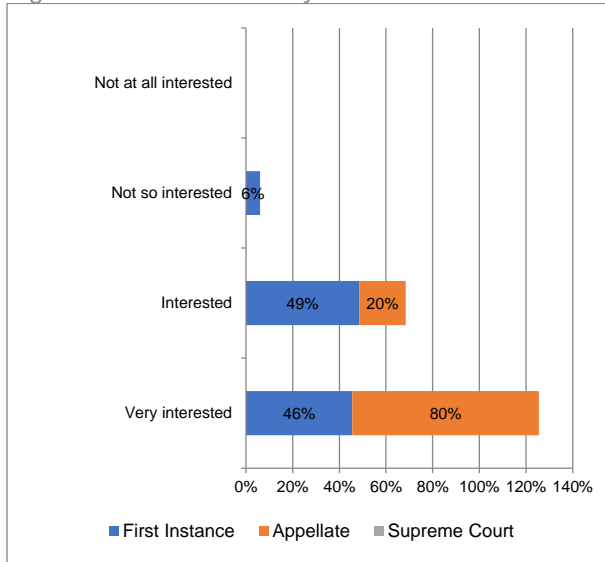
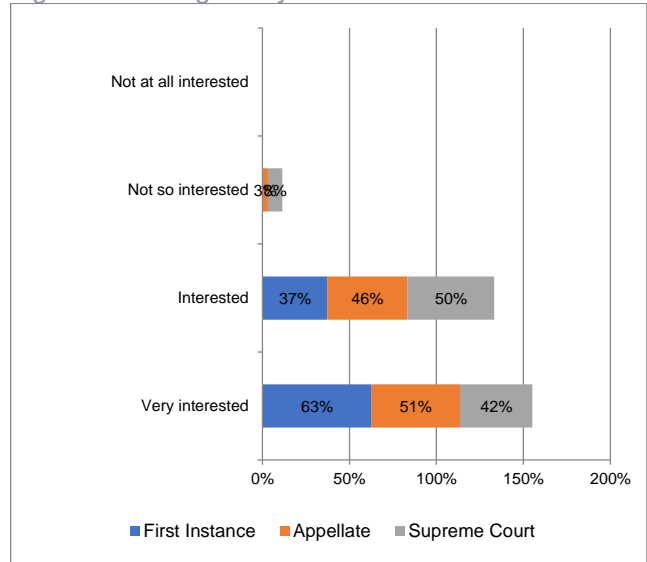


Figure 18.6 Judges - by court instances



From the total of 92% of the staff that are willing to attend joint trainings, the most interested are judges' assistants with 95%, followed closely by leading advisors 94%, court secretaries with 93%, IT officers with 92% and last but still with high score are the rest with 87% of the court staff. From the 8% of the court staff that are not willing in participating to joint trainings the biggest percentage are IT officers with 18%.

Figure 18.7 Court staff - total

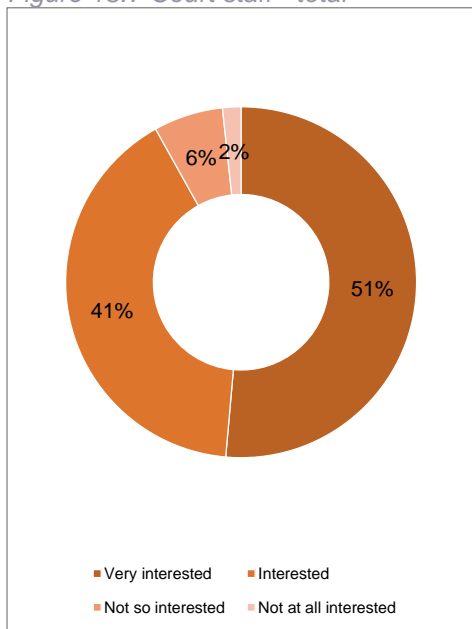
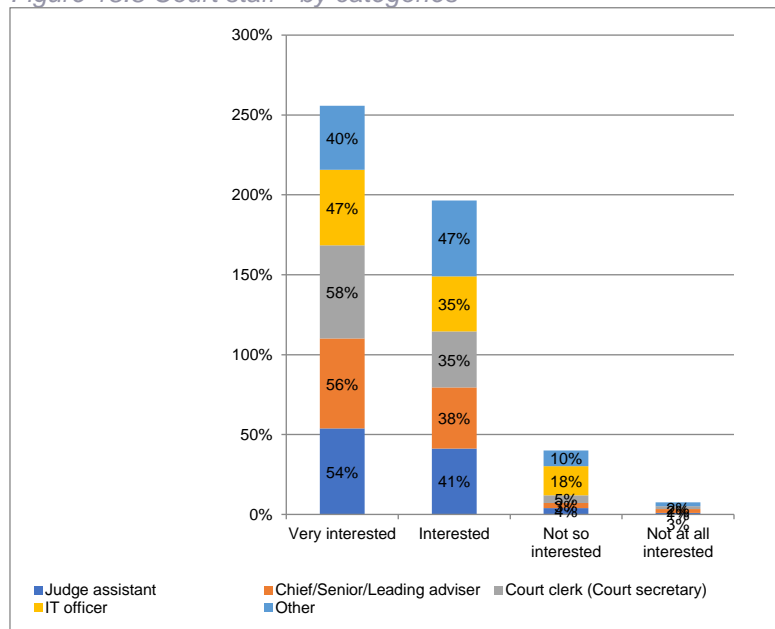


Figure 18.8 Court staff - by categories



19. To perform your current job competently, what training in your opinion do you still need to take to help improve court work?

The last question was open-ended question and was answered by vast majority of respondents. Respondents' answers are clustered and presented according priority.

Replies were wide-ranging: from methodological aspects of training to the training content and profile of trainers.

Clustered and prioritized court chairmen' replies

70 out of 71 court chairmen involved in the survey made comment in this open-ended question. In terms of training topics priority are put on e-court system both in terms of the need for its improvement but also in the need for proper usage through interactive training sessions.

The next on the list is training in ECHR and jurisprudence of the ECtHR; trainings in procedural aspects of the civil and criminal legislation and training in court efficiency mainly focused on timeframe targets, conducting and analysing judicial statistics.

In terms of training methods, chairmen suggested mostly round table discussion with judges from higher instance courts as well as judges from the European Court on Human Rights.

It was emphasized that all training is needed and are beneficial when relevant. But also, adequate staff is necessary to improve the court efficiency.

They also suggested that court staff should be included in some of the training relevant for improving judicial efficiency.

They also noted that they would like to learn from more experienced professionals, namely judges from Constitutional and Supreme Court, judges from other countries, experts in CEPEJ tools and judges from the ECtHR. Study visits and participation to foreign court proceedings was found as relevant for enhancing judge's skills by several respondents.

And finally, as training organizers they trust the most the JLC in cooperation with JA and MoJ, where necessary.

Clustered and prioritized judges' replies

157 out of 217 in total, replied to this question.

In terms of training topics judges also put their priority on e-court system first and the most for its improvement and second its proper usage reached by adequate training.

The case-law review through different law area (civil, criminal, administrative and commercial) to unify judicial practice is highly stressed by judges. It seems that gaps in legislation as well as different opinions about jurisdiction have created a need for urgent measures both in terms of legal amendments but also in terms of implementation of unified judicial practice with the support of the Supreme Court.

The next on the list is training in ECHR and jurisprudence of the ECtHR; CEPEJ tools and standards through sharing experience with other countries and colleagues.

Study visits are emphasized again and participation to foreign courts hearings was emphasized as beneficial for judge's work.

In terms of training methods, judges suggested case studies and round table discussion. Conducting joint training of judges of all three instances with legal professionals of the relevant administrative bodies in their opinion could also contribute to the improvement of the efficiency of justice by strengthening the cooperation of all bodies responsible for the administration of justice.

They also noted that they would like to learn from more experienced professionals, namely judges from Constitutional and Supreme Court, judges from other countries and from the ECtHR.

And finally, as training organizers they trust the most the JLC in cooperation with JA and MoJ, where necessary.

One respondent suggested online training with judges who are engaged in scientific research and another training on reviewing cases by audio-recording and videoconferencing. Also participation to foreign court proceedings during study visit was seen as effective in changing the judge's mindset.

Training in preparing judicial acts, mainly through international experience either by reviewing international case-law or by sharing experience with international judge, was also mentioned as one of future training needs.

There was a suggestion about court staff training. Training of court staff in time management targets, clerical work in the courts, automated equal distribution of cases, organization of judicial work in accordance with the guidelines should be organized.

It was emphasized that all training is needed and relevant. Training should not be organized just for the sake to be “Trained” but it needs to be “useful” was a comment from one respondent. There were two replies that stated that there is no need for training.

Clustered and prioritized court staff’ replies

664 replies out of 1047 in total replied to the last open-ended question.

In terms of training topics as expected court staff put their priority on e-court system training. Hence this is part of their daily work, they need to have profound skills in using the system. They also mention the need to provide training in “case classification” as a part of court efficiency training.

In relation to the enhancement of their ICT skills, training on the implementation of virtual hearings in courts was proposed.

They also suggested training in ECHR and jurisprudence of the ECtHR; especially Article 6 of the European Convention: the right to a fair trial; and CEPEJ tools and standards, by participating to events regularly organized by judges of appellate and cassation courts in order to improve the practical quality of cases.

They identified round table discussions and lectures as the most adequate methods to meet the learning outcomes for the proposed training topics.

Detailed training in the legal requirements in the court proceedings was mentioned as one of the potential trainings for court staff by several respondents.

But also stress management course, communication skills and team building actions were identified as topics for future trainings.

Few mentioned that there is no need for further training of court staff.

Conclusions and Recommendations

Conclusions and subsequent recommendations herein have been provided following the chapters' sequence in the survey analysis. The scope of the recommendations is limited to the TNA findings. Having that in mind, the conclusions can be clustered under three main chapters; Training Topics/Content, Training Methodology & Management and Future training needs.

Training content

The interest for the court efficiency training topic was more than obvious with minor differentiations among the three target groups. Although vast majority of chairmen and judges have participated to training on court performance indicators, room for further improvements is obvious in the lack of knowledge of their efficient use. On the other side with regard to training actions in court efficiency topics, court employees have been completely neglected.

They are all familiar with court performance indicators in general, but when we go deeper, to the purpose and usage of a particular indicator in a daily work, some have more knowledge and skills in one and some more in other indicators.

It seems that the most familiar with court performance indicators are court chairmen and that was expected hence they are the ones that mostly deal with judicial data and analyse court statistics.

"Timeframe targets" are the most known and used by all three target groups. Whilst "efficiency rate" indicator is the less known indicator by the surveyed target groups.

Majority of chairmen are of the opinion that their skills for judicial analysis are sufficient, when it comes to preparing reports and monitoring data evolution significant percentage would like to learn more.

With regard to designing and conducting court user satisfaction surveys all three target groups need further knowledge and skills enhancement.

Training methodology & management

All three target groups have different opinion regarding the most suitable training format. While chairmen prefer "coaching", judges are in favour of "peer to peer meetings", court staff consider "on the job training" as the most suitable training format to reach best learning results. Their opinions though collate regarding the least favourite training format and that in the opinion of all three target groups, is e-learning.

Case studies are the most favourite training method for judges and court staff, while "round table discussions are the most adequate training method for chairmen. Again, they share their opinion regarding the least adequate training method and that is "role play".

With regard to the profile of a trainer, they consider chairmen/judges as the most adequate trainer's for court efficiency topics, though they also put trainers from the Justice Academy as the second on the priority list.

Vast majority of all three key target groups are in favour of joint trainings among different members of the legal family.

And in terms of duration of training events they all agree that lengthier training give better learning outcomes.

Future & additional training needs

As for the future trainings that might help improve their performance, their wish list was abundant, but it is more than obvious that training in e-court and e-tools is the priority for all three target groups. Though the e-court system at the same time requires improvements it seems that all respondents face difficulties in the usage of the e-court system. In terms of court efficiency, they also mentioned the necessity to receive training in procedurals aspects in different area of law, enhancement of data analysis skills and classification of cases.

Based on these conclusion following recommendations for training actions with the aim of improving court efficiency could be made:

- Enhancing knowledge and skills in the area of case and time management, court performance indicators; collection and analysis of judicial/court statistics and measuring the quality of justice, should be considered as a priority for training all **court chairmen**;
- **Judges** also need to upgrade their knowledge and skills in court efficiency issues that will help increasing their individual performance. Therefore, case and time management and court performance indicators are the areas that are of crucial importance for training judges.
- Increasing knowledge and skills of a carefully selected group of **court staff** in the area of case and time management, court performance indicators; collection and analysis of judicial/court statistics and design and measuring the quality of justice;
- ToT's should be provided prior each training action. Special attention should be given to the training methodology. All trainers should go through ToT in adult training methodology.
- Where appropriate, the same course/module should be offered in different learning formats (face-to-face; e-learning or b-learning), so that participants can choose the format according to their preferred learning style. E-learning should gradually be offered. Special attention should be paid to the needs assessment and design process of the e-learning modules. However, having in mind the recent restrictions posed by the COVID-19, the immediate training actions should be supported with videoconferencing technology in an on-line, format, webinars and webcast/podcasts.
- Joint session for all members of the legal family are recommended and even in some training events lawyers could be invited too.
- Gender issues should be considered in the selection of training participants and trainers.

For determining the level of the present baseline capabilities, Knowledge, Attitude, and Skills (KAS) was assessed during TNA, too. They are conveyed in a form of learning objectives in the Training Plan as clearly as possible in order to serve as a basis for the development of future training courses and materials.

Training Plan – Improving Court Efficiency by using CEPEJ tools

Training Course	Learning objectives	Number and position of Participants	Training Format	Trainer's profile	Training Duration	2021												
						1	2	3	4	5	6	7	8	9	10	11	12	
ToT in Case & Time Management	<ul style="list-style-type: none"> • have enhanced knowledge of the adult training methodology; • recognizing the most adequate training methods to reach a particular learning outcome; • gain skills to replicate the referenced training course 	10	Training using videoconferencing tools	Expert/trainer in referenced training topic (CEPEJ expert) and in training methodology	2 days	Design	ToT											
ToT in Court Performance Indicators	- -	10	Training using videoconferencing tools	- -	2 days	Design	ToT											
ToT in Judicial Statistics	- -	10	Training using videoconferencing tools	- -	1 day	Design	ToT											
ToT in Measuring the quality of justice	- -	10	Training using videoconferencing tools	- -	2 days	Design	ToT											

Training Course	Learning objectives	Number and position of Participants	Training Format	Trainer's profile	Training Duration	2021												
						1	2	3	4	5	6	7	8	9	10	11	12	
Case & Time Management	<ul style="list-style-type: none"> -Familiarize with the CEPEJ tools and guidelines on judicial time management; -Comprehend the criteria for the assessment of the "reasonableness"; -Identify the timeframe targets; -Increase their capability to reason in Convention terms. 	10-15 young chairmen, young judges and some senior staff involved in the judicial data analysis. Lawyers too could be part of this training.	Training using videoconferencing tools Round table discussions for chairmen and Peer-to-peer meetings are recommended for senior judges when COVID-19 restrictions are lifted.	Chairmen/Judges and trainers from the JA.	2 days													
Court Performance Indicators	<ul style="list-style-type: none"> -Familiarize with the basics of judicial performance evaluation; -Comprehend the CEPEJ tools for performance evaluation, -Identify the key judicial performance evaluation indicators; -Gain skills on how to collect and analyse judicial statistics; -Understand their role and responsibility in terms of administration of data. 	10-15 young chairmen, young judges and some senior staff involved in the judicial data analysis. Lawyers too could be part of this training.	Training using videoconferencing tools Round table discussions for chairmen and Peer-to-peer meetings are recommended for senior judges when COVID-19 restrictions are lifted.	Chairmen/Judges and trainers from the JA.	2 days													

Collection and Analysis of Judicial Statistics	<ul style="list-style-type: none"> - Comprehend the CEPEJ tools and guidelines on judicial statistics; - Gain skills on how to calculate and analyse key judicial indicators; - Improve analytical and reporting skills; and - Learn how to use key judicial indicators in policy making. 	10-15 Chairmen and some senior staff involved in the data entry, collection and/or analysis.	Training using videoconferencing tools Round table discussions and on-the-job-training are recommended for staff when COVID-19 restrictions are lifted.	Chairmen/Judges and trainers from the JA.	1 day											
Measuring the quality of justice	<ul style="list-style-type: none"> - Familiarize with the CEPEJ Quality Checklist - Comprehend the purpose of qualitative and quantitative methods; - Learn how to construct and implement justice surveys; - Enhance skills for developing survey questionnaire; - Learn how to record and analyse survey results; - Improve analytical and reporting skills. 	10-15 Chairmen and some senior staff from the PR and IT department	Training using videoconferencing tools Round table discussions and on-the-job-training are recommended for staff when COVID-19 restrictions are lifted	Chairmen/Judges and trainers from the JA.												