



**European Judicial Training Network**



**EJTN Conference**  
**WG Judicial Training Methods**

**June 30<sup>th</sup> and July 1<sup>st</sup> 2015**  
**The National school of Judges - Thessaloniki (Greece)**

**Conference on “Leadership”**

**Introduction**

Training to leadership in the judiciary is a difficult task for European judicial and prosecutorial training agencies: leadership is to be balanced with some values that are inherent in the judiciary, such as independence; also, competences concerning court leaders belong to the self-governing bodies of the judiciary, where existing, and/or the executive power; last but not least, organizational aspects are involved, which include the management of public monies, resting with the financial departments of governments at the national or local level.

Yet innovation in the judiciary is mainly entrusted to court and prosecution office leaders: chief judges and chief prosecutors are to be the main targets of training to leadership. But also chamber or department presidents, judges entrusted with IT or communication tasks, local trainers themselves are to be considered leaders in their specific action environment; finally, those among judges and prosecutors who are not leaders yet, but are about to apply for leadership positions also deserve training attention, and training agencies could also provide selectors with relevant information as to their abilities and width of interests.

Training in this area should address both individual and collective uneasiness toward leadership in a profession which is based on an equal participation of all members to choices, as well as uneasiness toward change. Judicial training should take in account human behaviour on institutional change, in order also to favour a more efficient impact of training. Training should reassure that leadership brings no prejudice to judicial independence, and motivation should be created.

## DRAFT Agenda

### Day 1: Tuesday 30<sup>th</sup> June 2015

#### Subtitle:

#### Learning about leadership in courts and prosecution offices:

- 8h30 *Departure of the shuttle bus from the Hotel Electra Palace to the National School of Judges*
- 9h00 Arrival and registration of the participants
- 9h15 – 9h30 Welcome and opening by the hosting institution and EJTN;
- 9h30 – 10h00 Leadership in complex organizations: what is it?  
*Expert - Q&A*
- 10h00 – 10h30 Access to leadership in courts and prosecution offices in Europe  
*Short presentations on country experiences by a selected number of representatives of different models*
- 10h30 – 11h00 Coffee break
- 11h00 – 12h00 *Workshops (approximately 15 participants per each group) – Exploring the crucial crossroads between the need of leadership and the peculiarities of justice*
- Workshop A – Leadership and independence; relationships between leaders and judges and prosecutors of each court/prosecution office*  
*Workshop B – Leadership and management of court staff*  
*Workshop C – Leadership and IT*  
*Workshop D – Leadership and relationships with ministries and/or self-governing bodies: who and how appoints leaders? How do they interact with ministries and/or self-governing bodies after appointment? How do they negotiate? What is the role of administrative personnel in courts vis-à-vis the court leader?*
- 12h00 – 14h00 Lunch break

- 14h00 – 14h45 Topical report no. 1  
How to best balance leadership and independence  
*Expert - Q&A*
- 14h45 – 15h30 Topical report no. 2  
Leadership and management of court staff  
*Expert - Q&A*
- 15h30 – 16h00 Coffee break
- 16h00 – 16h45 Topical report no. 3  
Leadership and IT  
*Expert - Q&A*
- 16h45 – 17h00 Topical report no. 4  
Leadership and relationships with ministries and self-governing bodies  
*Expert - Q&A*
- 17h00 End of day 1 activities

*Return to the hotel by shuttle bus.*

*Then – at 18h30, departure of the shuttle bus from the Hotel to reach the Royal Theatre*

19h00 *Cocktail Reception at the Royal Theatre: Celebrations of the XXth Anniversary of the Greek National School of Judges*

*Return to the Hotel Electra Palace by shuttle bus (at around 22h30)*

## **Day 2: Wednesday 1<sup>st</sup> July 2015**

### **Subtitle:**

### **Training to leadership in courts and prosecution offices**

*8h30 Departure of the shuttle bus from the Hotel Electra Palace to the National School of Judges*

9h15 – 9h20 Summary of the results of day 1 - Opening by the convener and/or the moderator

9h20 – 9h50 Training to Leadership in courts and prosecution offices: what are the challenges?  
*Expert - Q&A*

9h50 – 12h00 *Workshops (approximately 15 participants in each group) – Exploring the challenges for training of court and prosecution office leaders*

*Workshop A – Training to management of funds, structures, and other financially relevant resources*

*Workshop B – Training to management of staff*

*Workshop C – Training to management of IT, websites, research tools, data sharing, data security*

*Workshop D – Training to management of relationships with media*

12h00 – 14h00	Lunch break
14h00 – 14h45	What did the group teach us? Which ways to go and what steps to take? <i>Reports in the plenary</i>
14h45 – 15h30	Discussion from the floor on the following topics: Training of applicant/future court or prosecution office leaders and intermediate leaders (president of chambers, departments, etc.): what the role of training institutions, in particular toward selection? <i>Introduction and chair by a member of the JTM WG - Interventions from the plenary</i>
15h30 – 16h00	Coffee break
16h00 – 16h45	Discussion from the floor on the following topic: Training of trainers and development of leadership among trainers <i>Introduction and chair by a member of the JTM WG - Interventions from the plenary</i>
16h45 – 17h00	Discussion from the floor on the following topic: Creating motivation and overcoming resistance to change in training to leadership <i>Introduction and chair by a member of the JTM WG - Interventions from the plenary</i>
17h00	Closing of the Conference by the convener and/or the moderator of the workshops and by an EJTN representative



*With the support of the European Union*