

„Lideri pentru Justitie - Leaders for Justice“

1st Leadership Program for Young Romanian Lawyers

1st, 2nd and 3rd Training Sessions:

“The Vision of Humanity: a Critical Perspective”, Sibiel, 4-7 March

“How to Plan Justice: a Tough Decision to Make”, Sinaia, 15-18 April

“Is the Morality of Law a Matter of Persuasion?”, Predeal, 6-9 April

One of the priorities of the Rule of Law Program South East Europe (RSP SOE) is the promotion of outstanding qualified young lawyers. In this context, through the “Leaders for Justice“-program which the RSP SOE launched in March 2010, 18 young Romanian professionals, including lawyers, judges, prosecutors and law students, benefit from a series of training sessions, in which they acquire communication, management and organizational skills. In addition to that they have the opportunity to meet high level legal professionals, such as former ministers of justice, and discuss both theoretical issues and current problems of the justice system.

The first three training sessions took place in the period March-May 2010.

1. 4-7 March 2010, in Sibiel
2. 15-18 April 2010, in Sinaia
3. 6-9 May 2010, in Predeal.

In addition to the training sessions, a series of additional events have been organized for the participants of the Leadership-Program already, like a visit to the Romanian Constitutional Court, and a round table discussion with a representative from Freedom House Romania. Further meetings with the Roma-

nian Minister of Justice, Catalin Predoiu, the General Prosecutor, Codruta Kovesi, and the American Ambassador will follow in the next two months.

Training sessions

Each of the three training sessions had its objectives shaped towards achieving the global objective of the project, namely developing young leaders who will have a decisive role in the reform of the Romanian justice system.

1st Training Session: “The Vision of Humanity: a Critical Perspective”

The first training session set the focus on the importance of vision, in any given project. As this was the opening session in the series of six sessions, our trainers, **Mihai Dragoi** (*Managing Partner, HR Dimensions*), and **Ion Georgescu** (*President, Romanian Institute of Training*) started the team building process according to the *Tuckman* theory, leading the participants through the forming, storming, cohesion and performing stages in a natural and smooth manner. Following the team building session, the trainers successfully transmitted key facts and hints on designing a right vision, setting expectations and objec-

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tives. The young leaders were challenged to design a common vision, this being the first step in the long process of conceiving and implementing their own projects. In this respect, the participants also benefited from trainings regarding creativity and critical skills, key skills required in designing a right vision.



The young leaders set high expectations regarding the "Leaders for Justice" project.

Besides the training sessions, our invited experts also led interactive workshops on issues of high importance for any person involved in the justice system.

Dr. Agnes Bernhard, *Senior Legal Consultant in EU and UN judiciary projects in the Vienna Tribunal*, gave a short introduction on the history of humanity principles and values. She then challenged the participants with group exercises related to the topic of human rights and modern justice. The participants worked on several case studies, sharing impressions and personal opinions on each different case.



Dr. Agnes Bernhard, Senior Legal Consultant in EU and UN judiciary projects in the Vienna Tribunal

Lavinia Lefterache, *Judge at the Bucharest Court of Appeal*, continued the debate launched by Dr. Agnes Bernhard, by presenting different cases and the way they were solved in different moments in time or different institutions. As such, cases from Romanian courts, as well as the European Court of Human Rights and the American

courts. The comparisons succeeded in shedding a different light on similar issues that were solved in different ways. Thus, the young leaders became aware of the importance of focusing their attention on the litigants and the particularities of each case.

In the final workshop, **Cristi Danileț**, *Vice-President First Instance Court Oradea* teamed with Judge Lavinia Lefterache in an attempt to help the 18 participants identify the problems and challenges the Romanian justice system faces. Based on these issues, the young leaders identified the relevant institutions which have a bearing in solving the respective problems and drafted their own vision of change in the justice system.

2nd Training Session: "How to Plan Justice: a Tough Decision to Make"

The second training session focused on the decision making mechanisms. After a short review of the concepts and knowledge accumulated in the first training session, Mihai Dragoi and Ion Georgescu started introducing basic decision-making methods. Various instruments used for this purpose were discussed and practically applied during the training. Among these, we mention only a few: the Pareto analysis, the cost/benefit analysis, the decision tree, the fishbone, the force field method, the SWOT analysis etc. After learning how to make the right decision, the young leaders went one step further, towards planning for change. In this session we have covered topics like understanding the people, learning how to prepare, communicate and deal with the change, influencing others to become agents of change and building plans. Last, but not least, our trainers had a short coaching workshop with the participants, in which the 18 young leaders built their personal action plans.

Dr. Valeriu Stoica, *Founding Partner, "Stoica și Asociații" (former Romanian Minister of Justice)* delivered a lecture on the idea of justice, its principles and the role of justice in a society. The lecture was interactive, built on the inputs of the participants. Basic principles of the Rule of Law were introduced in the debate that followed, along-

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side the role of the state in the delivery of justice.



The 18 young leaders, together with Dr. Valeriu Stoica, Dana Girbovan, Dan Stoica and Ion Georgescu

Considering the fact that one of the goals of the "Leaders for Justice" project is to prepare the young leaders for taking an active role in the Romanian justice system reform, we wanted them to meet other actors involved in this reform. The National Judges Union of Romania (UNJR) is one of the most active voices in the justice system. In this respect, **Dana Girbovan**, *President of UNJR*, presented the current plans and strategies in the Romanian Justice system. Also, considering the fact that the Romanian Ministry of Justice just released the strategy on the development of the justice system as a public service for the following four years, Dana Girbovan challenged the leaders to analyze and express their opinions on the newly released document.

3rd Training Session: "Is the Morality of Law a Matter of Persuasion?"

During the third training session, the emphasis was put on communication and presentation skills, as powerful tools for persuasion. **Cosmin Alexandru**, *Managing Partner B&P Brandivia*, planned a series of interactive activities related with the topic. Theoretical notions were mixed with speech analysis, impromptu speech delivery, breathing exercises and tips and tricks sessions. The speeches were filmed and each participant received feed-back on his/her speech, together with suggestions on things to be improved. A special part of the training session was dedicated to the concept of persuasion and the practical application of persuasion principles. Nonetheless, a sepa-

rate presentation focused on media relations and the specificities of communicating with the media.

As the ethics and integrity are of key importance in any legal profession and constitute a permanent concern throughout the project, the experts invited for the third training session covered issues related to morality of law. **Conf. Dr. Ion Copoeru**, *from the Department of Philosophy, Babes Bolyai University Cluj Napoca*, organized a simulation of real life situations in which the actors involved in the justice act are victims of moral and ethical conflicts. Through this role play, the young leaders were confronted with situations in which they could find themselves in the future. The exercise had a positive impact, as they had the chance to discuss and compare possible solutions not only among them, but also with the invited experts.

Judge Cristi Danilet had another intervention in our third training session. Besides bringing his valuable expertise in the simulation initiated by conf. dr. Ion Copoeru, he also had an exhaustive presentation on the principles of professional ethics.



The Leaders for Justice participants, after the intense debate with MEP Monica Macovei, together with Dr. iur. Stefanie Ricarda Roos and Conf. Dr. Ion Copoeru

In order for the young leaders to get in touch to different perspectives on the judicial system, we had also invited **Monica Macovei**, *Member of the European Parliament (former Minister of Justice)*. After a short introduction, intensive debates were held on the importance of the Superior Council of Magistracy in the judicial system, the magistrates' independence, the admin-

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istrative attributions of court presidents and first-prosecutors and their replacement with professional managers, the recent events related to the National Integrity Agency (ANI), the modifications of the statute of attorneys, and many other topics.

Additional events

On the 27th of April we have organized an extra event, which was not initially planned in the general frame of the Leaders for Justice Project. **Dr. Ioan Vida**, the President of the Romanian Constitutional Court, invited the 18 leaders to participate in the court session held on the 27th of April. After the session, the young jurists had the chance to participate in a short debate with the President of the Constitutional Court, on topics like the role of the court, its activities and measures. Also, more sensitive topics were covered, like for example the recent ANI decision of the Constitutional Court, which basically cancelled most of the attributions ANI initially had.



The young leaders visiting the Romanian Constitutional Court

Following the Constitutional Court visit, the young jurists participated in a round table discussion with **Cristina Guseth**, the executive director of Freedom House Romania. The discussion started with an extensive presentation of various NGO initiatives related to the justice system reform that were organized in the past years. After the presentation of past projects, ideas for future ones were formulated. We have found out that our participants are extremely keen on getting involved in judicial education projects.

Another event in which the Leaders for Justice were invited was a field trip to Brussels,

organized by the High representative Office of the European Commission in Bucharest. 25 judges and prosecutors took part in meetings with various officials from the European Commission and the European Parliament. The young judges that participate in our program (**Angelica Cruceanu**, **Daniel Mirauta**, **Florin Lupascu**) were also part of the group. A report about this trip can be found at

<http://www.juridice.ro/108771/magistrati-romani-la-bruxelles-cum-a-fost.html>.

Finally, it should be mentioned that the participants of the Leadership-Program created a document in response to the *Strategy on the development of the justice system as a public service* for the following four years, recently released by the Ministry of Justice. They formulated a common point of view on the strategy, stating both the good parts of it and those parts which could use a certain improvement. Furthermore, not only did they write the document and sent it to the Ministry, but **Angelica Cruceanu**, one of the 18 participants, was elected to present the common point of view of the group, during the debate organized by the Ministry on the 14th of May. The document can be found at

http://www.kas.de/wf/doc/kas_741-1442-1-30.pdf.

On-going evaluation

As feed-back is essential for the sound development of the project, we have evaluated each step in our program. After each training session, the participants were asked to fill in an evaluation report, in order to give us feedback on various topics of interest: the quality of the presentations, their relevance, the impact of the activities included in the agenda, and the quality of the working environment (accommodation, meals, training room etc.)

Also, considering the fact that we have reached the middle point in the program, in the third training session we have also set a time for getting oral feed-back. We have had an open discussion on the way the program developed, on the participants' expect-

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tations and future goals, their suggestions on things to improve in the program.

Conclusions

The "Leaders for Justice" Project managed to become well-known to all actors involved in the justice system. A good proof of this fact is the positive feedback we have received in the past weeks:

- the invitation received from the president of the Romanian Constitutional Court
- the invitation we have received from the representatives of the European Commission, for our magistrates to participate in the study trip to Brussels
- the Romanian General Prosecutor, **Laura Codruta Kovesi** as well as the Ministry of Justice, **Catalin Predoiu**, would also like to meet with the young leaders.

We have finalized the first half of the training sessions, in which a bit more theoretical concepts were approached. Based on the knowledge gained in these first three sessions, in the following sessions the young jurists will start to design and implement their own projects.



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