



TRIBUNALE PER I MINORENNI DI SALERNO



Ministry for Public Administration and Innovation

italia degli innovatori

innovation selected for expo shanghai 2010



THE PRINCIPLES

In the carrying out of his own institutional activity the Juvenile Court of Salerno is inspired over that to the norms of our juridical arrangement, to the "1989 Aja Convention" and to the principles of the Total Quality Management base of the continuous improvement in the organizations. The services are made on the base of the principle of the equality, guaranteeing an equal treatment to all the citizens, without distinction of nationality, sex, language, religion, political opinion. The Court will use him to remove possible ineffectiveness and to promote initiatives directed to facilitate the access and the fruition to the foreign citizens and the people with handicap. The Juvenile Court of Salerno guarantees continuity and regularity in the disbursement of the services. In case of difficulty and impediments it hocks him to preventively tell the consumers and to adopt all the necessary provisions to reduce to the least one the uneasiness.

The office promotes the information on the developed activities and, in to operate the choices of management, it keeps in mind of the manifested demands and the suggestions formulated by the consumers in single or in partnership form. The President and the staff of the Court pursue the objective of the continuous improvement of the efficiency and the effectiveness of the service adopting the more functional technological, organizational and procedural solutions to the purpose.

The Court

1 - Identification:

- **Title of the good practise:** Analysis and reorganisation by processes
- **Name of the organisation:** Juvenile Court of Salerno
- **Name of the person in charge:** Pasquale Andria -
- **Responsible administrative:** Raffaele Mea
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- **Sector:** Justice
- **Principle of Excellence involved:** Management by processes and facts.

2- Magistrates: 5

Honorary Magistrates: 20

Employees: 18

3- Case background

The Juvenile Court of Salerno, like other Italian judicial offices, encountered some difficulties with organisational performance and quality (the design and improvement) of service delivery.

Our organisational background had these features:

- double organisation's management system;
- lack of economic and human resources;
- organisation by functions;
- inadequate autonomy in management processes;
- processes too fragmented;
- low involvement of stakeholders.

4 - The actors

The Organisation's leaders had the ability to involve judges and administrative employees.

They set up a team of 3 members, really sensitive to organisational issues with the task of promoting and guiding the improvement path. Leaders involved the staff investing each member with the responsibility of every single project phase. They also enhanced their skills and recognised their efforts and suggestions.

We hold two-month meetings with stakeholders, such as professional bodies, plans area, universities, the Campania Region, the Province of Salerno. During these meetings we analyse their needs and expectations and we identify the best operations to perform.

We also organise people monthly meetings to promote the reorganisation by processes and to create an environment for gaining suggestions.

The Innovation

“Analysis and reorganisation by processes”

1- Quality improvement issues

Main purposes:

- to optimize our organisation in order to improve efficiency and effectiveness of judicial service, according to social needs;
- to achieve a better overall image of our organisation, nearing the people and supporting a constructive involvement with stakeholders.

According to our experience the CAF (Common Assessment Framework) revealed itself as an useful tool to get a deeper knowledge of our organisation and to adapt activities within each process in order to improve our services.

2- The work process / the approach

We identified these core processes analyzing closely our services and activities:

Request for suitability for international adoption; Clearance of lawyers and consultants' fees; Action filed by parent for custody and visitation of his/her minor child; Action for withdrawing parental rights and responsibilities; Action for family entrust; Action filed by unmarried parent for custody and visitation of his/her minor child; Action for adopting civil measures against parent; Request for juvenile marriage license; Action for recruiting surname; Action for legitimising natural son; Request for authorising residence permit applied by foreigner with son in need of assistance; Action for establishing paternity; Criminal lawsuit heard by GUP (preparatory hearing); Criminal lawsuit heard by Tribunal; Request for special reinstatement;

We monitored them and in conjunction with relevant stakeholders, we improved our processes on the basis of their measured efficiency, effectiveness and results. The involvement of stakeholders with systematic meetings sought us a profitable reorganisation by processes without any additional costs.

3 - The measure of success

We measured the results produced by our improvement intervention on the basis of average processing time (a 30 per cent drop) and quality of services perceived by citizens (risen by 20 %). We are using these indicators: Measures of productivity; Cost efficiency (justice expenditure); Processing time of service delivery; Number of cases requiring repeated processing; Number and contents of complaints.

We also distribute, twice a year, citizen questionnaires to record levels of satisfaction.

Our organisational improvement is ongoing therefore we'll measure every six months citizens' satisfaction in order to verify the correspondence between quality perceived and their expectations

4 - Project innovation content and adaptability

Our good practice is exemplary because Italian judicial offices still work by functions. We reorganised our structure with unchanged legislation and without any additional costs. We also monitor and improve processes and service delivery. Our experience could be adopted by little and medium size public sector administrations. They should involve deeply their employees, identify relevant stakeholders and take into account their expectations.