

NEWSLETTER

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“Change Management: A significant notion for the Eje No Penal”

As recalled, at the second interoperability meeting of Justice Systems held on February 10, a meeting organized at the initiative of the Project for the Improvement of Justice Administration Services (PMSAJ), our Executive Director, the Econ. Rodolfo Albán Guevara, set as a transcendent objective of his management to encourage each of the beneficiary entities of the Program of search of reality inside its respec-

tive offices of information technologies to achieve in order to awaken in its officials and other collaborators the necessary awareness of their shortcomings and weaknesses in order to counteract them with the strength of having this historic Program for the modernization of the Justice System that comes with financing included. Thus, with a joint effort, the deficiencies detected are overcome with the determined support of the Program

Participating institutions:

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Albán Guevara also proposed that through the exercise of a SWOT analysis carried out during the development of said meeting, the strengths, opportunities, weaknesses and risks of the management should be detected, a detection that was satisfactorily achieved. After the exercise of this working method and, after obtaining the analytical results that were sought, the meeting was oriented to expose (among other strategic items of the work that has been developing) the results obtained and it was observed that of the interventions of There was a consensus among the representatives of the entities participating in the program in pointing out the imminent need to manage a change management process in its human component that accompanies this digital transformation and that turns the State and its institutions into a digitized and modern state.

Fortunately, these detected shortcomings are foreseen within the process of modernization on the management of change of the Program and that constitutes one of the most difficult aspects to achieve due to the fact that there may be a natural resistance to change on the part of the fac - Human tor, but that has to be tackled by developing educational strategies that allow human resources to be a participant in this transformation process, it is necessary to invest in the training of people and enhance their soft skills, it is essential that they know The processes in which they are going to unfold can only be integrated into this conversion scheme, since by working with and for people, it significantly reduces resistance to change, guaranteeing the expected success.

It should be noted that, since the beginning of his work, our Executive Director has been



Oscar Zapata Alcázar
 Coordinator of the PMSAJ

directing the work of the Program that directs, and with it, the process of technological modernization of the Justice System in the country, through a Necessary Change Management.

¿What means for the EJENOPENAL-PM-SAJ the Change Management?

In this regard, in his article entitled “Change Management: A Significant Notion for the Eje No Penal”, published on the website www.ejenopenal.pe, our Program Coordinator Dr. Oscar Zapata Alcázar explains:

Technology plays an important role in the way in which work is organized in the entity and, in turn, it plays a decisive role in the development of new technologies. For this reason, the implementation of the so-called ICTs of the Systems

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Management generates a succession of drastic functional and procedural transformations in access, distribution, administration and information security.

These transformations translate into substantial changes in the way of working and perceiving one's own work and that of others; But, even more importantly, they also manifest themselves in radical changes in the way of organizing work, generating cultural and social changes in the micro context of the entities, which can produce positive and negative effects on the workers on whom, definitely, it will depend. its use. That is why the effectiveness of the use of the implemented technologies and their impact on organizational results becomes fundamental in Change Management¹.

For this reason, Change Management constitutes, without a doubt, an organizational strategy that is used as support to facilitate the processes of integral and holistic transformation in the entities. It is that it -the referred management- contributes to manage and prepare the transition of the people impacted by the change, through the systematic use of tools to support them, mitigate barriers and provide them with new knowledge and / or skills.

As noted by the renowned business manager Josep Burcet, "it is an interdisciplinary field in which sociology, psychology, anthropology, economics and also systems theory converge, and even engineering. institutional and cultural design².

Part of the activities contemplated in a standard Change Management Plan includes the following functions:

Understanding meetings with stakeholders.

- Webinar on how to face technological change.
- Permanent training for personnel in technological matters.
- Bootcamp, whose objective is to develop a certain set of skills to put them into practice.

A modern management, not only of the private company, but also -and above all- of the public administration, cannot fail to update itself in these technological innovations if it is considered that, as part of the State, its ultimate objective and fundamental is the service to the community. For this reason, in us, Change Management becomes a significant notion for the Eje No Penal.



The survival of an organization is closely linked to its ability to reinvent itself and adapt to changes in context, cultural, structural, market, technological, etc



¹ Vid.: <https://intellectum.unisabana.edu.co/bitstream/handle/10818/1311/Manuel%20Fernando%20Sierra%20Gallo.pdf?sequence=1>

² Cfr. <http://expeditiorepositorio.utadeo.edu.co/bitstream/handle/20.500.12010/1654/T226.pdf?sequence=1&isAllowed=y>

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EJENOPENAL PRESENTED THE
 PROGRESS IN THE PREPARATION
 OF THE FINAL STUDY OF THE THIRD
 COMPONENT OF THE PROJECT
 "IMPROVING THE SERVICES OF THE
 NATIONAL BOARD OF JUSTICE"

Within the framework of the investment program "Improvement of non-criminal Justice Services through the implementation of the electronic judicial file (EJE)," on April 27, the virtual information meeting was held to learn about the Progress in the preparation of the Definitive Study of the third Component "Greater capacities for managing relations with users" for the project "Improving the services of the National Board of Justice".

The objective of said meeting was to report the progress in the preparation of the final studies of the third component called "Greater capacities for managing relations with Users" for the project "Improvement of the services of the National Board of Justice", In order to prepare the Technical File and begin the execution stage of the referred project.

The session was chaired by the Executive Director of the Program, Econ. Rodolfo Albán Guevara, and was attended by the representatives of the National Board of Justice, Lic. Betty Marrujo, the counselor Antonio de la Haza; Ing. Freddy Aramburú, Supervisor of the JNJ Project and Project Consultant, Ing. Klauss Gonzales Zegarra.

The presentation of the study was in charge of the project consultant, Ing. Klauss Gonzales Zegarra, who made known the advances in the development of the consultancy and the alternatives that are being proposed for the improvement of management capacities in relation to the services provided by the JNJ, the same ones that are in correspondence with the objectives of the project.

During his intervention, he indicated that he has been working on the third deliverable, which consists of defining the roles and functions of those involved in the execution of the component of both the National Board of Justice, as well as the Ministry of Justice and Human Rights. Sense presented the technical details of the proposed solution by activities, including the physical and financial goals of the investment project.

Define the roles and functions of involved in the execution of the third component

At this point, it was reported that in the development of the study the users who request the services of the JNJ have been identified, these have been classified as Direct Users and that they are the institutions that have direct link with the JNJ, such as: the Judicial Power, the Public Ministry, the Judicial Academy, the Ministry of Justice and Human Rights, as well as the aspiring magistrates and the general public. And, on the other hand, there are General Users such as: Media, aspiring magistrates and the general public, these are the actors with whom the National Board of Justice regularly interacts.

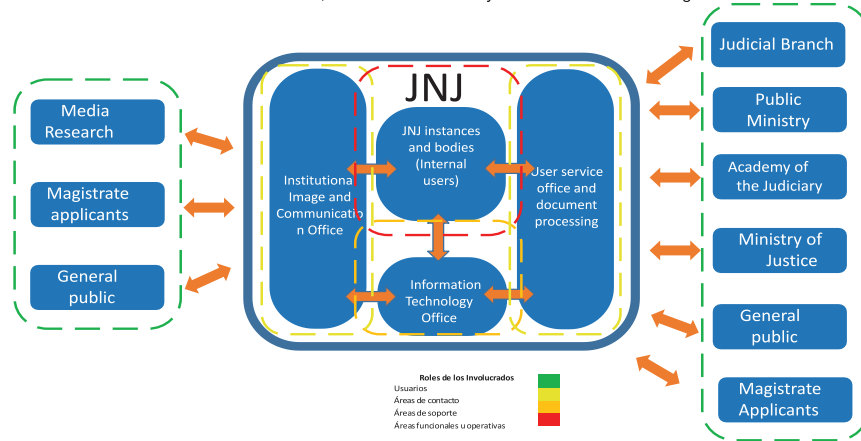
In these two ways of interrelation, it can be seen that, for the first case, the exchange of information that the Board collects and issues, occurs directly and for the second case, the way in which the JNJ communicates to users about their services is a general communication. This communication process that the JNJ has with users has been called user contact areas.

Once the contact areas had been identified, the improvement proposals were developed through two fundamental elements, the technological component with the enhancement of the certified line of document digitization and the development of human skills. It is observed that not all people have the conditions

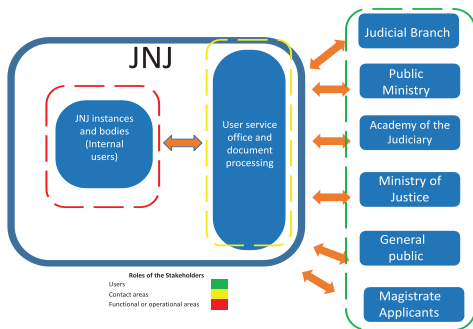
Participant institutions:

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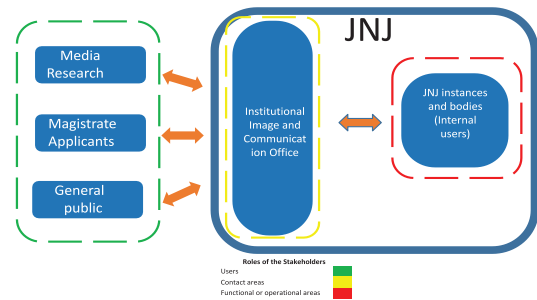
Define the roles and functions of those involved in the execution of the component of both the National Justice Board, as well as the Ministry of Justice and Human Rights.



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or skills necessary to carry out their work in the care of the different types of users who require the services provided by the JNJ.

There are, then, two major blocks to be developed, such as: the implementation of better information channels in which the issue of improving technological support will be addressed and, on the other hand, the development of server capacities and abilities. What is wanted with this project is to develop the technological capabilities in the servers

to run efficiently within a digital environment. and in this way improve the perception that users have about the services offered by the JNJ, this will be solved with the use of technology as support and the development of soft skills in the adaptation process implemented in the management of the On the other hand, these variables are being prioritized within the third component, so that people can not only adapt, but also be part of this transformation process and provide a better service to users. He concluded.

Participant institutions:

Cooperating Source:



PERÚ Ministerio de Justicia y Derechos Humanos



Junta Nacional de Justicia



Tribunal Constitucional

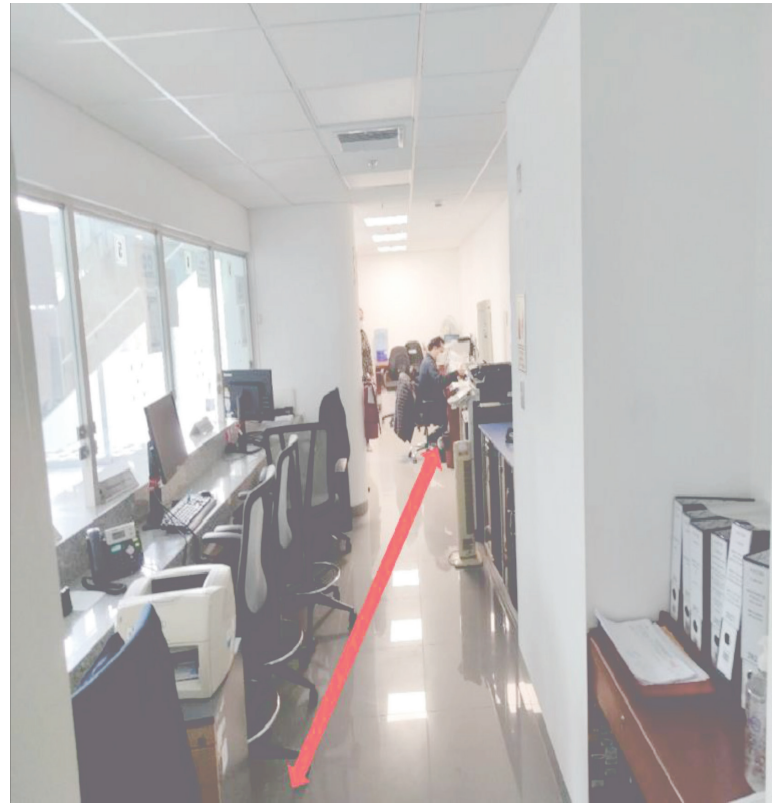


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Technical details of the proposed solution by activities, including the physical and financial goals of the investment project

Likewise, the technical detail of the solution proposal was presented, which includes, among other activities, the physical and financial goals of the investment project, which consist of modifying the user service space so that the line can be installed. certified for the digitization of documents, this implies a modification and conditioning of the physical space; considering the limitations of the physical area; and equipping the line with digitization equipment and the corresponding licenses, among others.

Finally, it was reported that work is being done on the fourth deliverable, which consists of presenting the schedule of activities and the Proposal of the Terms of Reference. This constitutes one more effort by the PM-SAJ, within the framework of the execution of the EJE NO PENAL program, in pursuit of the modernization of its Justice Administration System, with the aim of providing a greater and better service of justice to the citizens.



File Digitization System



User orientation platform and PF

Participant institutions:

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THE DIRECTIVE COMMITTEE OF THE PROGRAM WAS INSTALLED "IMPROVING NON-CRIMINAL JUSTICE SERVICES THROUGH THE IMPLEMENTATION OF THE ELECTRONIC JUDICIAL RECORD" (EJE)

Within the framework of action of the Program for the Improvement of the Administration of Justice Services, on April 13 of this year the heads of the institutions participating in the Program "Improvement of non-criminal justice services through of the implementation of the electronic judicial file (EJE)", in order to comply with article 3.2.1 of the Operations Manual of the aforementioned Program (MOP), approved by Ministerial Resolution No. 0102-2020-JUS of the March 4, 2020, which establishes that the Program is strategically directed by a Steering Committee made up of the heads of the five institutions that make up the Justice Administration System, such as: the Judiciary, the Court Constitutional, the National Board of Justice, the Academy of the Magistracy and the Ministry of Justice and Human Rights.

For this reason, the Steering Committee of the Program "Improvement of non-criminal justice services through the implementation of the electronic judicial file (EJE)" was installed, which will have as main functions: (i) design the general policy and strategic orientation of the Program to ensure its timely implementation; (ii) ensure adequate coordination among participating institutions; and (iii) promote the resolution of any problem that may affect the implementation of the Program, in accordance with the provisions of the Loan Agreement.

This important meeting was chaired by the President of the Judiciary, Elvia Barrios Alvarado, who also held the presidency of the Steering Committee of the Program, being elected by unanimous vote by the members of the aforementioned Committee.

Likewise, participated the Minister of Justice, Eduardo Vega Luna, the Vice Minister of Justice, Felipe Paredes San Román, the President of the Board of Directors of the Academy of the Judiciary, Pablo Sánchez Velarde, Luz Inés Tello de Ñecco, in her capacity as President of the National Board of Justice, and for the Constitutional Court its President, Marianella Leonor Ledesma Narváez.

The meeting was also attended, as guests, by the representatives of the International Bank for Reconstruction and Development (IBRD), Nicholas Menzies, Boris Utria and Camilo Ávila, and by the Executive Director UE 003-PMSAJ, its Executive Director, Rodolfo Albán Guevara.

On the other hand, this session had as its first work agenda the Installation of the Steering Committee of the Program "Improvement of Non-Criminal Justice Services through the implementation of the Electronic Judicial File (EJE)", as well as the designation of the persons who, as substitutes and alternates, will occupy the positions of the presidency and the technical secretariat of the Steering Committee; and, lastly, the preparation of the Internal Regulations of the Program.

Main agreements

The main agreements were:

First: Establish the Steering Committee of the Program "Improvement of Non-Criminal Justice Services through the implementation of the Electronic Judicial File (EJE)".

Second: Make the modifications to the Operations Manual to confirm the date of commencement of the functions of the Program Steering Committee and its Presidency.

Third: The president of the Judiciary, Elvia Barrios Alvarado, was elected as president of the Steering Committee of the program.

Fourth: Regarding the designation of the alternate or alternate representative of

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Steering Committee of the Program "Improvement of Non-Criminal Justice Services through the implementation of the Electronic Judicial File" (EJE)

each institution, it will be sufficient to communicate to the presidency with an official letter the designation of the same.

Fifth: Approve the Internal Regulations of the Steering Committee of the Program "Improvement of the Non-Criminal Justice Services through the implementation of the Electronic Judicial File (EJE)".

Approval of the Internal Regulation of the Program

With reference to this last agreement, the Minister of Justice and Human Rights presented to the Steering Committee the proposal of the Internal Regulations of the Program "Improvement of Non-Criminal Justice Services through the implementation of the Electronic Judicial File (EJE)", which, in a meeting of the Steering Committee held on April 15 of this year, and with the contributions of the Minister himself and the other participants in the meeting, was approved with the purpose of guarantee compliance with the objectives of the Program.

On this occasion, the session was chaired by its recently elected president, Elvia Barrios Alvarado, and as mentioned, it was attended by the Minister of Justice and Human Rights, Eduardo Vega Luna, and the other heads of

the participating institutions. of the Program and representatives of IBRD.

The Regulations that have been approved constitute a management instrument that details the organization, functions, actions and responsibilities of its members, in order to guarantee the timely implementation of the Program.

It should be noted that the objective of said Program is to improve the efficiency, access, transparency and satisfaction of users in the provision of non-criminal justice services and, as a consequence, to promote the development of legal security in all its actions, thus constituting the basis of any modern Democratic State of Right that seeks its development. For this reason, the actions taken by the Steering Committee will show the importance of promoting this change in the Administration of Justice Systems to provide a greater and better judicial service to citizens.

Finally, Boris Utria, IBRD official, congratulated the initiative of the entities participating in the Program for the installation of the PMSAJ-EJENOPENAL Steering Committee and stated that this Program is a priority for the World Bank and that the participating institutions have the support necessary for its execution.

Participating institutions:

Cooperating source:

