



JUDICIAL SERVICE COMMISSION

COMPOSITE TRAINING MANUAL FOR MEMBERS OF THE JUDICIAL SERVICE



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021



JUDICIAL SERVICE COMMISSION

TRAINING CURRICULUM FOR THE JUDICIAL SERVICE

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"Striving towards world class justice"

Training Curriculum for the Judicial Service

FOREWORD

I have the pleasure to present the Composite Curriculum Document encompassing all staff categories within the Judicial Service Commission.

The Commission was born on 10 June 2010 in an environment characterised by negative public perceptions of poor service delivery, huge court case backlogs, underfunding and high staff turnover. These shortcomings were a result of a decade long of a generally underperforming economy and marked brain drain from the justice sector to local private players and international public and private players. Vacant posts were inevitably filled with new and inexperienced staff that often times were left to perform to the best of their ability with little or no guidance.

The launch of the first Judicial Service Commission Strategic Plan 2012-2016 on 28 March 2012 spelt out a new and corrective approach to service delivery within the Commission. It, amongst other things, underscored the strategic objective “to improve the technical capacity of all judicial and non-judicial staff through continuous training and development”. The subsequent 2016-2020 and 2021-2025 Plans have not deviated from this objective, with the 2021-2025 Plan going further to set institutionalisation of judicial training as a strategic priority focus area. This objective is hinged on a constitutional imperative exhorting the maintenance and enhancement of professional knowledge.

With the financial assistance of the Royal Danish Embassy Office in Zimbabwe and the technical assistance of the Legal Resources Foundation and PricewaterhouseCoopers Consultancy (Pvt) Ltd, we produced a Commission specific competency and skills model suitable for all staff job categories that is captured in this Composite Curriculum Document.

This document is the collective product of a broad participatory and consultative process involving all staff in the Judicial Service. It is an organic and living document that all departments, sections and stations in the Judicial Service must embrace and fully utilize to unleash the potential in each and every member at whatever level to better serve both our internal and external stakeholders. It is a necessary manual that is capable of adaption to the exigencies of all possible situations that confront us in our day-to-day functions.

I urge all members to fully use it to make the Judicial Service Commission a strong and established pillar in the justice delivery system that truly inspires public trust and confidence in the rule of law in Zimbabwe.

Mr. W. T Chikwana

SECRETARY, JUDICIAL SERVICE COMMISSION



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PART 1

TRAINING CURRICULUM FOR MAGISTRATES

INTRODUCTION

The Magistrates' Court is a creature of statute in terms of the Magistrates' Court Act [Chapter 7:10] and a court of first instance for the majority of people in Zimbabwe. A magistrate is appointed in terms of that Act and he or she presides over the Magistrates' Court. Certain qualifications and attributes are required of a magistrate. The magistrate is thus the primary bulwark defending the rights of the unrepresented and undefended accused persons who appear in court. In that regard, it is imperative to resource and capacitate the magistrate with all the necessary legal skills in the interpretation and application of the law. The enforcement of the Bill of Rights in the Constitution of Zimbabwe, 2013 depends to a large extent on the proper comprehension and application of the law by the magistrates. The competencies and skills of magistrates are thus important variables in the dispensation of justice. Continuous and never-ending legal training and education is a very significant component towards the achievement of a justice delivery system that fully and meaningfully protects the Bill of Rights in the Constitution. This training curriculum provides an overview of the requisite skills and competencies of magistrates. Magistrates will be trained continuously from the date they are appointed to the post and throughout their employment with the Judicial Service Commission.

COMPETENCIES

The magistrate must be developed as a total person, meaning to say that he or she must be capacitated in all areas of management and leadership over and above the mastery of legal concepts and jurisprudence. This also takes into cognisance the fact that jurisprudential leadership must be cultivated from the magistracy. In similar vein, human capital management must be emphasised. This must enable the magistrate to have excellent people management skills so that talent, culture and leadership issues are not compromised leading to attrition and employee disengagement. The table below provides an overview of the competencies, skills, abilities and personal characteristics a magistrate needs in order to carry out his/her tasks efficiently and effectively.



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Category	Content	Magistrate	Senior Magistrate	Provincial Magistrate	Regional Magistrate	Dep. Chief Magistrate	Chief Magistrate	Suitable Type of Training
Competencies	Understanding legislation	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skill
	Resources Management	Basic	Basic	Intermediate	Intermediate	Advanced	Advanced	Induction
	Communication	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skill
	Record management	Basic	Basic	Basic	Basic	Basic	Basic	Induction
	Technology Use/ Management	Basic	Basic	Intermediate	Basic	Intermediate	Basic	Induction
	Finance management	Basic	Intermediate	Advanced	Basic	Intermediate	Intermediate	Skill
	Examine evidence to make decisions	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skill
	Human Resource Management	Intermediate	Intermediate	Advanced	Intermediate	Advanced	Advanced	Skill
Complementary Skills and Abilities	Self-management	Advanced	Advanced	Advanced	Advanced	Intermediate	Advanced	Skill
	Decision making and problem solving	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skill
	Team work	Intermediate	Intermediate	Advanced	Advanced	Advanced	Advanced	Skill
	Change Management	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skill
	Management of people	Advanced	Advanced	Advanced	Advanced	Intermediate	Intermediate	Skill
	Analytical Thinking	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skill
Personal Characteristics	Firmness and fairness	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skill
	Professionalism (<i>Honesty and Integrity</i>)	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skill

Table 1.1



CURRICULUM

Introduction to the JSC or Induction Training

All JSC employees will participate in an introductory training within the first three (3) months after employment. This training will include the following components:

Competency	Learning Objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, SOPs, strategic plan, Judicial Service Act and the Judicial Service Regulations	Induction
Judicial independence and integrity	Legal and professional ethics, anti-corruption	Induction/Skill
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you	Induction/Skill
Records Management	Principles and purposes of records management, electronic case tracking and monitoring system	Induction/Skill
Managing Finance	JSC finance and procurement systems and processes, flow of money in the JSC and how it is accounted for	Induction/Skill

Table 1.2



Curriculum for magistrates

Competency	Learning Objectives	Applicable To Other Staff Categories*	Suitable Type of Training
Understanding legislation	<ul style="list-style-type: none"> To improve the understanding and application of substantive and procedural legislation; To improve court processes and court operations management; To provide guidance on the management and handling of sensitive and complex cases; To provide input on policy reforms and legislation reviews; 		Skill Induction/Skill Skill Skill
Resources Management	<ul style="list-style-type: none"> To impart skills on effective office management; To improve inventory control and asset management; To provide capacity in the navigation of relevant JSC databases for effective and efficient resource management; 	X	Induction Induction Skill
Communication	<ul style="list-style-type: none"> To manage internal and external stakeholder communication; To provide conflict resolution skills and techniques; To create the abilities to plan, prepare and give presentations; 	X	Induction/Skill Skill Skill
Records Management	<ul style="list-style-type: none"> To manage the filing of all documents within the department; To monitor the filing of documents according to the agreed systems and procedures; 	X X X X	Induction Induction/Skill Induction/Skill Induction



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Computer literacy	<ul style="list-style-type: none"> To impart computer literacy skills and competencies; To cultivate an understanding of the JSC Case Tracking and Monitoring System; To foster the use of the internet and other IT sources of information and knowledge; 	X	Induction Skill Induction/Skill
Finance Management	<ul style="list-style-type: none"> To master financial terminology and key accounting concepts; To improve the understanding of financial analysis and reporting; To handle financial transactions in accordance with JSC procedures; 	X	Induction Induction/Skill Induction Induction
Analytical thinking and Problem solving	<ul style="list-style-type: none"> To identify, analyse and prioritise problems and identify solutions; To interpret written and oral information; To improve the skills of analysis and use of evidence; To preside over trials; To write and hand down well-reasoned judgments and judicious sentences; 		Skill Skill Skill Skill Skill
Human Resources Management	<ul style="list-style-type: none"> To gain an understanding of the application of the JSC Human Resource policies and procedures; 	X	Induction

Table 1.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories



Courses for magistrates
Orientation/Re-orientation

Understanding legislation is key to the job of a magistrate along with being able to manage conflict resolutions. There is also need for the ability to manage records by tracking cases, compiling documents and filing them. Communication is also key to the magistrate who is a *de facto* manager. In other instances, the magistrate has to interface with the public, hence the need for effective communication skills.

Who: Magistrates

When: The orientation is urgent so it will be held within the first three (3) months after appointment, however, there is need for continuous re-orientation after every 18 months.

Course Description: Orientation Training

Course Objectives:

Resource Material:

- Constitution of Zimbabwe, 2013
- Judicial Service Regulations, SI 30 of 2015
- Judicial Service Act [Chapter 7:18]
- JSC Strategic Plan
- Judicial Service (Magistrates' Code of Ethics) 2019

Course description

Who: All magistrates

When: Within three (3) months of employment or after every three (3) months or when promoted to a new post.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
Understanding Legislation. (This includes substantive and procedural legislation, court processes, guidance on sensitive and complex cases and advice on policy reforms and legislation reviews)	<ul style="list-style-type: none"> To gain an in-depth understanding of the Constitution of Zimbabwe; Comprehension and application of the law, the regulations and the Rules of the Court; Develop the ability to interpret legal discourse purposively in tandem with the Bill of Rights; Application of the constitutional principles; Ability to handle referral of constitutional questions to the Constitutional Court; Ability to handle sensitive issues with integrity, competence and mastery; Passing of well-reasoned and articulate judgements based on a proper understanding of the law; 	Magistrates	Within the first three (3) months of initial employment. Then after every three (3) years or when promoted to a new post.	<ul style="list-style-type: none"> Constitution Legislative enactments Rules of the Court Statutory Instruments Regulations Precedent
Communication	<ul style="list-style-type: none"> To cultivate a culture of effective communication; To improve the effective handling of court processes and execution of court operations. 			
Records Management	<ul style="list-style-type: none"> To enhance case tracking and monitoring systems; To improve the security of court records; Prepare and compile documents. 			
Grooming and Compartment	<ul style="list-style-type: none"> To improve professional and ethical conduct by cultivating the values of integrity, honesty, confidentiality and impartiality through continuous legal training and education. 			

Table 1.4



PART 2

TRAINING CURRICULUM FOR MASTER'S OFFICE, MASTER, DEPUTY MASTER, ADDITIONAL MASTERS AND ASSISTANT MASTERS

INTRODUCTION

This office was created in terms of Section 3 of the Administration of Estates Act [*Chapter 6:01*]. It is a public office created for the service of the public. It is responsible for protecting the financial interests of people whose estates are being wound up.

This training curriculum provides an overview of the skills and competencies in the Master's Department. The Officers in this department will be trained continuously and sustainably throughout their employment with the Judicial Service Commission.

COMPETENCIES

The table below provides an overview of the competencies, skills, abilities and personal characteristics the Master, Deputy Master, Additional Masters, Principal Assistant Masters and Assistant Masters' need in order to enable them to carry out their tasks efficiently and effectively.



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Category	Content	Assistant Master	Principal Assistant Master	Additional Master	Deputy Master Of The High Court	Master Of The High Court	Suitable Type of Training
Competencies	Understanding Legislation	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Communication	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Examines evidence to make decisions	Basic	Intermediate	Advanced	Advanced	Advanced	Skills
	Resource Management	Basic	Basic	Basic	Basic	Basic	Induction
	Technology Use / Management	Intermediate	Intermediate	Intermediate	Advanced	Advanced	Skill
	Finance Management	Basic	Basic	Basic	Intermediate	Intermediate	Induction
	Reporting	Basic	Basic	Intermediate	Advanced	Advanced	Skills
Complementary Skills and Abilities	Self- management	Basic	Intermediate	Intermediate	Advanced	Advanced	Skills
	Team work	Intermediate	Intermediate	Intermediate	Advanced	Advanced	Skills
	Decision Making and Problem Solving	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Management of People	Intermediate	Intermediate	Intermediate	Advanced	Advanced	Skills
	Analytical Thinking	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Change Management	Intermediate	Intermediate	Intermediate	Advanced	Advanced	Skill
Personal Characteristics	Firmness and Fairness	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Professionalism	Advanced	Advanced	Advanced	Advanced	Advanced	Skills

Table 2.1



CURRICULUM

Introduction to the JSC or Induction Training

All the JSC employees will participate in an introductory training within the first three (3) months after employment. This training will include the following components:

Competency	Learning Objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, SOPs, strategic plan, Judicial Service Act and Judicial Service Regulations	Induction
Judicial independence and integrity	Legal and professional ethics, anti-corruption	Induction/ Skills
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you	Skills
Record Management	Principles and purposes of record management, electronic case tracking and monitoring system	Skills
Managing Finance	JSC finance and procurement systems and processes, flow of money in the JSC and how it is accounted for	Skills

Table 2.2



Curriculum for Master's Office, Deputy Master, Additional Master, Principal Assistant Master and Assistant Master.

Competency	Learning Objectives	Applicable To Other Staff Categories*	Suitable Type of Training
Understanding legislation	<ul style="list-style-type: none"> Understanding key legal terms; Basics of court processes and court operations; Drafting and recording of legal documents; Knowledge of civil legislation within the context of dealing with the administration of estates; Estate Administration training; Pension Fund Management <ul style="list-style-type: none"> Statutory interpretation; Insolvency procedures (Company Liquidations) <ul style="list-style-type: none"> Interpretation of valuation reports and financial statements; 	X X	Skills/Induction Skills/Induction Skills Skills Skills Skills Skills Skills
Communication	<ul style="list-style-type: none"> Public Relations/Customer Care; Conflict management and dispute resolution; Knowing how to adapt your communication to your audience; Report writing (Legal Reporting); 	X X X X	Induction Skills Skills Skills Skills
Analytical thinking and Problem solving	<ul style="list-style-type: none"> Identify, analyse and prioritise problems and identify solutions; Interpretation of written and oral information; 		Skills Skills
Technology	<ul style="list-style-type: none"> Computer literacy; Working knowledge of appropriate computer usage and Microsoft applications; JSC Case Tracking and Monitoring System; Using internet and other IT sources of information and knowledge; 	X X X X	Induction Induction Induction/Skills Induction
Financial management	<ul style="list-style-type: none"> Financial terminology and key accounting concepts; Understanding financial planning, analysis and reporting Handling financial transactions in accordance with JSC procedures; 		Skills Induction/skills Induction Skills

Table 2.3



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* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories

COURSES FOR MASTER'S DEPARTMENT

Orientation/Re-orientation

Who: Master's Department Staff Members

When: The orientation will be held immediately after appointment and at least once every six (6) months thereafter.

Course description: Orientation Training

Course objectives:

Resource material:

- Judicial Service Regulations, S I 30 of 2015.
- JSC Strategic Plan
- Judicial Service Act [Chapter 7:18]

Courses Description

Who: Staff from the Master's Office

When: Within three (3) months of employment or after every three (3) years or when promoted to a new post.



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COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
<p>Understanding Legislation. The Master of the High Court and his or her staff should have intimate knowledge of the procedures of court and related processes. They also should be able to appreciate the Constitution of Zimbabwe and other specific statutes relating to the Office of the Master of the High Court such as the Deceased Estates Act [Chapter 6:02], Deceased Persons Family Maintenance Act [Chapter 6:03] and the Administration of Estates Act [Chapter 6:01].</p>	<ul style="list-style-type: none"> • To grasp relevant and current knowledge of the law of Succession in particular the devolution of deceased estates; • To gain competencies in the management of liquidation and distribution accounts; • To properly handle creditors and shareholders in accordance with the Companies Act [Chapter 24:03] 	<p>Master of the High Court; Deputy Master, Additional Masters, Principal Assistant Master and Assistant Masters.</p>	<p>Within the first three (3) months, the continuous training afterwards at sustainable intervals based on training needs assessment.</p>	<ul style="list-style-type: none"> • Relevant Statutes • Rules of the Courts • Regulations • Court decisions or precedent
<p>Communication The office of the Master should be able to communicate effectively with its clientele. It should be able to handle conflict resolution which usually abounds around deceased estates. There should always be efficient internal and external communication.</p>	<ul style="list-style-type: none"> • To effectively resolve deceased estates conflicts; • To eliminate delays and expedite court processes such as company liquidations. 			
<p>Record Management The Master's Office is the custodian of a plethora of files and documents. In this regard, filing and record management are of utmost importance. Managing records will help in keeping track with all records and curtailing the chances of corruption.</p>	<ul style="list-style-type: none"> • To properly prepare and file documents. • To easily retrieve files as and when required; • To achieve an efficient case tracking and monitoring system; • To minimise the incidence of missing files and documents. 			

Table 2.4



PART 3

TRAINING CURRICULUM FOR PROFESSIONAL RESEARCH OFFICERS

INTRODUCTION

Professional Research Assistants provide legal research support to the Judicial Service. They conduct legal research in order to resolve complex legal questions. They also offer auxiliary legal research services to the Superior Courts and in other instances to the inferior courts. They also monitor legislative and jurisprudential developments. This training curriculum provides an overview of the skills and competencies Professional Research Officers will be trained in from appointment to the post and throughout the employment with the JSC.

COMPETENCIES

The table below provides an overview of the competencies, skills, abilities and personal characteristics a Professional Research Officer needs in order to carry out his/her tasks efficiently and effectively.

Category	Content	Professional Research Assistant	Senior Research Officer	Deputy Chief Researcher	Chief Researcher
Competencies	Understanding legislation	Advanced	Advanced	Advanced	Advanced
	Communication	Advanced	Advanced	Advanced	Advanced
	Technology use / management	Advanced	Advanced	Advanced	Advanced
	Record management	Basic	Basic	Basic	Basic
	Reporting	Advanced	Advanced	Advanced	Advanced



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Complementary Skills and Abilities	Self-Management	Advanced	Advanced	Advanced	Advanced
	Team work	Advanced	Advanced	Advanced	Advanced
	Analytical Thinking Skills	Advanced	Advanced	Advanced	Advanced
	Decision-making and Problem-Solving	Intermediate	Intermediate	Advanced	Advanced
	Management of People Good time management skills Good Organizational skills	Intermediate	Intermediate	Advanced	Advanced
Personal Characteristics	Firmness and Fairness	Basic	Basic	Basic	Advanced
	Professionalism	Advanced	Advanced	Advanced	Advanced

Table 3.1

CURRICULUM

Introduction to the JSC or Induction Training

All the JSC employees will participate in introductory and induction training within the first three (3) months after employment. This training will be predicated on the following considerations:

Competency	Learning Objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, SOPs, strategic plan, Judicial Service Act and the Judicial Service Regulations S.I of 2015	Induction
Judicial independence and integrity	Legal and professional ethics, anti-corruption	Induction/skills
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you	Skills
Record Management	Principles and purposes of record management, electronic case tracking and monitoring system	Induction

Table 3.2



Curriculum for Professional Research Officers

Competency	Learning Objectives	Applicable To Other Staff Categories*	Suitable Type Of Training
Understanding legislation	<ul style="list-style-type: none"> • Understanding key legal terms; • Basics of court processes; • Principles of Zimbabwean law; • Overview of Zimbabwean court system; • Substantive and procedural legislation; • Analysis and use of evidence; • Writing and editing of judgments; • Introduction to various legal systems i.e., family, criminal, civil, evidence, business, etc. 		Skills Skills Skills Induction Skills Skills Skills Skills
Technology	<ul style="list-style-type: none"> • Computer literacy; • IECMS; • Using internet and other IT sources of information and knowledge 	X X X	Induction Skill Skills
Communication	<ul style="list-style-type: none"> • Proof-reading litigation documents; • Report writing/Written and Oral Presentation; • Knowing how to adapt your communication to your audience; 		Skills Skills Skills
Record Management	<ul style="list-style-type: none"> • Principles and purposes of record management; • Managing all departmental files; • Managing documents according to the agreed systems and procedures; 		Induction Induction Induction
Analytical thinking and Problem solving	<ul style="list-style-type: none"> • Identify, analyse and provide solutions; • Interpretation of written and oral information; • Research techniques; 		Skills Skills Skills

Table 3.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories.



COURSES FOR PROFESSIONAL RESEARCH OFFICERS

Orientation/Re-orientation

All the JSC employees will participate in introductory and induction training within the first three (3) months after employment and thereafter on the basis of a Training Needs Analysis (TNA). This training will be predicated on the following considerations:

- Who:** Chief Research Officer and all Professional Research Officers
When: Within three (3) months after employment and thereafter on the basis of a TNA.
Course Description: Orientation Training
Course Objectives:
Resource material:
- Judicial Service Regulations, SI 30 of 2015
 - JSC Strategic Plan
 - Judicial Service Act [*Chapter 7:18*]

Course Descriptions

- Who:** Professional Research Assistants, Deputy Research Officer, Chief Research officer
When: Within six months of employment: every three years or when promoted to a new position.



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COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
<p>Understanding Legislation.</p> <p>The Professional Research Assistant must have a thorough understanding of legislation and jurisprudence. Legal knowledge must be continuously updated for it to be relevant. To that end, sharpening of legal skills must be continuous and never-ending.</p>	<ul style="list-style-type: none"> To develop research skills that are appropriate in the resolution of legal questions; To gain skills in the drafting of legal opinions; To gain competencies in the interpretation and application of the law; To generate legally sound arguments based on a proper understanding of the law. 	Chief Research Officer, Deputy Chief Research Officer, Professional Research Assistant.	Within the first three months (3) of engagement, then continuous training afterwards at sustainable intervals based on the identified training needs.	<ul style="list-style-type: none"> Relevant Statutes Rules of the Courts Regulations Court decisions or precedent Internet resources
<p>Communication</p> <p>Excellent oral and writing skills, ability to fully articulate legal arguments as well as competence in the interpretation of legal documents.</p>	<ul style="list-style-type: none"> To effectively interpret legislation, case law and academic opinions on given legal issues; To develop competencies in the use of search engines, knowledge repositories and other information banks in the search for and discovery of new knowledge. 			
<p>Technology</p>	<ul style="list-style-type: none"> To be able to leverage technology as a tool of research 			
<p>Analytical thinking</p>	<ul style="list-style-type: none"> To develop the ability to search for information, synthesise it make use out of it; To gain insights into the use of research as a problem-solving methodology 			
<p>Record Management</p>	<ul style="list-style-type: none"> To develop the competencies of proper record keeping. 			

Table 3.4



PART 4

TRAINING CURRICULUM FOR CLERKS OF COURT

Introduction

The office of the Clerk of Court is provided for in Section 2 of the Magistrates' Court Act [Chapter 7:10]. The person who occupies this office has numerous duties that are central to the administration of justice in both the civil and criminal justice systems. This training curriculum provides an overview of the skills and competencies that Clerks of Court should be trained in from appointment to the post and throughout their employment with the JSC.

Competencies

The table below provides an overview of the competencies, skills; abilities and personal characteristics that Clerks of Court need in order to carry out their tasks efficiently and effectively.



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CATEGORY	CONTENT	LEVEL	SUITABLE TYPE OF TRAINING
Competencies	Communication (<i>Information indexing skills, Public Relations</i>)	Advanced	Skills
	Reporting (<i>Accurately recording court proceedings and outcomes</i>)	Advanced	Skills
	Analytical thinking skills (<i>Understanding of relevant court procedures and processes</i>)	Advanced	Skills
	Understanding Legislation (<i>knowledge of relevant legislation, Understanding of legal terminology for trials, hearings or motions</i>)	Intermediate	Skills
	Record management (<i>Ability to initiate and manage court records, Appropriate custodianship of records</i>)	Advanced	Skills
	Finance (<i>Understanding of accounting systems, JSC financial guidelines and procedures</i>)	Basic	Induction
Complementary Skills and Abilities	Self- management (<i>Time management, Ability to work under pressure, Attention to detail, Flexibility</i>)	Advanced	Skills
	Analytical thinking skills (<i>Initiative</i>)	Advanced	Skills
	Team Work	Advanced	Skills
Personal Characteristics	Professionalism (<i>Honesty and Integrity, Ability to deal with people, confidentiality</i>)	Advanced	Skills
	Firmness and fairness (<i>Tolerance, Fairness and good temperament</i>)	Advanced	Skills

Table 4.1



**Curriculum
Orientation/ Re-orientation**

All Clerks of Court will participate in an introduction training within the first three (3) months after employment. This training will include the following components:

Competency	Learning Objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, SOPs, strategic plan, Judicial Service Act and Judicial Service Regulations	Induction
Judicial independence and integrity	Legal and professional ethics, anti-corruption	Induction/Skills
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you	Skills
Record Management	Principles and purposes of record management, electronic case tracking and monitoring system	Skills
Managing Finance	JSC finance and procurement systems and processes, flow of money in the JSC and how it is accounted for	Induction/Skills

Table 4.2



Curriculum for Clerk of Court

Competency	Learning objectives	Applicable to other staff categories*	Suitable Type of Training
Analytical thinking and Problem solving	Identifying, analysing and prioritising problems and identifying solutions		Skills
Legislation Introduction	Legal and professional ethics		Skills
	Understanding court processes (including handling procedures for exhibits)	X	Skills
	Understanding legal terminology and definitions	X	Skills
	Compiling and recording official documents and reports		Skills
Record Compilation and Keeping	Principles and purposes of record management		Skills
	Managing all files within the relevant department		Skills
	Identifying and processing data requiring capturing		Skills
	Compiling and recording official documents		Skills
	Identifying, classifying, and storing records.		Skills
	Filing documents according to the agreed systems and procedures		Skills
Managing Finance	Basic financial terminology and key accounting concepts	X	Induction/Skills
	Handling financial transactions in accordance with JSC procedures	X	Induction
Computer literacy	JSC Case Tracking and Monitoring System	X	Skills
	Computer literacy (for those with computers)	X	Induction
Anti-corruption	Anti-corruption		Induction/Skills
Workplace and People Management	Supervisory skills	X	Skills
	Handling of vulnerable parties	X	Skills

Table 4.3



* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories

Courses for Clerks of Court Orientation

Who: Clerks of Court

When: The orientation will be held within the first three (3) months after appointment, thereafter on a TNA basis.

Course description: Orientation Training/Capacitation of the Clerk of Court with all the necessary and requisite skills.

Course objectives:

Resource material:

- Staff manuals/Guidelines;
- Judicial Service Regulations, SI 30 of 2015;
- JSC Strategic Plan;
- Judicial Service Act [Chapter 7:18]

Clerk of Court Training

Who: All Clerks of Court

When: At least once per year for newly recruited members. Regular follow up training for all staff will be arranged as and when needed in order to keep Clerks of Court updated on changes in systems, procedures and other developments that influence the tasks and responsibilities within the job category.

Course description:



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
Analytical thinking and Problem solving	<ul style="list-style-type: none"> Ability to identify, analyse and solve problems 	Clerks of Court	Every six (6) months and thereafter at intervals that may be deemed appropriate on the basis of the identified training needs.	<ul style="list-style-type: none"> SOPs Office Manual Rules of Court
Record Compilation and Keeping	<ul style="list-style-type: none"> File management Principles and fundamentals of record management 			
Workplace and People Management	<ul style="list-style-type: none"> Good interpersonal skills and customer care Ability to deal with vulnerable parties 			
Managing Finance	<ul style="list-style-type: none"> Gaining elementary knowledge on the handling of accounts 			
Introduction to law	<ul style="list-style-type: none"> To gain an appreciation of basic legal concepts and principles; 			

Table 4.4



PART 5

TRAINING CURRICULUM FOR COURT INTERPRETERS

Introduction

Court Interpreters are responsible for interpreting in court proceedings. They are required to be adept at speaking different languages in order to facilitate access to justice to the court users by acting as communication bridges between the court and the litigants. This training curriculum provides an overview of the skills and competencies Interpreters will be trained in from appointment to the post and throughout the employment with the Judicial Service Commission.

Competencies

The table below provides an overview of the competencies, skills, abilities and personal characteristics an Interpreter needs in order to carry out his/her tasks efficiently and effectively.

Category	Content	Court Interpreter	Senior Court Interpreter	Principal Court Interpreter	Chief Court Interpreter	Suitable Type of Training
Competencies	Communication	Advanced	Advanced	Advanced	Advanced	Skills
	Counselling	Advanced	Advanced	Advanced	Advanced	Skills
Complementary Skills and Abilities	Self-Management	Advanced	Advanced	Advanced	Advanced	Skills
	Analytical thinking skills	Advanced	Advanced	Advanced	Advanced	Skills
	Team Work	Intermediate	Intermediate	Advanced	Advanced	Skills
	Problem-Solving and Decision-Making	Basic	Basic	Advanced	Advanced	Skills
Personal Characteristics	Firmness and Fairness	Basic	Basic	Intermediate	Advanced	Skills
	Professionalism	Advanced	Advanced	Advanced	Advanced	Skills

Table 5.1



Curriculum

Orientation/ Re-orientation

All Court Interpreters will participate in an introductory training programme within the first three (3) months after employment. This training will include the following components:

Competency	Learning Objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, SOPs, strategic plan, Judicial Service Act and Judicial Service Regulations	Induction
Judicial independence and integrity	Legal and professional ethics, Anti-corruption	Induction/Skills
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you	Skills

Table 5.2



Curriculum for Court Interpreters

Competency	Learning Objectives	Applicable To Other Staff Categories*	Suitable Type of Training
Communication	<ul style="list-style-type: none"> • Understanding English Language and two or more other languages; • Working knowledge of sign language; • Eloquence in the languages of personal proficiency; • Interpret court proceedings from English to other languages and vice versa; • Active listening; • Note taking; • Report writing for Court Interpreters who do administration duties; 		Skills Skills Skills Skills Skills Skills
People Management	<ul style="list-style-type: none"> • Counselling; • Confidentiality; • Project positive personal image; • Honesty and Integrity; • Ability to handle vulnerable individuals within the court proceedings; • Cultural sensitivity; • Managing challenging relationships and resolving conflicts under pressure; • Etiquette; 	X	Skills Skills Skills Skills Skills Skills Induction
Analytical thinking and problem solving	<ul style="list-style-type: none"> • Understanding Standard procedures and guidelines; 	X	Skills

Table 5.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

Courses for Interpreters

Orientation

Who: Interpreters

When: The orientation will be held within the first three (3) months of appointment.

Course description: Orientation Training

Course objectives:

Resource material:

- Judicial Service Regulations, SI 30 of 2015;
- JSC Strategic Plan;
- Judicial Service Act [Chapter 7:18];

Course Description

Who: Court Interpreters

When: Within three (3) months of employment; every three (3) years or when promoted into a new post.

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
Communication	<ul style="list-style-type: none"> • To develop the ability to convey messages between languages without loss of meaning; • Improve listening and note taking. 	Court Interpreters	Within three (3) months of employment and after every three (3) years.	<ul style="list-style-type: none"> • Legislative enactments • SOPs
People management	<ul style="list-style-type: none"> • To improve the ability to handle vulnerable individuals during court proceedings; • Manage challenging relationships and resolve conflict under pressure 			
Analytical thinking and problem solving	<ul style="list-style-type: none"> • Use of standard procedures and guidelines to solve problems. 			

Table 5.4



PART 6

TRAINING CURRICULUM FOR HUMAN RESOURCES

Introduction

The Human Resources Department's focus is to ensure that the triad of talent, culture and leadership is achieved so that the Judicial Service delivers the value that the public expects to get from it. In that regard, training is a fundamental aspect of this equation. This training curriculum provides an overview of the skills and competencies of Human Resources Officers, who must be trained from appointment to the post and throughout their employment in the Judicial Service Commission.

Competencies

The table below provides an overview of the competencies, skills, abilities and personal characteristics a Human Resources Employee needs in order to carry out his/her tasks efficiently and effectively.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

Category	Content	Human Resources Assistant	Human Resources Officer	Senior Human Resources Officer	Principal Human Resources Officer	Deputy Head of Human Resources	Head of Human Resources	Suitable Type of Training
Competencies	Understanding legislation and regulations;	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Induction/ Skills
	Human Resource Management	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Administration and Resources Management	Basic	Intermediate	Intermediate	Advanced	Advanced	Advanced	Skills
	Communication	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Examining evidence to make decisions	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Counselling	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Finance Management	Basic	Basic	Basic	Basic	Intermediate	Intermediate	Induction
Complementary Skills and Abilities	Reporting	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Self-Management	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Management of People	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Problem-Solving and Decision Making	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Analytical Thinking	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Team Work	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Change Management	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
Personal Characteristics	Firmness and fairness	Intermediate	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills
	Professionalism	Basic	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills

Table 6.1



Curriculum

Orientation/Re-orientation

All Human Resources Officers will participate in an introductory meeting within the first three (3) months of employment and further continuous training afterwards. This training will include the following components:

Competency	Learning Objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, SOPs, protocols, strategic plan, Judicial Service Act and the Judicial Service Regulations;	Induction
Judicial independence and integrity	Legal and professional ethics. Anti-corruption	Skills
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you	Skills
Record Management	Principles and purposes of record management, electronic case tracking and monitoring system	Skills
Managing Finance	JSC financial and procurement systems and processes. Flow of money in the JSC and how it is accounted for	Induction

Table 6.2



Curriculum for Human Resources Employees

Competency	Learning Objectives	Applicable To Other Staff Categories*	Suitable Type of Training
Understanding legislation and regulations	<ul style="list-style-type: none"> • Interpretation of labour and other relevant legislation; • Understanding of Disciplinary procedures; • Statutory Instrument 1 of 2000; • Ability to apply the Judicial Service Regulations, SI 30 of 2015; • JSC Human Resources policies and procedures; 	X	Skills Skills Induction Skills Skills
Human Resource Management	<ul style="list-style-type: none"> • Appointment, promotion, advancement and transfer; • Job grades, compensation and salary structure; • Training, planning and evaluation; • Staff welfare policy; • Procedures for internal communication; • Performance Management; 		Skills Skills Skills Skills Skills Skills
Communication and management of people	<ul style="list-style-type: none"> • Managing internal communications and expectations; • Managing challenging relationships and resolving conflict under pressure; • Active listening; • Counselling; 	X	Skills Skills Skills Skills Skills
Administration and Resources Management	<ul style="list-style-type: none"> • Report writing; • Records management; • Office practice and procedures; • Payroll administration; 	X	Skills Induction Induction Skills/Induction
Technology management	<ul style="list-style-type: none"> • Computer literacy; • Relevant JSC Human Resources systems; 	X	Induction Skills
Problem-Solving and Decision-Making	<ul style="list-style-type: none"> • Identify, analyse and prioritise problems and identify solutions • Interpretation of written and oral information 	X	Skills Skills

Table 6.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories



**Courses for Human Resources Employees
Orientation**

Who: All Human Resources Officers;
When: The orientation will be held within three months of appointment.
Course description: Orientation Training
Course objectives:
Resource material:

- Judicial Service Regulations, SI 30 of 2015
- JSC Strategic Plan
- Judicial Service Act [Chapter 7:18]

Course Description

Who: Human Resources Officers
When: Within three (3) months of employment; every three (3) years or when promoted into a new post.

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
Understanding legislation	<ul style="list-style-type: none"> • Ability to interpret labour legislation; • To implement disciplinary procedures; 	Human Resource Officers	Within three (3) months of employment and thereafter every three (3) years	<ul style="list-style-type: none"> • Legislation • Judicial Service Regulations; • Judicial Service Codes of Ethics;
Human Resources Management	<ul style="list-style-type: none"> • To develop competencies in the recruitment and selection procedures and processes; • Ability to draw up training plans and to identify training needs; 			
Communication	<ul style="list-style-type: none"> • Provision of ancillary services like counselling 			
Administration	<ul style="list-style-type: none"> • Generation of reports; • Payroll management; 			
Problem-Solving and decision-making	<ul style="list-style-type: none"> • Ability to identify, analyse and solve problems; 			

Table 6.4



PART 7

TRAINING CURRICULUM FOR EXECUTIVE ASSISTANTS

Introduction

This training curriculum provides an overview of the skills and competencies Executive Assistants will be trained in from appointment to the post and throughout the employment with the JSC.

Competencies

The table below provides an overview of the competencies, skills, abilities and personal characteristics an Executive Assistant needs in order to carry out his/her tasks efficiently and effectively.

CATEGORY	CONTENT	JUDGES' SECRETARY	TRANSCRIBER	SENIOR TRANSCRIBER	EXECUTIVE ASSISTANT	SENIOR EXECUTIVE ASSISTANT	PRINCIPAL EXECUTIVE ASSISTANT	SUITABLE TYPE OF TRAINING
Competencies	Understanding Legislation	Intermediate	Inter-mediate	Intermediate	Intermediate	Intermediate	Intermediate	Induction/ Skills
	Reporting	Basic	Basic	Intermediate	Intermediate	Intermediate	Intermediate	Skills
	Record Management and Document Retention	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Technology Use/ Management	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Communication	Advanced	Basic	Inter-mediate	Basic	Advanced	Advanced	Skills
Complementary Skills and Abilities	Self-Management	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Team Work	Basic	Advanced	Advanced	Basic	Basic	Basic	Induction
	Management of People	Basic	Basic	Basic	Basic	Basic	Basic	Skills
Personal Characteristics	Professionalism	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Firmness and Fairness	Basic	Basic	Inter-mediate	Basic	Advanced	Advanced	Skills

Table 7.1



Curriculum

Orientation/Re-orientation

All Executive Assistants will participate in an introductory training programme within the first three (3) months of employment. This training will include the following components:

Competency	Learning objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, SOPs, strategic plan, Judicial Service Act and Judicial Service Regulations	Induction
Judicial independence and integrity	Legal and professional ethics. Anti-corruption	Skills
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you	Skills
Record Management	Principles and purposes of record management, electronic case tracking and monitoring system	Skills

Table 7.2



Curriculum for Executive Assistants

Competency	Learning objectives	Applicable to other staff categories*	Suitable Type of Training
Understanding of legal process	<ul style="list-style-type: none"> Key legal terms and phrases; Preparing, maintaining and recording legal documents; 	X	Induction Induction
Report writing	<ul style="list-style-type: none"> Audio transcribing and typing; Understanding your objectives and your reader; Creating an appropriate tone; Understanding the pros and cons of different report structures and layouts; Proof-reading and editing; 	X	Skills Skills Skills Skills Skills
Record management	<ul style="list-style-type: none"> Principles and purposes of record management; Managing all files within your department; Managing documents according to the agreed systems and procedures; Coordinating access to records across the organisation; 	X	Skills Skills Skills Skills
Public Relations	<ul style="list-style-type: none"> Events planning; Customer care; Telephone manners; 	X	Induction Induction Induction
Communication	<ul style="list-style-type: none"> Ability to manage relationships with superiors; Managing internal and external stakeholder communication; Knowing how to adapt your communication to your audience; Conflict management and resolution; 	X	Skills Skills Skills Skills
Technology	<ul style="list-style-type: none"> Computer literacy; JSC systems and filing procedures; Using internet and other IT sources of information and knowledge; 	X X	Skills Skills Induction
Analytical thinking and Problem solving	<ul style="list-style-type: none"> Identifying, analysing and prioritising problems and identifying solutions; Interpretation of written and oral information; 	X	Skills Skills
Workplace and people management	<ul style="list-style-type: none"> Office practice and procedures; Time and diary management; 	X	Skills Skills

Table 7.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories



Courses for Executive Assistants

Orientation

Who: Executive Assistants
When: The orientation will be held within three (3) months of appointment..
Course description: Orientation Training
Course objectives:
Resource material:

- Judicial Service Regulations, SI 30 of 2015
- JSC Strategic Plan
- Judicial Service Act [Chapter 7:18]

Course Description

Who: Executive Assistants
When: Within three months of employment; every three years or when promoted into a new post.

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
Introduction to legal process transcribing	<ul style="list-style-type: none"> • To provide basic knowledge on the operational environment of the legal system; • To introduce members to basic legal terminology; • Ability to prepare, record and maintain legal documents 	Executive Assistants, Legal Process Transcribers	Within three (3) months of employment and after every three (3) years.	<ul style="list-style-type: none"> • Legal dictionaries • SOPs • Policies and procedures
Records Management	<ul style="list-style-type: none"> • To properly maintain files so as to achieve ease of retrieving and security; 			
Report Writing	<ul style="list-style-type: none"> • To create reports that are sufficiently informative and accurate; 			
Public Relations	<ul style="list-style-type: none"> • To interface with stakeholders in a dignified way; • To be able to organise meetings; 			
Technology	<ul style="list-style-type: none"> • Ability to navigate different technological landscapes; 			

Table 7.4



PART 8

TRAINING CURRICULUM FOR SHERIFF'S OFFICE

Introduction

The Sheriff's Department is the executive arm of the courts. Its functions are provided in Section 55(1) (b) of the High Court Act [Chapter 7:06]. This office serves court processes and is responsible for execution of court orders from the superior courts. This office does attachments of movable and immovable property. This training curriculum provides an overview of the skills and competencies employees at the Sheriff's Office will be trained in from appointment to the post and throughout the employment with the Judicial Service Commission.

Competencies

The table below provides an overview of the competencies, skills, abilities and personal characteristics an employee at the Sheriff's Office needs in order to carry out his/her tasks efficiently and effectively.

Category	Content	Assistant Sheriff	Additional Sheriff	Sheriff	Suitable Type of Training
Competencies	Understanding legislation	Advanced	Advanced	Advanced	Skills
	Record Management and Documentation Retention	Intermediate	Intermediate	Intermediate	Skills
	Reporting	Advanced	Advanced	Advanced	Skills
	Resource management	Basic	Intermediate	Intermediate	Skills
	Finance Management	Basic	Basic	Intermediate	Skills
	Examining Evidence to make decisions	Advanced	Advanced	Advanced	Skills
	Technology Use/ Management	Basic	Basic	Basic	Induction
Complementary Skills and Abilities	Self-Management	Advanced	Advanced	Advanced	Skills
	Communication	Advanced	Advanced	Advanced	Skills
	Problem-Solving and Decision-Making	Advanced	Advanced	Advanced	Skills
	Analytical Thinking	Advanced	Advanced	Advanced	Skills
	Team Work	Intermediate	Intermediate	Advanced	Skills
	Change Management	Basic	Intermediate	Advanced	Skills
	Management of People	Advanced	Advanced	Advanced	Skills
Personal Characteristics	Firmness and fairness	Advanced	Advanced	Advanced	Skills
	Professionalism	Advanced	Advanced	Advanced	Skills

Table 8.1



Curriculum

Orientation/Re-orientation

All members of the Sheriff’s Department shall participate in an introductory meeting within the first three (3) months after employment. Continuous training will remain necessary. This training will include the following components:

Competency	Learning objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, SOPs, strategic plan, Judicial Service Act and Judicial Service Regulations	Induction
Judicial independence and integrity	Legal and professional ethics. Anti-corruption.	Skills
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you	Skills
Record Management	Principles and purposes of record management, electronic case tracking and monitoring system	Skills
Managing Finance	JSC finance and procurement systems and processes, flow of money in the JSC and how it is accounted for	Skills

Table 8.2



Curriculum for employees at the Sheriff's Office

Competency	Learning objectives	Applicable to other staff categories*	Suitable Type of Training
Understanding legislation	<ul style="list-style-type: none"> • Knowledge of relevant Zimbabwe legislation; • Knowledge of statutes; • Real Estate Valuation; • Statutory Interpretation 	X X	Induction/Skills Induction Skills Skills
Managing records	<ul style="list-style-type: none"> • Principles and purposes of record management; • Managing all files within the department; • Managing documents according to the agreed systems and procedures; 	X X X	Induction Induction Induction
Communication	<ul style="list-style-type: none"> • Public Relations; • Conflict management and dispute resolution; • Knowing how to adapt communication to audience; • Report writing; 		Skills Skills Skills Skills
Technology	<ul style="list-style-type: none"> • Computer literacy; 	X	Induction
Analytical thinking and problem solving	<ul style="list-style-type: none"> • Identifying, analysing and prioritising problems and identifying solutions • Interpretation of written and oral information; • Research skills; 	X	Skills Skills Skills
Human Resources Management	<ul style="list-style-type: none"> • Understanding and applying JSC Human Resource policies and procedures 	X	Induction

Table 8.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories



Courses for employees at the Sheriff's Office

Orientation

Who: Sheriff's Office
When: The orientation will be held within three (3) months of appointment and thereafter on TNA basis.
Course description: Orientation Training
Course objectives:
Resource material:

- Judicial Service Regulations, SI 30 of 2015
- JSC Strategic Plan
- Judicial Service Act [Chapter 7:18]

Course Description

Who: Sheriff Staff
When: Within three months of employment; every three years or when promoted into a new post.

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
Understanding legislation	<ul style="list-style-type: none"> • Acquisition of legal knowledge on real estate valuations; • Ability to interpret statutes; 	Sheriff Office staff members	Within three (3) months and after every three (3) years.	<ul style="list-style-type: none"> • Legislation • SOPs • Policies and Procedures • Case law
Records Management	<ul style="list-style-type: none"> • Ability to keep updated records; • Adherence to protocols of record management; 			
Communication	<ul style="list-style-type: none"> • Generation of accurate and precise reports; • Conflict management and resolution 			
Problem solving	<ul style="list-style-type: none"> • Ability to solve problems 			
Technology	<ul style="list-style-type: none"> • Ability to use technology to simplify work processes and create value 			

Table 8.4



PART 9

TRAINING CURRICULUM FOR ADMINISTRATION

Introduction

The role of administration is important in the Commission. The administration department is the bedrock of the management of the Commission's business. It is the department that oversees employees' services such as accommodation, transport, communication devices and records, receiving visitors, transportation for the Commission's activities, water and electricity supply payments, kitchens and food supplies to employees or the hospitality of the Commission's staff members.

This training curriculum provides an overview of the skills and competencies Administration Officers will be trained in from appointment to the post and throughout the employment with the Judicial Service Commission.

Competencies

The table below provides an overview of the competencies, skills, abilities and personal characteristics an Administration employee needs in order to carry out his/her tasks efficiently and effectively. Shenanigans



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

Category	Content	Administration Assistant	Administration Officer	Senior Administration Officer	Principal Administration Officer	Deputy Head of Administration	Head of Administration	Suitable Type of Training
Competencies	Asset Management	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Purchasing	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
Complementary Skills and Abilities	Technology Use/ Management	Basic	Basic	Basic	Basic	Advanced	Advanced	Skills
	Stores Management	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Record Management and Document Retention	Basic	Basic	Basic	Basic	Intermediate	Intermediate	Skills
	Communication	Intermediate	Intermediate	Intermediate	Advanced	Advanced	Advanced	Skills
	Self-Management	Basic	Basic	Basic	Basic	Basic	Basic	Induction
	Change Management	Intermediate	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills
	Problem solving and Decision Making	Intermediate	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Team Work	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Analytical Thinking	Basic	Intermediate	Intermediate	Intermediate	Advanced	Advanced	Skills
	Finance management	Basic	Basic	Basic	Basic	Intermediate	Intermediate	Induction
	Management of People	Intermediate	Intermediate	Intermediate	Intermediate	Advanced	Advanced	Skills
Personal Characteristics	Professionalism	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Firmness and Fairness	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills

Table 9.1



Curriculum

Orientation/Re-orientation

All Administration Officers will participate in an introductory training programme within the first three (3) months after employment. This training will include the following components:

Competency	Learning objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, strategic plan, SOPs, Judicial Service Act, and the Judicial Service Regulations;	Induction
Judicial independence and integrity	Legal and professional ethics. Anti-corruption;	Induction/ Skills
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you;	Skills
Asset Management	Facilities management (e.g., Transport and Security) Inventory management (Maintenance of asset register) Ability to manage risk and security Office management;	Skills
Stores Management	Ability to receive deliveries; Ability to dispatch or issue out stocks; Ability to maintain proper inventory records;	Induction/ Skills
Record Management	Principles and purposes of record management, electronic case tracking and monitoring system	Skills

Table 9.2



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

Curriculum for Administration

COMPETENCY	LEARNING OBJECTIVES	SUITABLE TYPE OF TRAINING	APPLICABLE TO OTHER STAFF CATEGORIES
Asset Management	<ul style="list-style-type: none"> Facilities management (e.g., Transport and Security); Inventory management (Maintenance of asset register); Ability to manage risk and security; Office management; 	Skills Skills	
Computer Literacy	<ul style="list-style-type: none"> Sufficient working knowledge of appropriate computer usage and Microsoft applications; JSC systems and filing procedures; Using internet and other IT sources of information and knowledge; 	Skills Skills	X X X
Stores Management	<ul style="list-style-type: none"> Ability to receive deliveries; Ability to dispatch or issue out stocks; Ability to maintain proper inventory records; 	Skills Skills	
Communication and Public Relations	<ul style="list-style-type: none"> Managing internal communications and expectations; Adapting communication to different target groups; 	Skills Skills	
Report writing	<ul style="list-style-type: none"> Logical structure and sequence of a report; Adapting reporting format and language to different target groups; 	Skills Skills	
Record and document Management	<ul style="list-style-type: none"> Principles and purposes of record management; Managing all files within the department; Managing documents according to the agreed systems and procedures; 	Skills Skills	X X X
Finance Management	<ul style="list-style-type: none"> Financial terminology and key accounting concepts; Understanding expenditure planning, analysis and reporting; Handling financial transactions in accordance with JSC procedures; 	Skills Skills	
Problem solving and analytical thinking	<ul style="list-style-type: none"> Identifying, analysing and prioritising problems and identifying solutions Interpretation of written and oral information; 	Skills / Induction	X
Workplace and people management	<ul style="list-style-type: none"> Supervisory skills; Office practice and procedures; Time and diary management; 	Skills Skills	

Table 9.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories



Courses for Administration

Orientation/Re-orientation

Who: Administration Officers

When: The orientation will be held within three (3) months of appointment and thereafter on a TNA basis.

Course description: Orientation Training

Course objectives:

Resource material:

- Judicial Service Regulation, SI 30 of 2015
- JSC Strategic Plan
- Judicial Service Act [Chapter 7:18]

Course Description

Who: Administration Officers

When: Within three (3) months of employment; every three (3) years or when promoted into a new post.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
Asset Management	<ul style="list-style-type: none"> Maintenance of inventories for all assets; Risk management; Management of facilities 	Administration officers	Within three (3) months of employment and after every three (3) years thereafter.	<ul style="list-style-type: none"> SOPs Registers Databases
Computer literacy	<ul style="list-style-type: none"> Ability to use technology to answer to challenges and problem situations 			
Stores management	<ul style="list-style-type: none"> Ability to receive, account for and maintain sufficient inventories; 			
Communication	<ul style="list-style-type: none"> Ability to manage stakeholder relationships effectively; 			
Report Writing	<ul style="list-style-type: none"> Production of comprehensive reports 			
Record management	<ul style="list-style-type: none"> Maintenance of accurate and meaningful reports 			
Problem solving	<ul style="list-style-type: none"> Capacity to identify and solve problems 			
Work place and People management	<ul style="list-style-type: none"> Ability to organise work as well as manage time productively; Good supervisory skills 			

Table 9.4



PART 10

TRAINING CURRICULUM FOR FINANCE AND AUDIT

Introduction

These departments are in charge of the finances, risk identification, detection, prevention and mitigation. They respectively oversee the generation of revenues as well as the management of financial resources and auditing systems. This training curriculum provides an overview of the skills and competencies Finance and Auditing employees will be trained in from appointment to the post and throughout the employment with the Judicial Service Commission.

Competencies

The table below provides an overview of the competencies, skills, abilities and personal characteristics a Finance and Auditing Employee needs in order to carry out his/her tasks efficiently and effectively.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

Category	Content	Assistant Auditor/Auditor	Senior/Principal Internal Auditor	Chief / Deputy Chief Internal Auditor	Accounting Assistant	Provincial / Principal/ Chief Accountant	D/ Head Finance	Head of Finance	Suitable Type of Training
Competencies	Finance	Intermediate	Advanced	Advanced	Intermediate	Advanced	Advanced	Advanced	Skills
	Technology Use/ Management	Inter-mediate	Advanced	Advanced	Intermediate	Advanced	Advanced	Advanced	Skills
	Resource Management	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Record Management and Documentation	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Induction/ Skills
	Communication	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Induction/ Skills
Complementary Skills and Abilities	Self-Management	Intermediate	Advanced	Advanced	Intermediate	Advanced	Advanced	Advanced	Induction/ Skills
	Analytical Thinking	Intermediate	Advanced	Advanced	Intermediate	Advanced	Advanced	Advanced	Skills
	Problem Solving and Decision Making	Basic	Advanced	Advanced	Intermediate	Advanced	Advanced	Advanced	Skills
	Management of People	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Team Work	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Change Management	Intermediate	Advanced	Advanced	Intermediate	Advanced	Advanced	Advanced	Skills
Personal Characteristics	Firmness and Fairness	Intermediate	Advanced	Advanced	Intermediate	Advanced	Advanced	Advanced	Skills
	Professionalism	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skills

Table 10.1



Curriculum

Orientation

All finance and audit officers will participate in an introductory training programme within the first three (3) months after employment. This training will include the following components:

Competency	Learning objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, SOPs, strategic plan, Judicial Service Act, Judicial Service Regulations	Induction
Judicial independence and integrity	Legal and professional ethics. Anti-corruption.	Induction/Skills
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you	Skills
Record Management	Principles and purposes of record management, electronic case tracking and monitoring system	Skills
Managing Finance	JSC finance and procurement systems and processes, flow of money in the JSC and how it is accounted for	Skills

Table 10.2



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

Curriculum for Finance and Audit

Competency	Learning objectives	Applicable to other staff categories*	Suitable Type of Training
Finance	<ul style="list-style-type: none"> Accounting principles and concepts; Budget management; Reading and drawing conclusions from balance sheet and profit and loss account; Understanding profit, assets, liabilities and cash flow; Process of acquisition of goods and costing for procurement; Identifying sources of accounting disclosures; Financial analysis and performance indicators; Determining organisation's profitability, solvency and risk from accounts; Procurement regulations and procedures; Inventory management; 		Skills Skills Skills Skills Skills Skills Skills Skills Skills
Technology management	<ul style="list-style-type: none"> Use JSC and government accounting systems according to procedures and guidelines; Managing IT systems; Recognising IT intervention maybe needed to improve efficiency; Sufficient working knowledge of appropriate computer usage and Microsoft applications; 		Skills Skills Skills Skills
Communication	<ul style="list-style-type: none"> Managing internal communications and expectations; Adapting communication to different target groups; Communicating financial information to non-finance staff; 	X	Induction/Skills Induction/Skills Induction/Skills
Record Management	<ul style="list-style-type: none"> Principles and purposes of record management; Managing all files within the department; Managing documents according to the agreed systems and procedures; Coordinating access to records across the organisation; 	X X X	Skills Skills Skills Skills
Reporting	<ul style="list-style-type: none"> Design and development of financial reports in accordance with JSC standards; Financial report writing; 		Skills Skills
Analytical thinking and Problem solving	<ul style="list-style-type: none"> Identifying, analysing and prioritising problems and identifying solutions Interpretation of financial information; 	X	Skills Skills
Workplace and people management	<ul style="list-style-type: none"> Supervisory skills; Office practice and procedures; Time and diary management; 	X X	Induction Induction Induction

Table 10.3



* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories

Courses for Finance and auditing

Orientation

Who: Finance and Auditing Officers

When: The orientation will be held within three (3) months of appointment and thereafter on a TNA basis.

Course description: Orientation with JSC standard and operating procedures

Course objectives: To equip JSC staff members with the mindset that underpins the performance culture as well as bring awareness on the operating environment.

Resource material:

- Judicial Service Regulations, SI 30 of 2015
- JSC Strategic Plan
- Judicial Service Act [*Chapter 7:18*]
- Public Finance Management Act [*Chapter 22:19*]
- Treasury Instructions

Course Description

Who: Audit and Finance Staff Members

When: Within three months of employment; every three years or when promoted into a new post.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
Finance	<ul style="list-style-type: none"> Accounting principles and concepts; Interpreting balance sheets and profit statements; Financial analysis and performance indicators; Determine the organisation's profitability, solvency and risk from accounts; 	Finance and Internal Audit Staff	Within three (3) months of employment and every three (3) years thereafter.	<ul style="list-style-type: none"> Treasury Instructions SOPs Regulations and Guidelines
Technology	<ul style="list-style-type: none"> Ability to use government accounting systems according to procedures and guidelines; Develop systems that identify potential risk areas for the JSC; 			
Record Management	<ul style="list-style-type: none"> Ability to apply principles and techniques of record management Manage all files in the department; 			
Reporting	<ul style="list-style-type: none"> Ability to report financial statements in accordance with JSC SOPs; 			
Analytical thinking and problem solving	<ul style="list-style-type: none"> Precise interpretation of financial statements; Risk detection and prevention processes and procedures. 			

Table 10.4



PART 11

TRAINING CURRICULUM FOR PROCUREMENT MANAGEMENT

Introduction

The role of Procurement Management in the Commission is to ensure that all required procurements are made at competitive prices or cost pursuant to due diligence and cost benefit analysis. This Department ensures that the deployment of the Commission's financial resources is done after all the necessary research is made and upon the satisfaction of all applicable procurement processes and procedures in order to promote cost effectiveness and value-based expenditure.

This training curriculum provides an overview of the skills and competencies that the Procurement Officers will be trained in from appointment to the post and throughout their employment in the Judicial Service Commission.

Competencies

The table below provides an overview of the competencies, skills, abilities and personal characteristics that the Procurement Management employee needs in order to carry out his/her tasks efficiently and effectively.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

Category	Content	Procurement Assistant	Procurement Officer	Senior Procurement Officer	Principal Procurement Officer	Deputy Head of Procurement Services	Head of Procurement Services	Suitable Type of Training
Competencies	Asset Management	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skill
	Purchasing	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skill
	Technology Use/ Management	Intermediate	Intermediate	Intermediate	Advanced	Advanced	Advanced	Skill
	Stores Management	Basic	Basic	Intermediate	Advanced	Advanced	Advanced	Skill
	Communication	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skill
Complementary Skills and Abilities	Self-Management	Intermediate	Intermediate	Intermediate	Advanced	Advanced	Advanced	Skill
	Change Management	Intermediate	Advanced	Advanced	Advanced	Advanced	Advanced	Skill
	Problem-Solving and Decision Making	Intermediate	Intermediate	Advanced	Advanced	Advanced	Advanced	Skill
	Team Work			Advanced	Advanced	Advanced	Advanced	Skill
	Analytical Thinking	Intermediate	Intermediate	Advanced	Advanced	Advanced	Advanced	Skill
	Finance Management	Intermediate	Intermediate	Advanced	Advanced	Advanced	Advanced	Skill
Personal Characteristics	Professionalism	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skill
	Firmness and Fairness	Advanced	Advanced	Advanced	Advanced	Advanced	Advanced	Skill

Table 11.1



Curriculum

Orientation

All Procurement Officers will participate in an introductory training programme within the first three (3) months after employment. This training will include the following components:

Competency	Learning objectives	Suitable Type of Training
Introduction to JSC	JSC organisation structure, mission, vision, values, protocols, Strategic Plan, SOPs, Judicial Service Act and Judicial Service Regulations;	Skill
Communication and PR	Communicating and presenting a positive image of the JSC;	Skill
Purchasing	Ability to procure economically; Ability to understand procurement regulations; Supplier relationship management;	Skill
Asset Management	Inventory management; Ability to manage risk; Office management; Security management;	Skill

Table 11.2



Curriculum for Procurement Management

Competency	Learning objectives	Applicable to other staff categories*	Suitable Type of Training
Purchasing	<ul style="list-style-type: none"> • Ability to procure economically; • Ability to understand procurement regulations; • Supplier relationship management; 		Skills / Induction
Computer literacy	<ul style="list-style-type: none"> • Sufficient working knowledge of appropriate computer software applications and hardware; • Ability to use the JSC Management Information Systems (MIS); 	X	Skills/ Induction
Report Writing	<ul style="list-style-type: none"> • Drafting of logical reports with the proper sequential structure; • Ability to adapt reporting format and language to different target groups; 	X	Skills/ Induction
Finance Management	<ul style="list-style-type: none"> • Handling procurement in accordance with JSC procedures; • Handling financial transactions in accordance with JSC procedures; 	X	Skills/ Induction
Records and document Management	<ul style="list-style-type: none"> • Managing files within the Department in accordance with the agreed systems and procedures; 	X	Skills/ Induction
Problem-solving and analytical thinking	<ul style="list-style-type: none"> • Identifying, analysing and prioritising problems • Identifying solutions; • Interpretation of written and oral communication; 	X	Skills
Workplace and People Management	<ul style="list-style-type: none"> • Supervisory skills; • Office practice and procedures; • Time and diary management; 	X	Skills

Table 11.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories



Courses for Procurement

Orientation

Who: Procurement Officers

When: The orientation will be held within three (3) months of appointment and thereafter on a TNA basis.

Course description: Orientation with JSC standard and operating procedures

Course objectives: To equip JSC staff members with the mindset that underpins the performance culture as well as bring awareness on the operating environment.

Resource material:

- Judicial Service Regulations, SI 30 of 2015
- JSC Strategic Plan
- Judicial Service Act [Chapter 7:18]
- Public Procurement and Disposal of Public Assets Act [Chapter 22:23]
- Procurement Regulations

Course Description

Who: Procurement Staff Members

When: Within three months of employment; every three years or when promoted into a new post.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
Purchasing	<ul style="list-style-type: none"> • Cultivating good supplier relationships; • Management and containment of costs; • Ability to procure economically; • Ability to understand procurement legislation and regulations; 	Procurement Officers;	Within three (3) months of employment and after every three (3) years thereafter;	<ul style="list-style-type: none"> • Procurement legislation • SOPs; • Policy guidelines; • Databases;
Computer Literacy	<ul style="list-style-type: none"> • Ability to use technology to answer to challenges and problem situations; • Acquisition of a working knowledge of computer applications and JSC Management Information Systems; 			
Report Writing	<ul style="list-style-type: none"> • Production of comprehensive <i>ad hoc</i> and routine reports; 			
Problem-Solving	<ul style="list-style-type: none"> • Capacity to identify and solve problems; 			

Table 11.4



PART 12

TRAINING CURRICULUM FOR INFORMATION TECHNOLOGY

Introduction

The IT and Records Management Department is responsible for the automation and digitisation of the JSC's internal systems and operations. This is one of the Strategic Priorities of the JSC in its 2021-2025 Strategic Plan. The mandate of this Department, amongst others, therefore is to establish the Integrated Electronic Case Management System as well as the Virtual Courts. The IT and Records Management Department plays a very important role to the Commission's vision and mission.

Competencies

The table below provides an overview of the competencies, skills, abilities and personal characteristics that the IT and Records Management employee needs in order to carry out his/her tasks efficiently and effectively.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

Category	Content	Court Recorder	ICT Officer/ Assistant Website Administrator	Principal IT Officer/ Software Developer/ Systems Administrator/ Website Administrator	Deputy Head of IT and Records Management	Head of IT and Records Management	Suitable Type of Training
Competencies	Asset Management	Intermediate	Intermediate	Advanced	Advanced	Advanced	Skills
	Purchasing	Intermediate	Intermediate	Intermediate	Advanced	Advanced	Skills
	Technology Use/ Management	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Record Management and document retention	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills
	Communication	Intermediate	Intermediate	Advanced	Advanced	Advanced	Skills
Complementary Skills and Abilities	Self-management	Advanced	Advanced	Advanced	Advanced	Advanced	
	Change management	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills
	Problem-Solving and Decision Making	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Team Work	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills
	Analytical Thinking	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Management of People	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills
Personal Characteristics	Professionalism	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills
	Firmness and Fairness	Advanced	Advanced	Advanced	Advanced	Advanced	Skills

Table 12.1



Curriculum

Orientation

All IT and Records Management employees will participate in an introductory training programme within the first three (3) months after employment. This training will include the following components:

Competency	Learning objectives	Suitable Type of Training
Introduction to JSC	JSC organisation structure, mission, vision, values, protocols, Strategic Plan, SOPs, Judicial Service Act and Judicial Service Regulations;	Induction
Record Management	Principles and purposes of record management, electronic case tracking and monitoring system;	Skills
Asset Management	Inventory management; Office management;	Skills
Communication and PR	Presenting a positive and good image of the JSC;	Skills
Integrity	Practice of good ethics;	Skills

Table 12.2

Curriculum for Information Technology



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

Competency	Learning objectives	Applicable to other staff categories*	Suitable Type of Training
Systems Maintenance	<ul style="list-style-type: none"> Ability to maintain systems in order to prevent downtime; 		Skills
Computer Literacy	<ul style="list-style-type: none"> Sufficient working knowledge of appropriate computer hardware and software applications; Ability to design, use and navigate JSC Management Information Systems (MIS); 	X	Skills
Systems Development	<ul style="list-style-type: none"> Ability to research, design and implement Information systems and applications for use by departments within the JSC; 		Skills
Report Writing	<ul style="list-style-type: none"> Logical structure and sequence of a report; Adapting reporting format and language to different target groups; 	X	Skills
Records and documents Management	<ul style="list-style-type: none"> Principles and purposes of record management; Managing files within the department; Managing documents according to agreed systems and procedures; 	X	Skills
Problem-solving and analytical thinking	<ul style="list-style-type: none"> Identifying, analysing and prioritising problems; Identify problems; 	X	Skills
Workplace and People Management	<ul style="list-style-type: none"> Supervisory skills; Office practice and procedures; Time and diary management; 	X	Skills

Table 12.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories



Courses for Information Technology

Orientation

Who: Information Technology Officers

When: The orientation will be held within three (3) months of appointment and thereafter on a TNA basis.

Course description: Orientation with JSC standard and operating procedures

Course objectives: To equip JSC staff members with the mindset that underpins the performance culture as well as bring awareness on the operating environment.

Resource material:

- Judicial Service Regulations, SI 30 of 2015
- JSC Strategic Plan
- Judicial Service Act [Chapter 7:18]

Course Description

Who: Information Technology Staff Members

When: Within three (3) months of employment; every three (3) years or when promoted into a new post.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
Systems Development	<ul style="list-style-type: none"> To develop Information Systems and bespoke applications for use by the various departments within the JSC; 	IT and Records Management Officers	Within three (3) months of employment and after every three (3) years thereafter.	<ul style="list-style-type: none"> SOPs; Policies;
System Maintenance	<ul style="list-style-type: none"> To maintain the systems and keep them running in order to optimise JSC operations; 			
Maintenance of Hardware Resources	<ul style="list-style-type: none"> To build capacity on the maintenance of hardware resources; 			
Records Management	<ul style="list-style-type: none"> Principles and purposes of records management; Proper filing and retrieval of records; 			
Problem-Solving	<ul style="list-style-type: none"> Capacity to identify and solve problems; 			
Workplace and People Management	<ul style="list-style-type: none"> Good supervisory and leadership skills; Ability to organise as well as manage work; 			

Table 12.4



PART 13

TRAINING CURRICULUM FOR REGISTRARS

Introduction

The role of the Registrar is to provide auxiliary support to the Judges. This is achieved, amongst other things, by rendering management support in the day-to-day operations of the Superior Courts. In addition to the foregoing, Registrars also monitor the court rolls and cases. They ensure that court records are properly maintained. This training curriculum provides an overview of the skills and competencies Registrars will be trained in from appointment to the post and throughout their employment with the Judicial Service Commission.

Competencies

The table below provides an overview of the competencies, skills, abilities and personal characteristics a Registrar needs in order to perform his/her tasks efficiently and effectively.

Category	Content	Assistant Registrar	Deputy Registrar	Registrar	Chief Registrar	Suitable Type of Training
Competencies	Understanding Legislation	Intermediate	Advanced	Advanced	Advanced	Skills
	Analytical Thinking and problem-solving	Intermediate	Intermediate	Advanced	Advanced	Skills
	Technology Use/ Management	Basic	Intermediate	Intermediate	Intermediate	Induction/Skills
Complementary Skills and Abilities	Reporting and Recording	Intermediate	Advanced	Advanced	Advanced	Skills
	Self-Management	Advanced	Advanced	Advanced	Advanced	Skills
	Management of people	Basic	Intermediate	Advanced	Advanced	Skills
	Analytical thinking	Basic	Basic	Basic	Basic	Skills
	Team Work	Intermediate	Advanced	Advanced	Advanced	Induction
	Change Management	Basic	Basic	Intermediate	Intermediate	Skills
	Communication	Intermediate	Intermediate	Intermediate	Advanced	Skills
Personal Characteristics	Firmness and Fairness	Intermediate	Advanced	Advanced	Advanced	Skills
	Professionalism	Advanced	Advanced	Advanced	Advanced	Skills

Table 13.1



Curriculum

Orientation/ Re-orientation

The Chief Registrar, Registrars, Deputy Registrars and Assistant Registrars will participate in an introductory training programme within the first three (3) months of employment. This training will include the following components:

Competency	Learning objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, SOPs, strategic plan, Judicial Service Act, Judicial Service Regulations	Induction
Judicial independence and integrity	Legal and professional ethics. Anti-corruption.	Skills
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you	Skills
Record Management	Principles and purposes of record management, electronic case tracking and monitoring system	Skills
Managing Finance	JSC finance and procurement systems and processes, flow of money in the JSC and how it is accounted for	Induction

Table 13.2



Curriculum for Registrars

Competency	Learning objectives	Applicable to other staff categories*	Suitable Type of Training
Understanding legislation	Legal terminology and definitions; Zimbabwe legislation including substantive and procedural legislation; Court procedures, processes and protocols; Legal and professional ethics;	X	Skills Skills Skills Induction/Skills
Technology Management	Computer literacy; Sufficient working knowledge of appropriate computer usage and Microsoft applications JSC Case Tracking and Monitoring System;	X X	Induction Induction Induction Skills
Record Compilation and Keeping	Principles and purposes of record management; Managing all files within the relevant department; Identifying and processing data requiring capturing; Compiling and recording official documents; Identifying, classifying, and storing records; Filing documents according to the agreed systems and procedures; Retrieval of records	X X X	Induction Skills Skills Skills Skills Skills Induction
Analytical thinking and Problem solving	Identifying, analysing and prioritising problems and identifying solutions; Interpretation of written and oral information; Standard Operating Procedures and guidelines; Research ability; Report writing;	X X	Skills Skills Skills Induction Skills
Work Place and People Management	Supervisory skills; Office practice and procedures; Time and diary management;	X X X	Induction/Skills Induction Induction

Table 13.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories.



Courses for Registrars

Orientation

Who: Chief Registrars, Registrars, Deputy Registrars and Assistant Registrars

When: The orientation will be held within three (3) months of appointment and the re-orientation on a TNA basis.

Course description: Orientation and Induction training to acclimatise and refresh members of the JSC's operating culture and environment.

Course objectives: To equip members with the correct attitudes and mind-sets to meet the strategic objectives

Resource material:

- Judicial Service Regulations, SI 30 of 2015
- JSC Strategic Plan
- Judicial Service Act [Chapter 7:18]

Course Description

Who: All staff from the Registrar's Office

When: Within three months of employment; every three years or when promoted into a new post.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
<p>Understanding Legislation The Registrar is the guardian of the Court thus there is vast need for the understanding of legislation. There is need to know all court procedures and court rules. The office of the Registrar should also be able to handle court applications and appeals</p>	<ul style="list-style-type: none"> • Mastering the rules and procedures at the courts • Ability to process appeals and urgent applications 	Registrar	Within the first three (3) months of employment then there is need for further training to be done quarterly.	<ul style="list-style-type: none"> • Rules of the Court • Statutory Instruments • Regulations
<p>Communication The Registrar's office is the face of the court and interacts with the litigants through different offices. So there is need for effective communication skills</p>	<ul style="list-style-type: none"> • To achieve satisfaction from litigants • To develop public trust and confidence in the courts system; • To dispense relevant information via the information kiosk 			
<p>Record Management There is need for the Registrar to manage all records properly and with utmost integrity.</p>	<ul style="list-style-type: none"> • To create and sustain an efficient filing system; • To develop well-functioning case-tracking and monitoring system 			

Table13.4



PART 14

TRAINING CURRICULUM FOR RECORDS AND INFORMATION

Introduction

This is the department responsible for the compilation, custody and maintenance of court records. Its primary responsibility is the security and retrievability of court records as and when required. They have the information about a record when it is required through the Kiosk. This training curriculum provides an overview of the skills and competencies employees in the Records and Information job category will be trained in from appointment to the post and throughout their employment with the JSC.

Competencies

The table below provides an overview of the competencies, skills, abilities and personal characteristics a Records and Information employee needs in order to carry out his/her tasks efficiently and effectively.

Category	Content	Librarian	Principal Librarian	Records & information assistant	Records & Information Supervisor	Suitable Type of Training
Competencies	Understanding Legislation	Intermediate	Intermediate	Basic	Intermediate	Induction/Skills
	Records Management	Advanced	Advanced	Advanced	Advanced	Induction/Skills
	Reporting	Basic	Basic	Basic	Basic	Skills
	Technology Use/ Management	Advanced	Advanced	Advanced	Advanced	Skills
	Communication	Intermediate	Intermediate	Intermediate	Intermediate	Skills
Complementary Skills and Abilities	Resource Management	Intermediate	Intermediate	Intermediate	Intermediate	Skills
	Self-Management	Advanced	Advanced	Advanced	Advanced	Skills
	Management of People	Intermediate	Intermediate	Intermediate	Intermediate	Skills
	Problem-Solving and Decision-Making	Intermediate	Intermediate	Intermediate	Intermediate	Skills
	Team Work	Intermediate	Intermediate	Intermediate	Intermediate	Induction
Personal Characteristics	Professionalism	Advanced	Advanced	Advanced	Advanced	Skills
	Firmness and Fairness	Basic	Basic	Basic	Basic	Induction

Table 14.1



Curriculum

Orientation/Re-orientation

All records and information officers will participate in an introductory training programme within the first three (3) months after employment. This training will include the following components:

Competency	Learning objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, SOPs, strategic plan, Judicial Service Act and Judicial Service Regulations	Induction
Judicial independence and integrity	Legal and professional ethics, anti-corruption	Skills
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you	Skills
Records Management	Principles and purposes of records management, electronic case tracking and monitoring system	Skills

Table 14.2



Curriculum for Records and Information

Competency	Learning objectives	Applicable to other staff categories*	Suitable Type of Training
Understanding legislation	Understanding legal terminology and definitions; Legal and professional ethics; Understanding court processes;	X X X	Skills Induction Induction
Records Management	Principles and purposes of record management; Managing all files within your relevant department; Identifying and processing data requiring capturing; Compiling and recording official documents; Identifying, classifying and storing records; Filing documents according to the agreed systems and procedures;	X X X X X X	Skills Skills Skills Skills Skills Skills
Reporting	Report writing; Information indexing; Accurately retrieving information as required through equipment and media	X	Induction Skills Skills
Technology Management	Computer literacy; Sufficient working knowledge of appropriate computer usage and Microsoft applications; JSC Case Tracking and Monitoring System	X X	Induction Skills Skills
Analytical thinking and Problem solving	Identifying, analysing and prioritising problems and identifying solutions; Interpretation of written and oral information; Research techniques;	X X	Skills Skills Skills
Workplace and people management	Office practice and procedures; Time and diary management;		Induction Induction

Table 14.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories



Courses for Records and Information

Orientation

Who: Records and Information Officers

When: The orientation will be held within three (3) months of appointment and thereafter re-orientation on a TNA basis.

Course description: Induction or Orientation Training

Course objectives: To induct and acclimatise newly recruited and introduced members

Resource material:

- Judicial Service Regulations, SI 30 of 2015.
- JSC Strategic Plan
- Judicial Service Act [Chapter 7:18]
- Case tracking and case monitoring system

Course Description

Who: Records and Information Human Capital

When: Within three months of employment; every three years or when promoted into a new post.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
Understanding legislation	<ul style="list-style-type: none"> • Ability to understand legal discourse and terminology; • Appreciation of court processes and legislation; 	Records and Information Assistants	Within three (3) months of employment and after every three (3) years thereafter	<ul style="list-style-type: none"> • SOPs • Protocols • Rules and Regulations
Reporting	<ul style="list-style-type: none"> • Ability to generate accurate, meaningful and punctual reports; 			
Technology Management	<ul style="list-style-type: none"> • Develop competencies around working with various technologies; 			
Analytical thinking and problem solving	<ul style="list-style-type: none"> • Ability to analyse problem situations with a focus on providing solutions; • Sense-making and ability to understand problem ecosystems; 			
Workplace and people management	<ul style="list-style-type: none"> • Ability to manage time and organise work effectively. 			

Table 14.4



PART 15

TRAINING CURRICULUM FOR COMMUNICATIONS AND PROTOCOL

Introduction

The Communications and Protocol Department is the link between the JSC and its stakeholders and publics. It is responsible for creating and protecting the brand image of the Commission. It is also responsible for protocol and events management.

Competencies

The table below provides an overview of the competencies, skills, abilities and personal characteristics that Communications and Protocol Officers need in order to carry out their tasks efficiently and effectively.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

Category	Content	Assistant Protocol Officer/Assistant Communications Officer	Protocol Officer	Communications Officer	Deputy Head	Head	Suitable Type of Training
Competencies	JSC Website Management	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills
	Stakeholder Communication	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills
	Events Management	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills
	Protocol duties	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills
	Reporting	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
Complementary Skills and Abilities	Self-Management	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Change Management	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills
	Problem-solving and decision making	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills
	Team Work	Intermediate		Advanced	Advanced	Advanced	Skills
	Analytical Thinking	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills
	Management of People	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills
Personal Characteristics	Professionalism	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Firmness and Fairness	Intermediate	Advanced	Advanced	Advanced	Advanced	Skills

Table 15.1

Curriculum

Orientation

All Communications and Protocol officers will participate in an introductory training programme within the first three (3) months after employment. This training will include the following components:



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

Competency	Learning objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, SOPs, Strategic Plan, Judicial Service Act and Judicial Service Regulations;	Induction
Communications and PR	Communicating and presenting a good image of the JSC; Managing internal communications and expectations;	Skills
JSC Website Management	Updating the JSC Website to communicate with the JSC Publics and stakeholders;	Skills
Events Management	Plan and organise JSC events;	Skills
Protocol	Provide protocol services to all JSC dignitaries;	Skills

Table 15.2

Curriculum for Communications and Protocol

Competency	Learning objectives	Applicable to other staff categories*	Suitable Type of Training
JSC Website Management	<ul style="list-style-type: none"> Ability to update the website with up-to-date content; Ensure that content feed to the website is representative of the intended message; 		Skills
Events Management	<ul style="list-style-type: none"> Ability to organise all JSC events; 		Skills
Protocol	<ul style="list-style-type: none"> Provision of protocol services to all JSC dignitaries; 		Skills
Reporting	<ul style="list-style-type: none"> Produce informative and accurate reports; Managing internal communications and expectations; 	X	Skills
Problem-solving and analytical thinking	<ul style="list-style-type: none"> Ability to identify and solve problems; Ability to generate effective solutions 	X	Skills
Workplace and people management	<ul style="list-style-type: none"> Supervisory skills; Office practise and procedures; 	X	Skills

Table 15.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories



Courses for Communications and Protocol

Orientation

Who: Communications and Protocol Officers

When: The orientation will be held within three (3) months of appointment and thereafter on a TNA basis.

Course description: Orientation with JSC standard and operating procedures

Course objectives: To equip JSC staff members with the mindset that underpins the performance culture as well as bring awareness on the operating environment.

Resource material:

- Judicial Service Regulations, SI 30 of 2015
- JSC Strategic Plan
- Judicial Service Act [Chapter 7:18]

Course Description

Who: Communications and Protocol Staff Members

When: Within three months of employment; every three years or when promoted into a new post.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
Publication of the Internal Newsletter	<ul style="list-style-type: none"> • Identification of content to report in the internal newsletter; • Writing of articles for the internal newsletter; 	All Communications and Protocol Officers;	Within three (3) months of employment and after every three (3) years thereafter.	<ul style="list-style-type: none"> • SOPs; • Policies
Protocol Duties	<ul style="list-style-type: none"> • Procedures and processes involved in protocol duties; 			
Events Management	<ul style="list-style-type: none"> • Organisation of JSC events; 			
Preparation of Content for the Website	<ul style="list-style-type: none"> • Recording and uploading audio-visual content for the JSC Website; 			
Website Management	<ul style="list-style-type: none"> • Updating the JSC Website with up-to-date content for public consumption; 			

Table 15.4



PART 16

TRAINING CURRICULUM FOR OFFICE ORDERLIES AND COMMISSIONAIRES

Introduction

These officers ensure that there is an ergonomically safe and clean working environment by providing cleaning services, general dusting and emptying of trash in every office, as well as providing auxiliary services to other departments.

This training curriculum provides an overview of the skills and competencies Office Orderlies and Commissionaires will be trained in from appointment to the post and throughout their employment with the JSC.

Competencies

The table below provides an overview of the competencies, skills, abilities and personal characteristics an Office Orderly and Commissionaire needs in order to perform his/her tasks efficiently and effectively.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

Category	Content	Commissionaire III	Commissionaire II	Commissionaire I	Officer Orderly	Senior Office Orderly	Suitable Type of Training
Competencies	Records Management and Document Retention	Basic	Basic	Basic	Basic	Basic	Induction/ Skills
	Healthy, Safety and Security (Disaster Preparedness)	Intermediate	Intermediate	Intermediate	Basic	Intermediate	Skills
	Communication	Intermediate	Intermediate	Intermediate	Basic	Basic	Skills
	Resources Management	Basic	Basic	Intermediate	Basic	Intermediate	Skills
Complementary Skills and Abilities	Problem-Solving and Decision-Making	Basic	Basic	Intermediate	Basic	Intermediate	Skills
	Self-Management	Intermediate	Intermediate	Intermediate	Intermediate	Intermediate	Skills
	Team Work	Intermediate	Intermediate	Advanced	Intermediate	Advanced	Skills
	Management of People	Basic	Basic	Basic	Basic	Basic	Skills
Personal Characteristics	Professionalism	Advanced	Advanced	Advanced	Advanced	Advanced	Skills
	Firmness and Fairness	Basic	Basic	Basic	Basic	Basic	Skills

Table 16.1

Curriculum

Orientation/Re-orientation

All Office Orderlies and Commissionaires will participate in an introductory training programme within the first three (3) months after employment. This training will include the following components:



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

Competency	Learning objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, SOPs, strategic plan, Judicial Service Act and Judicial Service Regulations	Induction
Health, Safety and Security	Health and Safety Regulations Loss Control	Skills Skills
Judicial independence and integrity	Legal and professional ethics, anti-corruption	Induction/Skills
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you	Induction/Skills
Record Management	Principles and purposes of record management, electronic case tracking and monitoring system	Induction/Skills

Table 16.2

Curriculum for Office Orderlies and Commissionaires

Competency	Learning objectives	Applicable to other staff categories*	Suitable Type of Training
Records Management	Principles and purposes of record management; Managing all files within the department; Managing documents according to the agreed systems and procedures;	X X X	Induction/Skills Skills Skills
Health, Safety and Security	Health and Safety Regulations; Loss Control;		Skills Skills
Communication	Managing internal communications and expectations;		Skills
Resources Management	Understanding facility management; Health, safety and hygiene in the work place; Gardening; Handling of machinery;		Skills Skills Skills Skills
Problem Solving and Decision Making	Identify, analyse and prioritise problems and identify solutions;	X	Skills
Workplace and people management	Office practice and procedures; Time and diary management;		Skills Skills

Table 16.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories



Courses for Office Orderly and Commissionaires

Orientation

Who: Office Orderlies and Commissionaires

When: The orientation will be held three (3) months within appointment and thereafter on a TNA basis,.

Course description: Orientation or Induction Training

Course objectives: To introduce members to the system as well as refresh them from time to time

Resource material:

- Judicial Service Regulations, SI 30 of 2015
- JSC Strategic Plan
- Judicial Service Act [Chapter 7:18]

Course Description

Who: Office Orderlies and Commissionaires

When: Within three months of employment; every three (3) years or when promoted.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIAL
Records Management	<ul style="list-style-type: none"> Ability to keep accurate records in accordance with agreed systems and procedures; 	Office Orderlies and Commissionaires	Within six (6) months of employment and every three (3) years thereafter	<ul style="list-style-type: none"> Policies and procedures Regulations
Health, Safety and Security	<ul style="list-style-type: none"> Adherence to health and safety regulations; Risk mitigation and loss control; 			
Communication	<ul style="list-style-type: none"> Effective communication; Stakeholder interfacing; 			
Resource Management	<ul style="list-style-type: none"> Facility management; Gardening; Proper handling and use of machinery; 			
Problem-Solving and Decision-Making	<ul style="list-style-type: none"> Ability to identify, prioritise problems and prescribe solutions; 			
Workplace and People Management	<ul style="list-style-type: none"> Ability to organise work and run the office efficiently. 			

Table 16.4



PART 17

TRAINING CURRICULUM FOR DRIVERS

Introduction

Drivers provide driving services to the Judges and the Commission. This training curriculum provides an overview of the skills and competencies Drivers will be trained in from appointment to the post and throughout the employment with the JSC.

Competencies

The table below provides an overview of the competencies, skills, abilities and personal characteristics a Driver needs in order to carry out his/her tasks efficiently and effectively.

Category	Content	Driver I	Driver II	Judges Driver	Suitable Type of Training
Competencies	Record Management and Document Retention	Basic	Basic	Basic	Induction
	Defensive Driving	Advanced	Advanced	Advanced	Skills
	Vehicle Use and Maintenance	Advanced	Advanced	Advanced	Skills
	V.I.P and Protocol	Intermediate	Intermediate	Advanced	Skills
	Transport Management	Basic	Basic	Basic	Skills
Complementary Skills and Abilities	Reporting	Basic	Basic	Basic	Induction
	Self-Management	Intermediate	Intermediate	Intermediate	Induction
Personal Characteristics	Team Work	Basic	Basic	Basic	Skills
	Firmness and Fairness	Basic	Basic	Basic	Skills
	Professionalism	Advanced	Advanced	Advanced	Skills

Table 17.1



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

**Curriculum
Orientation/Re-orientation**

All the Drivers will participate in an introductory training programme within the first three (3) months after employment. This training will include the following components:

Competency	Learning objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, SOPs, strategic plan , Judicial Service Act and Judicial Service Regulations	Induction
Judicial independence and integrity	Legal and professional ethics. Anti-corruption.	Induction/Skills
Defensive Driving	Introduction to Defensive Driving	Skills
Vehicle Use and Maintenance	Vehicle Use and Maintenance	Skills
V.I.P and Protocol	VIP and Protocol	Skills
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you	Skills
Record Management	Principles and purposes of record management	Induction

Table 17.2

Curriculum for Drivers

Competency	Learning objectives	Applicable to other staff categories*	Suitable Type of Training
Record Compilation and Keeping	Principles and purposes of record management Compiling and recording data	X	Induction Induction
Defensive Driving	Introduction to Defensive Driving		
Vehicle Use and Maintenance	Vehicle Use and Maintenance		
V.I.P and Protocol	VIP and Protocol		
Work Place and People Management	Approachable and accessible Team management Flexibility Reliability		Skills Skills Skills Skills

Table 17.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories



Courses for Drivers

Orientation

Who: Drivers

When: The orientation will be held within three (3) months of appointment and the re-orientation, on a TNA basis.

Course description: Orientation Training

Course objectives: Introduce the job incumbent to the organisation culture

Resource material:

- Judicial Service Regulations, SI 30 of 2015
- JSC Strategic Plan
- Judicial Service Act [Chapter 7:18]

Course Description

Who: Drivers

When: Within three (3) months of employment; every three (3) years or when promoted into a new post.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIALS
Record Compilation and keeping Record keeping is paramount to effective management of organisations as it creates the institutional memory of the organisation.	<ul style="list-style-type: none"> • Cultivate and entrench the Principles of record keeping; 	Drivers	Within three (3) months of employment and every three years thereafter	<ul style="list-style-type: none"> • Policies and procedures • JSC Regulations • SOPs
Defensive Driving Create the capacity to drive defensively and responsibly on the road.	<ul style="list-style-type: none"> • Equips the drivers with defensive driving skills; 			
Vehicle use and maintenance To create and sustain a culture of effective stewardship in the care of motor vehicles	<ul style="list-style-type: none"> • To create the awareness to exercise stewardship in the care and use of motor vehicles; • To check vehicles periodically for anomalies; 			
VIP and Protocol Protocol must always be enforced and this calls for continuous training	<ul style="list-style-type: none"> • To ensure that protocol is observed all the time and to the highest requisite standard; 			
Work Place and People Management People who work as a team achieve a lot more than those who operate in singles. Approachability and accessibility are very important.	<ul style="list-style-type: none"> • To cultivate a culture of team work; • To encourage collaborations in the achievement of organisation goals; 			

Table 17.4



PART 18

TRAINING CURRICULUM FOR COURT RECORDERS

Introduction

Court recorders are responsible for the recording of court proceedings in court. All courts are courts of record; hence all proceedings must be recorded. Having a properly generated and maintained court record is a key ingredient to the right to a fair trial as well as to access to justice as provided for by the Constitution of Zimbabwe Amendment Act (No.20) 2013. This training curriculum provides an overview of the skills and competencies Court Recorders will be trained in from appointment to the post and throughout the employment with the JSC.

Competencies

The table below provides an overview of the competencies, skills, abilities and personal characteristics a Court Recorder needs in order to perform his/her tasks efficiently and effectively.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

Category	Content	Court recorder	Senior Court recorder	Recording Supervisor	Suitable Type of Training
Competencies	Record Management and Document Retention	Advanced	Advanced	Advanced	Skill
	Communication	Intermediate	Intermediate	Intermediate	Skill
	Reporting	Intermediate	Intermediate	Intermediate	Skill
	Technology Use/ Management	Advanced	Advanced	Advanced	Induction/Skill
	Resource Management	Basic	Basic	Intermediate	Induction
Complementary Skills and Abilities	Self-Management	Basic	Basic	Intermediate	Induction
	Management of People	Basic	Basic	Basic	Induction
	Problem-Solving and Decision-Making	Intermediate	Intermediate	Intermediate	Skill
	Analytical Thinking	Basic	Basic	Basic	Skill
	Team Work	Intermediate	Intermediate	Intermediate	Induction
	Change Management	Intermediate	Intermediate	Intermediate	Skill
Personal Characteristics	Professionalism	Advanced	Advanced	Advanced	Skill
	Firmness and Fairness	Advanced	Advanced	Advanced	Skill

Table 18.1

Curriculum Orientation/Re-orientation

All Court Recorders will participate in an introduction training within the first three (3) months after employment. This training will include the following components:

Competency	Learning objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, SOPs, strategic plan, Judicial Service Act and Judicial Service Regulations	Induction
Judicial independence and integrity	Legal and professional ethics. Anti-corruption.	Induction/Skill
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you	Induction
Record Management	Principles and purposes of record management, electronic case tracking and monitoring system	Skill

Table 18.2



Curriculum for Court Recorders

Competency	Learning objectives	Applicable to other staff categories*	Suitable Type of Training
Record Management	Principles and purposes of record management; Managing all files within the relevant department; Identifying and processing data requiring capturing; Compiling and recording official documents; Identifying, classifying, and storing records; Filing documents according to the agreed systems and procedures;	X X X X	Induction Skill Skill Skill Skill Skill
Communication and Reporting	Report writing; Note-taking; Information indexing; Accurately recording court proceedings and outcomes; Ability to index recordings while court is in session; Accurately retrieve information as required equipment and media;	X	Skill Skill Skill Skill Skill Skill
Technology	Accurately and appropriately control recording equipment and media;		Skill
Workplace and people management	Office practice and procedures; Time and diary management;		Induction Induction

Table 18.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories



Courses for Court Recorders

Orientation

Who: Court Recorders

When: The orientation will be held within three (3) months of appointment and thereafter on a TNA basis.

Course description: Orientation and acclimatisation into the JSC culture and operating environment

Course objectives: To introduce newly recruited members into the JSC Culture

Resource material:

Judicial Service Regulations, S1 30 of 2015

JSC Strategic Plan

Judicial Service Act [*Chapter 7:18*]

Course Description

Who: Court Recorders

When: Within three (3) months of employment; every three (3) years or when promoted into a new post.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESERCH MATERIAL
Records Management A good understanding of the purposes and processes of record management is essential to a recorder who must ensure that his or her recordings are always secure and easily retrievable	<ul style="list-style-type: none"> Ability to keep the recordings in a secure environment; Easy retrieval of recordings; Adherence to applicable systems and procedures; 	Court Recorder	Within three (3) months of employment and every three (3) years thereafter	<ul style="list-style-type: none"> Recording equipment SOPs Rules and procedures
Communication and reporting Competencies in communication are central to report writing, note-taking and information indexing	<ul style="list-style-type: none"> To develop abilities that are central to proper recording, keeping and maintenance of court recordings. 			
Technology Knowledge in the maintenance and use of recording equipment	<ul style="list-style-type: none"> Ability to use and maintain recording equipment; 			
Work Place and People Management	<ul style="list-style-type: none"> Ability to organise work, supervise and lead people. 			

Table 18.4



PART 19

TRAINING CURRICULUM FOR GENERAL HAND AND OTHER ANCILLARY STAFF

Introduction

General hands are responsible for cleaning and preparing the work environment before the commencement of work. They constantly check and clean work areas and bath rooms as the day progresses. They also keep the exterior of office buildings clean. They prepare staff teas and lunch. This training curriculum provides an overview of the skills and competencies of General Hands and other ancillary staff will be trained in from appointment to the post and throughout the employment with the JSC.

Competencies

The table below provides an overview of the competencies, skills, abilities and personal characteristics of General Hands and other ancillary staff needs in order to carry out his/her tasks efficiently and effectively.

Category	Content	General Hand	Copying and Duplicating Operator	Senior Copying and Duplicating Operator	Usher	Security Guard/ Watchman	Suitable Type of Training
Competencies	Records Management and Document Retention	Basic	Intermediate	Intermediate	N/A	Intermediate	Induction
	Health, Safety and Hygiene	Advanced	Basic	Basic	Basic	Advanced	Skill
	Communication	Basic	Basic	Basic	Intermediate	Intermediate	Skill
Complementary Skills and Abilities	Resources Management	Intermediate	Basic	Basic	N/A	Basic	Induction
	Problem-Solving and Decision-Making	Basic	Basic	Basic	Basic	Intermediate	Skill
	Self-Management	Basic	Basic	Basic	Intermediate	Intermediate	Skill
	Team Work	Advanced	Basic	Basic	Basic	Basic	Induction
Personal Characteristics	Management of People	Basic	Basic	Basic	Basic	Basic	Skill
	Professionalism	Advanced	Advanced	Advanced	Advanced	Advanced	Skill
	Firmness and Fairness	Advanced	Advanced	Advanced	Advanced	Advanced	Skill

Table 19.1



Curriculum

Orientation/Re-orientation

All the General Hands will participate in an introduction training within the first three month after employment. This training will include the following components:

Competency	Learning objectives	Suitable Type of Training
Introduction to JSC	JSC structure, organisation, mission, values, protocols, SOPs, strategic plan, Judicial Service Act and Judicial Service Regulations	Induction
Judicial independence and integrity	Legal and professional ethics. Anti-corruption.	Skill
Communication and PR	Communicating and presenting a positive image, perception and how others perceive you	Skill
Record Management	Principles and purposes of record management Health, safety and hygiene in the work place	Induction Skill
Health, Safety and Hygiene	Health and Safety Regulations Loss Control	Skill Skill

Table 19.2



Curriculum for General Hand and other ancillary staff

Competency	Learning objectives	Applicable to other staff categories*	Suitable Type of Training
Records Management	Principles and purposes of record management; Managing documents according to the agreed systems and procedures;	X	Induction Induction
Communication	Managing internal communications and expectations;		Induction/Skill
Health, Safety and Hygiene	Health, safety and hygiene in the work place; Health and Safety Regulations; Loss Control;	X	Skill Skill Skill
Resources Management	Understanding facility management; Gardening; Handling of machinery;		Skill Skill Skill
Problem Solving and Decision Making	Identifying, analysing and prioritising problems and identifying solutions;	X	Skill
Workplace and people management	Office practice and procedures; Time and diary management;	X	Skill Skill

Table 19.3

* The competencies marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories



Courses for General Orientation

Orientation

The course will introduce the employees to the organisation and thereafter serve the purpose of sharpening the skills of the employees to keep them up to date and current.

Who: General Hands and ancillary staff

When: The orientation will be held within three (3) months of appointment and thereafter on a TNA basis.

Course description: Orientation

Course objectives:

Resource material:

- Judicial Service Regulations, SI 30 of 2015
- JSC Strategic Plan
- Judicial Service Act [Chapter 7:18]

Course Description

Who: General Hand

When: Within three (3) months of employment or every five (5) years or when promoted into a new post.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021

COURSE DESCRIPTION	COURSE OBJECTIVES	TARGET GROUP	TIMEFRAME (FOR ALL COURSES)	RESOURCE MATERIALS
Records Management Proper understanding of the principles and purposes of record management	<ul style="list-style-type: none"> Ability to manage documents in accordance with agreed systems and procedures; 	General Hand and other ancillary staff	Within three (3) months of employment and every three (3) months thereafter.	<ul style="list-style-type: none"> Regulations Procedures and guidelines
Communication Need to ensure that internal and external communication are effective	<ul style="list-style-type: none"> Manage internal and external communication; 			
Healthy, safety and hygiene In accordance with health regulations, ensuring that the work environment is safe, clean and healthy	<ul style="list-style-type: none"> Observance of health regulations and loss control; 			
Resource Management Taking and implementing measures aimed at the longevity of use of equipment, tools and machinery	<ul style="list-style-type: none"> Management and stewardship of tools and equipment; Gardening and general ambience; 			
Problem Solving and decision making Ability to see before others do, and to see more of the phenomena.	<ul style="list-style-type: none"> Ability to identify and solve problems and put in place measures that prevent problems from happening; 			
Work Place and People Management Creating an environment that unleashes the potential of others in executing organisational tasks.	<ul style="list-style-type: none"> Ability to organise work, supervise and lead people. 			

Table 19.4

***NB:** The competence marked with an X are applicable to several staff categories. If necessary, joint training can be held for staff from different categories.



A COMPOSITE DOCUMENT FOR ALL STAFF CATEGORIES 2021





