

(Coat of Arms)
REPUBLIC OF ALBANIA

SPECIAL PROSECUTION OFFICE AGAINST CORRUPTION AND ORGANIZED CRIME

Prot.No.134

Tirana, 07.02.2024

ORDER

No. 134, *dated 07.02.2024*

**ON THE APPROVAL OF THE DOCUMENT
“HUMAN RESOURCES STRATEGY FOR 2024–2026, AT THE SPECIAL
PROSECUTION OFFICE AGAINST CORRUPTION AND ORGANIZED CRIME”**

Pursuant to Article 148/dh of the Constitution of the Republic of Albania, Article 15, paragraph 2, letter “e” of Law no. 95/2016, “On the Organization and Functioning of Institutions for Combating Corruption and Organized Crime,” as amended, and Article 42, letter “p” of Law no. 97/2016, “On the Organization and Functioning of the Prosecution Office in the Republic of Albania,” as amended;

I HEREBY ORDER:

1. The approval of the document “Human Resources Strategy for 2024–2026” at the Special Prosecution Office Against Corruption and Organized Crime, according to the attached text, which constitutes an integral part of this Order.
2. The Chancellor, the Directorate of Human Resources, Documentation and Services, and the Directorate of Information Technology at the Special Prosecution Office Against Corruption and Organized Crime are tasked with implementing this Order.
3. The Directorate of Human Resources, Documentation and Services, and the Directorate of Information Technology are tasked with notifying and publishing this Order on the official website of the Special Prosecution Office Against Corruption and Organized Crime.
4. This Order shall be effective immediately.

HEAD OF PROSECUTION OFFICE
Altin Dumani
(signature) (seal)

SPAK

**HUMAN RESOURCES STRATEGY
SPECIAL STRUCTURE AGAINST CORRUPTION AND ORGANIZED
CRIME
2024–2026**

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LEGAL BASIS

This Human Resources Strategy is based on the following legal and sublegal acts:

- Law no. 95/2016, “*On the Organization and Functioning of Institutions to Combat Corruption and Organized Crime*”, as amended;
- Law no. 97/2016, “*On the Organization and Functioning of the Prosecution Office*”, as amended;
- Law no. 8116, dated 29.03.1996, “*Code of Civil Procedure of the Republic of Albania*”, as amended;
- Law no. 44/2015, “*Code of Administrative Procedure of the Republic of Albania*”;
- Law no. 7961, dated 12.07.1995, “*Labor Code of the Republic of Albania*”, as amended;
- Law no. 152/2013, dated 30.05.2013, “*On the Status of Civil Servants*”, as amended;
- Decision of the Council of Ministers no. 109, dated 26.02.2014, “*On the Assessment of Performance of Civil Servants*”;
- Instruction no. 01, dated 31.05.2017, “*On the Drafting of Job Descriptions for Civil Service Positions*”;
- Practical Manual on the Implementation of Civil Service and Human Resources Management Legislation;
- Order no. 640, dated 25.09.2023, of the Head of the Special Prosecution Office, “*On the Approval of the Rules of Conduct and Standards of Ethics at the Special Prosecution Office Against Corruption and Organized Crime*”;
- Order no. 679, dated 09.10.2023, of the Head of the Special Prosecution Office, “*On the Approval of the Administrative Personnel Training Plan by Category, 2023–2026, at the Special Prosecution Office Against Corruption and Organized Crime*”.

Introduction

Human resources represent a fundamental and vital component in the achievement of the mission and success of the Special Prosecution Office Against Corruption and Organized Crime (hereinafter referred to as the Special Prosecution Office). The development of personnel throughout their professional lifecycle — from recruitment, training, and appointment, to promotion and continuous education — plays a critical role in shaping performance and ensuring the effective fulfillment of institutional objectives.

For this reason, a more strategic and professional approach to human resource management is essential. For the first time, the Special Prosecution Office has articulated its policy vision regarding human resource management, recognizing it as a core pillar of institutional success. Based on the “Human Resources Strategy for 2024–2026,” the institution aims to establish a modern approach to HR management and development through the definition of strategic and specific objectives.

A key goal of this Strategy is to attract and develop a workforce equipped with diverse capacities and expertise — fostering professional, technical, and cultural competencies, as well as teamwork — to support the realization of the institution’s mission. The structure and management of human resources play a central role in institutional decision-making and are essential in shaping and implementing effective HR processes that contribute to organizational efficiency.

This Strategy highlights the value of human capital as a critical asset in achieving institutional performance, aligning with the ongoing transformation and modernization of human resource structures. It aims to foster a culture that promotes high performance, ensures the recruitment of skilled and qualified staff, and supports ethical and professional management throughout the entire employee life cycle.

The evolving demands of the institution require enhanced methodologies for recruiting and selecting staff based on merit and institutional needs; improved induction and integration systems for new employees; a stronger performance management framework; and structured, forward-looking planning for professional development and training. Furthermore, the Strategy underscores the importance of promoting staff diversity, cultivating leadership, and strengthening institutional culture.

The overarching challenge — and objective — for the coming years is to establish an integrated and coherent management system that aligns human resources with the institution’s strategic goals and values. This includes building a team of committed, professional employees, fully dedicated to serving the public interest. Merit-based recruitment remains a foundational principle, ensuring a stable and qualified workforce, grounded in integrity, ethics, and political impartiality.

Overview of the Current State

One of the most critical resources of the Special Prosecution Office Against Corruption and Organized Crime is its investment in human capital—skills and competencies essential to achieving institutional objectives. Guided by this principle, the current state of human resources has been assessed and analyzed as the foundation for defining the institution’s vision, objectives, and future goals.

The Special Prosecution Office commenced its operations on October 19, 2019. Since its establishment, in line with its mission of prosecuting and investigating criminal offenses related to corruption and organized crime, the institution has gradually built up its staff in accordance with applicable legislation. As of December 2023, the institution had appointed 104 employees out of the 133 positions approved in its organizational structure, as defined in Order No. 06, dated 05.01.2023, of the Head of the Special Prosecution Office, *“On the Approval of the Structure of the Special Prosecution Office Against Corruption and Organized Crime,”* as amended.

As a newly established institution, staffing has remained an ongoing process. Given the importance of enhancing human resource capacities as a key element in institutional consolidation, and in line with the recommendations of the Assembly for 2023, it was considered necessary to draft a strategic document focused on human resource development.

In support of this effort, the Special Prosecution Office has taken proactive steps to draft and implement several foundational documents aimed at systematizing work processes, increasing institutional awareness among staff, and promoting continuous improvement and capacity-building. These include: The *Regulation on Rules of Conduct and Standards of Ethics*, approved by Order No. 640, dated 25.09.2023; The *Administrative Staff Training Plan by Category 2023–2026*, approved by Order No. 679, dated 09.10.2023; Official *Job Descriptions* for administrative personnel.

To support the effective implementation of these instruments, it is necessary to improve the standards and coordination mechanisms of the Human Resources function. This includes establishing a structured employment plan based on standardized rules and procedures, maintaining comprehensive employment histories, and ensuring alignment with institutional needs.

The current personnel evaluation system has been applied only once since the institution’s inception, based on Article 85 of Law No. 97/2016, *“On the Organization and Functioning of the Prosecutor’s Office in the Republic of Albania,”* as amended. To ensure fair and qualitative human resource management, the institution aims to improve evaluation standards, criteria, methods, and transparency. This includes applying civil service legislation where applicable and standardizing evaluation formats for non-civil servant staff, ensuring alignment with the Labor Code.

Lastly, successful human resources management requires the support of an automated system capable of delivering timely and accurate personnel data to meet management needs across all

levels. Such a system would also assist the Budget and Financial Management Department by automating functions such as employee seniority tracking and salary calculations.

Human Resources Strategy for 2024–2026

The Human Resources Strategy of the Special Prosecution Office is a key institutional document that outlines the strategic directions for supporting the institution with capable and qualified personnel. It is guided by legal priorities and institutional objectives, aimed at ensuring the effective fulfillment of the mission of the Special Prosecution Office Against Corruption and Organized Crime.

The Strategy focuses on several core pillars:

- Addressing the institution's human resource needs;
- Implementing employment policies that ensure the recruitment of qualified and experienced personnel, in accordance with institutional policies and applicable legislation;
- Executing the approved Training, Staff Development, and Performance Evaluation Plan;
- Drafting the Regulation on the Protection of Personal Data;
- Drafting the Regulation on Administrative Investigation of Whistleblowing and the Protection of Confidentiality in cases involving corrupt practices;
- Organizing orientation sessions for staff to promote awareness and implementation of:
 - The institution's internal regulations currently under approval;
 - The Code of Ethics;
 - The Regulation on the Use of Postal and Electronic Communication;
 - Other regulatory acts to be adopted;
- Preparing staff to operate in line with modern institutional and security requirements;
- Investing in leadership development programs grounded in meritocracy;
- Developing employment procedures and standards for proper administration of personnel files, in full compliance with applicable legislation;
- Enhancing motivation and support mechanisms for all categories of personnel.

This Strategy defines the main directions of human resource development in the Special Prosecution Office for the period 2024–2026, with a comprehensive approach to improving all aspects of the human resources management life cycle—ranging from planning and recruitment to performance and professional development.

The overarching goal of the Human Resources Strategy is to improve and consolidate the institution's human resource systems in a way that enhances overall efficiency and ensures alignment with the mission and operational needs of the Special Prosecution Office.

Vision and Principles

The mission of the Special Prosecution Office Against Corruption and Organized Crime is to carry out criminal prosecutions, conduct investigations, represent the prosecution in court, enforce criminal judgments, and uphold the rule of law. In the exercise of their duties, the personnel of the Special Prosecution Office operate independently and make decisions based on the principles of legality, objectivity, and impartiality.

The recruitment process for joining the Special Prosecution Office is designed to be competitive in the labor market, offering salaries and allowances that reflect the demanding nature of the role, in accordance with applicable legal provisions. The institution is committed to ensuring that its recruitment and retention policies uphold the high standards expected of its mission—giving priority to candidates with advanced education, specialized expertise, and the personal integrity required for sensitive roles.

A key aim of the institution is the continuous improvement of the ethical and regulatory framework, promoting a culture of integrity and transparency across all levels of the organization. In this context, the following objectives have been identified:

- Strengthening human resources in line with best professional practices;
- Drafting and implementing internal regulations based on current legislation;
- Enhancing the human resource management system and building capacity in the areas of ethics and integrity;
- Raising awareness among personnel regarding their obligations under the legal and regulatory framework.

Human resource management is recognized as one of the most critical operational pillars of the institution. The Special Prosecution Office has placed particular emphasis on the consolidation of its workforce and the completion of its administrative and operational staffing, which serve as key support structures for the institution's overall performance and mission.

Since its establishment in December 2019, the Special Prosecution Office has incrementally built its team in accordance with the approved organizational structure. Initially, in 2019, the approved structure for the entire Special Structure Against Corruption and Organized Crime (including the National Bureau of Investigation) was 100 employees. By 2023, the structure approved for the Special Prosecution Office alone had expanded to 133 positions. As of today, the Office employs 18 special prosecutors (including 1 transferred prosecutor) and 89 administrative personnel—44

with civil servant status, 14 Judicial Police Officers (JPOs), and 31 contract-based employees (“other employees”).

While the institution has significantly advanced in consolidating its staffing, the recruitment of prosecutors and specialized personnel remains ongoing. All vacancies are transparently published on the official website of the Special Prosecution Office under the dedicated recruitment section.

The recruitment of administrative personnel is conducted in accordance with the procedures set forth in Law no. 152/2013, “*On the Status of Civil Servants*”, as amended. This law provides that entry into the civil service shall be based on equal opportunity, merit, professional competence, and non-discrimination, and shall be carried out through a transparent and fair selection process. The evaluation of candidates includes a written test, an oral interview, and other appropriate methods of skills assessment.

Employee documentation and personnel records are administered and maintained by the Directorate of Human Resources, Documentation and Services.

Special attention has been dedicated to human resources management through the definition of responsibilities in the draft Regulation of the Special Prosecution Office, currently in the approval process, and through ongoing efforts to strengthen ethics and integrity among institutional personnel.

The conduct and ethical standards of staff are governed by the institution’s Code of Ethics, approved by Order No. 640, dated 25.09.2023, issued by the Head of the Special Prosecution Office, “*On the Approval of the Rules of Conduct and Standards of Ethics in the Special Prosecution Office Against Corruption and Organized Crime*.”

In alignment with the vision to regulate and standardize work processes in accordance with the legal framework in force, the institution has drafted internal regulations. Together with the Code of Ethics, these documents define the necessary procedures to be followed by employees, with the aim of regulating institutional workflows in accordance with legally mandated duties. They also serve to reinforce ethical standards, improve service delivery, and prevent corrupt practices.

Furthermore, draft Job Descriptions have been prepared for all positions by the relevant directorates and sectors within the institution, and Standard Operating Procedures (SOPs) have been developed for many key work processes. These job descriptions are set to be formally approved alongside the internal regulations.

As part of its human resource performance management efforts, the Special Prosecution Office plans to implement an annual performance evaluation process. The evaluation forms currently

reflect only the core responsibilities of prosecution staff and do not yet incorporate additional duties performed.

Regarding the assessment of training needs, this is conducted through an annual questionnaire distributed by the Albanian School of Public Administration (ASPA). However, based on experience gained during the first four years of institutional operation, it has become evident that the administrative staff require more specialized training, tailored to the complex nature of the investigative work conducted by the Prosecution Office.

To address this need, a Training Manual was developed, and the Administrative Personnel Training Plan by Category 2023–2026 was formally approved. This plan reflects an internal needs assessment and outlines a framework for building institutional capacity by aligning training strategies with national training programs and international assistance initiatives. It serves as a guide for strengthening administrative staff capabilities, ensuring that training is category-specific and mission-aligned.

This initiative also responds directly to the European Commission’s 2022 Progress Report, which recommended that the Special Structure Against Corruption and Organized Crime (SPAK) should: “Further address high-level corruption, increase its staff and resources, and enhance coordination with law enforcement agencies, the prosecution service, and the judiciary in efforts to prevent corruption.”

Additionally, the Assembly Resolution for 2023, Recommendation No. 6, urges the Special Prosecution Office to:

“Develop a plan and strategy for the training of administrative personnel, based on clearly defined categories and institutional needs.”

These steps reflect the institution’s ongoing commitment to strengthening internal capacities and ensuring its personnel are equipped to meet the challenges of its mission with professionalism, integrity, and expertise.

In June 2023, a dedicated working group was established to draft the *Training Plan*, which was subsequently approved by Order No. 679, dated 09.10.2023, issued by the Head of the Special Prosecution Office. The objective of this plan is not only to conduct an internal assessment of the training needs of administrative personnel but also to formulate recommendations for inclusion in both initial and continuing training programs provided by the School of Magistrates and the Department of Public Administration.

Additionally, the findings and priorities outlined in the plan will be shared with international assistance projects, with the aim of fostering cooperation and leveraging their specialized expertise to support the institution’s training objectives.

In parallel, and in line with efforts to enhance institutional integrity and strengthen human **resource capacities**, the Special Prosecution Office is committed to taking all necessary steps to improve the regulatory framework governing human resource management. This includes:

- Enhancing staff awareness and knowledge on integrity and ethics-related issues;

- Drafting Standard Operating Procedures (SOPs) for all institutional work processes;
- Updating job descriptions to reflect additional responsibilities assigned to staff; and
- Promoting a professional, standardized, and transparent HR management system.

Human Resources Lifecycle Management

The human resources of the Special Prosecution Office comprise a diverse group of personnel, including:

- Magistrate prosecutors;
- Financial investigators with the status of Judicial Police Officers;
- Public administration staff with civil servant status;
- Specialists in the Electronic Command Core with Judicial Police Officer status;
- Experts and staff in the Director's Office;
- Other administrative and support personnel whose employment relations are governed by the *Labor Code of the Republic of Albania*, as amended.

The concept of **Human Resource Life Cycle Management** refers to the structured approach through which the personnel of the Special Prosecution Office are managed throughout their professional trajectory. This lifecycle model ensures a comprehensive and consistent framework for managing staff from entry to exit, while aligning with the strategic goals of the institution.

The lifecycle consists of **six interrelated components**, each of which operates independently yet remains interconnected. Any action taken within one phase of the cycle directly or indirectly influences the others. This integrated and complex system requires HR management personnel with the expertise and experience necessary to oversee each phase effectively.

The key components of the Human Resource Life Cycle are:

1. Employment – Recruitment and onboarding of staff;
2. Education and Training – Continuous professional development;
3. Recruitment and Deployment – Internal placement and role assignment;
4. Development – Career progression and skills enhancement;
5. Support – Institutional and operational support mechanisms;
6. Departure/Retirement – Exit procedures and succession planning.

To ensure consistency and standardization in the implementation of human resources policies, Standard Operating Procedures (SOPs) will be developed, approved, and applied across all stages of the life cycle.

Human Resources Strategy Objectives

To successfully implement the Human Resources Strategy for 2024–2026, the Special Prosecution Office Against Corruption and Organized Crime will focus on the following strategic objectives:

Strategic Objectives

1. Improve and consolidate the human resources management system.
2. Enhance institutional capacities through the training and qualification of personnel.
3. Continuously ensure the fulfillment of staffing needs and improve the quality of recruitment.
4. Improve the system of staff promotion and appointment.
5. Increase motivation and strengthen support mechanisms for all categories of personnel to better meet institutional challenges.
6. Draft and implement regulations on the protection of personal data, in compliance with the applicable legislation.
7. Draft and implement the regulation on administrative investigations of whistleblowing and confidentiality protection concerning corrupt practices.
8. Implement the Training Plan for staff development and performance evaluation.
9. Organize orientation sessions to raise awareness on and ensure implementation of internal regulations, the Code of Ethics, and the Regulation on the Use of Mail and Electronic Communications.
10. Improve assistance from the Responsible Unit to personnel on asset declaration procedures, Security Certificate applications, and information management.

Planned Activities for 2024–2026

To achieve the above objectives, the following activities and measures will be undertaken:

1. Finalization of job descriptions for all positions.
2. Standardization of personnel files.
3. Standardization of employment documentation.
4. Completion of the institution's employee registry.
5. Maintenance and periodic updating of the Prosecutors' Register.
6. Preparation of the annual employment plan.
7. Implementation of an evaluation system: For civil servants: based on the legislation on civil servant status, for contract employees: based on the Labor Code and prosecution-specific regulations.
8. Development of standardized procedures for employee recruitment.

9. Drafting of standard employment contracts for non-civil service employees.
10. Integration into the DPA's HRMIS system or development of a parallel HR platform for SPAK.
11. Standardization of the attendance monitoring process: each sector/directorate will submit signed attendance sheets to HR, which will compile a master list for the entire institution.
12. Standardization of employment procedures for non-civil servant categories (e.g., experts).
13. Establishment of standardized procedures for handover upon staff departure.
14. Implementation of the training plan, based on needs identified by each sector/directorate.
15. Delivery of orientation sessions for institutional regulations, the Code of Ethics, electronic communication protocols, and other adopted regulatory acts.
16. Participation in periodic training sessions on conflict of interest, gifts, favors, and asset declaration, in cooperation with HIDAACI.
17. Implementation of a training cycle on whistleblower reporting and confidentiality protection, in cooperation with HIDAACI, aligned with current legislation and the institution's forthcoming regulation.
18. Organization of regular training sessions to raise staff awareness on personal data protection, based on legislation in force and future institutional regulations.