

2018 Binational State Attorney General Exchange



2018 Encuentro Binacional de Procuradores y Fiscales Generales

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PGR

PROCURADURÍA GENERAL
DE LA REPÚBLICA

*A managerial approach to improve Federal prosecution services
provided by PGR in Mexico*

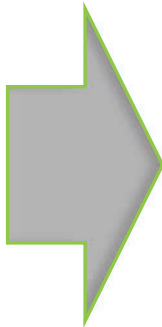
» Objectives

- Manage justice properly, under the accusatory penal model
- Improve prosecution services in Mexico
- User satisfaction
- Trust and respect
- Efficiency and efficacy

» Status quo

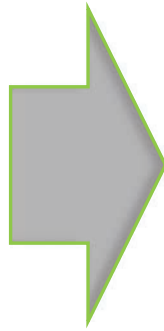
- Negative performance indicators
 - No priorities
- Negative user perceptions (doubled)
- High societal transaction costs (all types, big & small)
- Scarcity:
 - Financial
 - Human capital
 - Technology

PGR



- Substantive legal decisions, taken.
- Average AG duration in the position over the last 100+ years: 2.4 years, average
- PGR's development is a product of:
 - National crisis
 - Management style of leaders
- PGR organization and the penal process it must support, **are not aligned**

PGR's Challenge

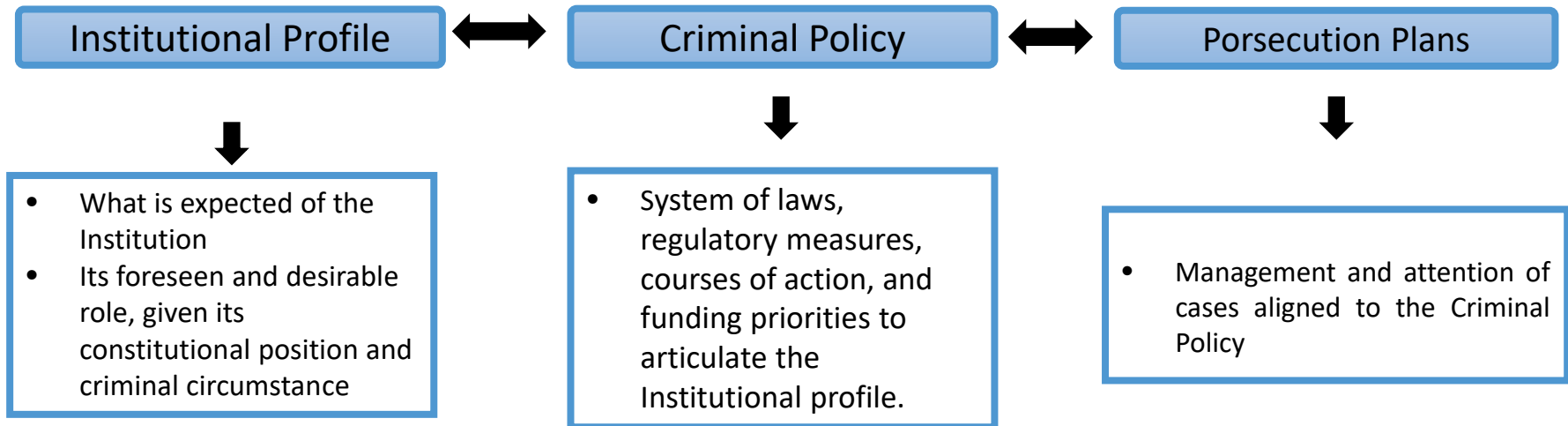


- PGR is an operating organization, that simultaneously needs to be transformed, urgently
- The challenge we face consists in not neglecting today's operation, while at the same time, impede that daily tasks absorbs the attention and resources needed to create and transform PGR into that new organization

PGR's transformation is not a legal matter; success will depend on policy (prosecutorial and investigative scarcity management) definitions, as well as managerial and organizational improvements

Managing prosecution and investigation scarcity: Institutional Profile; Criminal Policy; & Prosecution Plans

- In modern societies, penal conflictiveness is larger in scale & scope than the capacity of the judicial system to process it completely through with trials.
- International experience indicates that the countries with the best prosecution/investigation services, are those that manage the demand of prosecution services in a foreseeable and standardized manner, with regards to ALL conflict solution options foreseen y substantive and procedural codes.
 - In Mexico, this concept is a challenge in itself: there is the conviction that justice is served only when someone was sued, brought to trial, sentenced and jailed.



1. Assess

- » Respectfull
- » Real / Objetive
- » Brief

2. Plan

3. Organizational design and transformation strategy

2. Plan

» Strategic Plan under a recognized/best practice

- » Indispensable to manage a complex transformation process
- » Indispensable to justify large scale financing
- » Indispensable to manage expectations and political relationships
- » Indicators



3. Organizational design and transformation strategy

Arquitectura Institucional



- » Specific transformation strategy for each organizational component
- » Government bodies:
 - » For the Strategic Plan
 - » To manage changes
 - » Investments (portfolio)
 - » Processes
 - » Information

- In Mexico the discussion around PGR focuses on its future constitutional (autonomy) location
- For PGR, this discussion is almost irrelevant
- For PGR, the focus needs to be placed on its organization, processes and performance
- Defining if PGR will become an autonomous body, and changing the P in PGR for an F (*Fiscalía General de la República*), will do nothing to improve the quality of services we provide
- Improving its organization, will. Therein lies the focus we need!

THANK YOU



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