

Dear Colleagues and Friends,

I'm happy to be here. My name is Rosalba Natali and I was elected in 2025 president of the Italian association of justice managers.

It is both a personal honour and a privilege to bring you greetings from the Italian *Associazione Dirigenti Giustizia*. I extend heartfelt thanks to President Walter Szokky and to the members of the EUR Executive Board for their dedication and professionalism in organizing this important gathering.

Allow me to briefly share some reflections on the current state and future direction of the Italian justice system.

In the wake of the COVID-19 pandemic, and with the support of the National Recovery and Resilience Plan (PNRR), Italy has witnessed a remarkable acceleration in the digital transformation of its judicial infrastructure. This momentum has enabled us to significantly reduce backlogs in both civil and criminal proceedings, and we are confident in our ability to meet the targets set for 30 June 2026.

However, challenges remain—particularly with regard to *Disposition Time*, the average duration of judicial proceedings. While resolution times have improved, this metric is inherently dynamic, fluctuating daily and sensitive to legislative changes and case inflows. For instance, the recent enactment of Decree-Law No. 145 of 11 October 2024, concerning international protection, migrant labour, and judicial procedures, has led to a surge in new cases. This has placed considerable pressure on judges who had been successfully reducing existing workloads.

Italy has also embarked on a new phase of recruitment, ending a two-decade-long hiring freeze. Our judicial offices are now welcoming a new generation of professionals—technically skilled, theoretically prepared, and full of youthful enthusiasm. Yet, this positive development has not been without its complications. The broader public administration sector has entered into competition for young talent, and the justice system has struggled to attract candidates due to:

1. **Lower average remuneration** compared to other public bodies;
2. **Short-term contracts** offered under the PNRR, which lack guarantees of continuity;
3. **Limited career progression** for administrative staff within the justice sector.

Despite these obstacles, Italy has equipped itself with the technological and human resources necessary to deliver justice with efficiency and integrity. The decisive factor, however, will be political: how resources—always finite—are allocated. It is this choice that will determine whether the Italian justice system becomes a model of excellence or a source of concern.

Artificial intelligence is already a reality on our tables. At the moment only as support for jurisdiction and administration. But it is necessary to rethink the organisational models. Because much sooner than we think, if we don't reorganise, we'll be overwhelmed. Losing duties and functions of the judgement and administrative staff.

Thank you for your attention.



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