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Assistance to the Rehabilitation of the Lebanese Administration

Republic of Lebanon
Office of the Minister of State for Administrative Reform
Center for Public Sector Projects and Studies
(C.P.S.P.S.)

Final Report

Training Needs Assessment of 5 Ministries and one Institution of the Lebanese Government

**Senior Training Needs Assessment Expert
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List of People Met

NAME	POSITION
Aadel Choueiry	Director General, Ministry of Agriculture.
Fawaz Khoury	Training Officer OMSAR.
Hala Shekhaiba	NIAD/IPA.
Issam Hobb Allah	Director General, Ministry of Economy and Trade.
Moussa Gedeon	Director General, National Employment Office.
Mr Romanos	Head of Personnel, Ministry of Public Health.
Rahif Hajj Ali	Senior Policy Analyst OMSAR.
Raymond Khoury	Director, Technical Cooperation Unit, OMSAR.
Roula Kabbani	EU Project Co-ordinator OMSAR.
Samir Badr	Head of pre and post entry training NIAD/IPA.
Walid Aamar	Director General, Ministry of Public Health.
Atef Merhi	Director, Institutional Development Unit, OMSAR.
Sister Aline Azzi	Director of the Quarantine Hospital Ministry of Public Health.
Hend El Khatib Oueidat	Assistant Policy Analyst OMSAR.
Melissa Cardahi Zeitoun	Assistant Policy Analyst OMSAR.
Atef El Hajj	Head of the Extension, Education and Training Service, Ministry of Agriculture.
Alaa Daher	Head of Statistics & Economic Studies Service, Ministry of Agriculture.
May Rizkallah	Head of Diwan Service, Ministry of Agriculture.
Mustafa Rustom	Head of Import & Export Bureau, Ministry of Agriculture.
Mona Siblini	Agronomist, Ministry of Agriculture.
Lamia El Toum	Agronomist, Ministry of Agriculture.
Antoine Eid	Head of the Diwan Service, Ministry of Economy and Trade.
Therese Moubarak	Head of Personnel Bureau, Ministry of Economy and Trade.
Jamil Fakih	Head of Price Section at the Consumer Protection Service, Ministry of Economy and Trade.
Rita Mahfouz	Grade Three Head of Insurance Body Bureau. Ministry of Economy and Trade.
Ali Mohamed Issa	Grade Three Head of Anti-Monopolisation Section Ministry of Economy and Trade.
Nabil Nicolas Matar	Grade Three Head of Jewellery Section. Ministry of Economy and Trade.
Mohamed Sadek	American University of Beirut.

Simon Jabbour	Grade Three Consumer Protection Section Ministry of Economy and Trade.
Raphael Hanna Elias Harb	Grade Two, Head of Insurance Body Bureau Ministry of Economy and Trade.
Roger Georges Hamouch	Ministry of Public Health.
Elias Nasr	Ministry of Public Health.
Marie Edouard Wahch	Ministry Of Public Health.
Dolly Youssef Feghali	Grade Two National Employment Office.
Therese Chahine	Grade Three National Employment Office.
Hussein Chalhoub	Grade Three National Employment Office.
Ghada Elie Dahdouh	Grade Three National Employment Office.
Mona Ghattas	Grade Two National Employment Office.
Magida Hatem	Grade Three National Employment Office.
Hanadi Mohamed Bekdach	Grade Three National Employment Office.
Ghada Al Nashef	Grade Three National Employment Office.
Abdallah Ajouz	Grade Two Ministry of Public Health
Hasson Hammoura	Grade Two Ministry of Public Health
Marlene Paoli	Grade Two Ministry of Public Health
Maurice Antonios	Grade Two Ministry of Public Health
Samir Hankir	Assistant Policy Analyst OMSAR
Andre Amiouni	Assistant Policy Analyst OMSAR
Lamia El – Moubayed	Director Institute of Finance

In addition there were some fifteen unidentified people at a meeting of the National Employment Office.

List of Abbreviations

ARLA	Assistance to the Rehabilitation of the Lebanese Administration
AUB	American University of Beirut
CSB	Civil Service Board
CSC	Civil Service Council
DG	Director General
EC	European Commission
HRD	Human Resource Development
IDU	Institutional Development Unit of the Office for the Minister of State for Administrative Reform/Development
IPA	Institute of Public Administration
MSCs	Management Support Consultancies
NIAD	National Institute for Administrative Development
OMSAD	Office of the Minister of State for Administrative Development
OMSAR	Office of the Minister of State for Administrative Reform
PMC	Project Management Consultancy
TCU	Technical Co-operation Unit of the Office for the Minister of State for Administration Reform
TNA	Training Needs Assessment
TNI	Training Needs Identification
ToR	Terms of Reference

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1. Introduction and Background Information

The assignment was originally two one month missions which were to look at a training needs identification exercise within three or four government ministries / public institutions and then subsequently design a training strategy aimed at fostering the Public Administration Reform.

Upon arrival of the expert in Beirut, the second mission was postponed and the training needs assessment was extended to a two - month mission. The purpose of the mission remained geared to the design of a general training strategy for Lebanon in the context of public administration reform. For this reason the findings of this mission as regards the public institutions selected are not intended to be directly leading into a training programme for these institutions. They are to be seen as case studies, samples of training needs that are prevalent in institutions in Lebanon; the findings are to lead into another mission of the PMC, namely the design of an overall training strategy.

Annex 1 presents the views of the Expert on the general purposes of Training Needs Assessments.

During the first week of the first visit the Expert met with various officials of both OMSAR and PMC to discuss his Terms of Reference and identify the Government Ministries and agencies that he would be working with to facilitate the study.

Annex 2 presents the Terms of Reference for the mission.

Also during the first week of the first visit the Expert met with Mr Badr and Mrs Shekhaiba of NIAD/IPA, who presented useful information about the role and the activities of the Institute. The four government departments/agencies that were selected by OMSAR and the NIAD/IPA initially for a questionnaire survey were the Ministry of Economy and Trade, the Ministry of Agriculture, the Ministry of Public Health and the National Employment Office. Initial visits were undertaken with the Director Generals from each of these organisations during the second week of the first visit. At that stage it became apparent that there was an expectation from these bodies that once identified these training needs should be met. At that stage, on the request of OMSAR, two more ministries were also added to the questionnaire survey: the Ministry of Social Affairs and the Ministry of Transport. Although the findings of the questionnaires were analysed, these ministries were not visited by the Expert.

Following the initial meetings a seminar was held at the OMSAR to introduce the general concept of training and the particular activity of training needs identification. Representatives of all four main organisations attended the meeting together with delegates from NIAD/IPA and officials from OMSAR and PMC. An agenda for the seminar appears at Annex 5 of this report and the slide presentation given can be found in Annex 15. At this seminar it was accepted that the organisations concerned should be

visited again and both Jobholders and Line managers should be introduced the TNI questionnaire. This was subsequently done.

Apart from this preparatory work discussions were held within PMC as to the situation with regard to the Lebanese administration in general and the position with NIAD/IPA in particular. It would appear that throughout the Lebanese administration that Job descriptions and specifications do not exist in the same way as for instance in Western Europe. Standards of performance are at best not explicit and at worse are positively confusing. There are situations where a government official processed a form from a member of the public and then had to have his work checked/recalculated by a further five officers. Many of these checks or audit processes can be (and indeed should be) driven by external audit and/or information technology. Clearly there is a need to reassess the actual functions of ministries, section/division and individuals, such as is being undertaken through ARLA. Once these have been assessed and streamlined, then training needs identification must become a standard procedure.

Upon returning to Beirut in January 2001, the completed questionnaires had been translated by OMSAR. Following a paper sift of the information contained within these documents several people from each ministry were selected for interviewing. The resulting interviews together with the information from the questionnaire are the basis for the findings of this report.

Before presenting these findings, the Expert would like to thank all his colleagues in OMSAR and PMC particularly Mrs Melissa Cardahi Zeitoun (who is responsible for Annexes 7-10 of this report), Mrs Hend El Khatib Oueidat (who is responsible for Annex 6 of this report) and Mr Nazih El Jor who have accompanied the Expert to many meetings and have given valuable advice as to the way forward and indeed other Lebanese Government officials for their help with this mission.

2. Fact Finding

The Job Holders TNI Questionnaire is copied into Annex 3, the Line Managers TNI Questionnaire in Annex 4. The sample selected of the four institutions: the Ministry of Public Health, Ministry of Economy and Trade, the Ministry of Agriculture, and the National Employment Office, is presented in detail in Annexes 7 thru 10.

The findings of the questionnaire survey conducted can be categorised into two needs areas, common training issues across more than one ministry and ministry specific training requirements.

A. Common Training Issues

Several generic training issues came to light. The first was the matter of computer training.

1. Computer Training

Perhaps not surprisingly the distribution and use of computers is haphazard. In many situations computers are issued to senior managers almost as a status symbol rather than as a business tool. In all ministries routine administrative work could and should be computerised. For instance, in one ministry a grade III official was interviewed whose job was to look after the leave documentation of 250 members of staff. This documentation existed in manual form. Consequently the official spent a large part of her working day searching for files which other officers had acquired to perform other administrative tasks. If these kinds of functions were to be computerised (preferably on a data base so that several officers could access the same file at the same time) then this officer's current job would be reduced to that of simple tasks which would take a few minutes each day rather than the forty plus hours it currently takes. This situation exists while the head of the section that this official works in has a computer on his desk which was seldom used.

Computers are just another business tool and as such should be allocated where there is a defined business case for their use and not given on the basis of grade and/or status. As far as computer training is concerned it should be given to do the task(s) required and not a "blanket" course that includes several computer applications. It is pointless to send someone on a training course to learn about spreadsheets if the person concerned is not involved in using spreadsheets in their everyday job or tasks. In many cases training is included in the price of computer hardware and/or software. These training packages should be used to the maximum. In the questionnaires the following computer related training was identified: -

- Oracle
- CGI
- Excel
- Word
- Access
- and Internet training

2. Management Training Requirements

Across the four ministries that were seen there was almost a total absence of management training. Because of the absence of goals, objectives and key result areas the management style tends to be reactive to crisis rather active in terms of the planning and monitoring of outputs.

A wide range of management skills will be required. As registered by the questionnaire survey and subsequent interviews these would have to include:-

- Strategic and operational planning
- Decision-making
- Leadership
- Crisis management
- Budget management
- Policy analysis
- Negotiating skills
- Objective setting
- Recruitment and selection skills
- Influencing skills
- Management of change

3. Other Generic Training Needs

Several other generic training needs surfaced in the course of the investigation. When people start their careers in the public administration there does not seem to be a formal induction process at departmental level. In fact there are several "generic" training needs which do not come under the heading of either management or computer training but never the less are a requirement across the Lebanese administration. These include: -

- Business English
- Induction training
- Customer care
- Presentation skills
- and Team building events

The last item in this list is of some interest. Many government officials met seem to be suffering from poor morale. Team building events delivered by skilled trainers can help this situation.

As far as Business English is concerned this is an example of a training need which can be contracted out to organisations like the British Council or private language schools. But again this should be done on a current job needs basis and not on the basis of career advancement. The issues of customer care and presentation skills are again present across the Lebanese administration.

B. Ministry/Agency Specific Training Requirements

Ministry of Economy and Trade

A total of 35 questionnaires were received from a total of an original number issued of 32 (an increase of 3). The number of people who were interviewed was 8. It was at this ministry that the computer allocation seemed mismatched. One manager was interviewed who had a computer on his desk which had been allocated because of his grade and status. In close proximity there was a grade three officer who did a repetitive job which involved entering people's personnel records into manual paper files. By reallocating the computer to this officer and putting a simple programme together it would be possible to do her work in a fraction of the time.

Principal training requirements for this ministry as indicated by the questionnaire survey include the following: -

- Insurance law
- Quality assurance standards
- Fraud detection and avoidance
- Price control
- Consumer protection
- Trade analysis methods

Ministry of Agriculture

At this ministry a total of 21 questionnaires were received out of 29 issued. Of this number returned a total of 7 officers were interviewed. Many of the management training issues mentioned above occurred at this ministry as well. For instance there was a mismatch in terms of personnel recruitment. One of the people interviewed here was responsible for licensing veterinary drugs. He was neither a pharmacist, veterinary surgeon nor human physician. His background was one of general agriculture and not that of a drugs specialist. Indeed the only way he could do his job was to copy the decisions that the European Union and the United States of America make on such issues. This calls into question the personnel function and how it operates at ministry level. It suggests that the personnel and training functions should be decentralised to the Ministries so that mismatches in recruitment could if not be eliminated or vastly reduced. There are indications that this option has already been agreed in principle on some occasions.

The ministry training needs as recorded through the questionnaire survey and the interviews can be listed as follows:

- Directives of the WHO & FAO
- Drugs classifications and registrations
- New agricultural methods
- Development of new crops
- Interpretation of agricultural statistics
- Communication and co-ordination skills

Ministry Of Public Health

A total of 23 questionnaires were received back out of 30 forms that were issued. 8 people were interviewed. One of the major issue here was the relationship between the public sector ministry and both private and public sector hospitals. Training needs as highlighted by the questionnaire survey and substantiated through interviews include: -

- Performance management
- Contract management
- Formulation of health policy
- Preventative medicine
- Continuous professional nursing development
- Public private partnerships

National Employment Office

All 25 questionnaires dispatched were received back from the head office of the NEO and the Beirut Bureau. The number of officers that was interviewed subsequently was 8. A sophisticated computer "matching" service was identified, which would bring job seekers and vacancies together. A need was identified for help with knowledge around the issues of how to assist jobseekers find employment and the marketing of services to employers.

The following training needs were identified through the questionnaire survey and subsequent interviewing:-

- Vocational guidance techniques
- Interviewing skills
- Marketing skills
- Principles of self-employment
- Principles of CV construction
- Active employment methods
- Financial laws and regulations

A small informal workshop was delivered to the staff of the bureau in Beirut on the Expert's experiences within the British employment service.

Findings on training needs in two other Ministries

Two sets of questionnaires were received from ministries over and above the initially planned sets of public institutions, on the request of OMSAR. The results of these were analysed, but interviews on the basis of the results could not take place due to lack of time. The two ministries concerned were: -

Ministry of Public Works and Transport

A total of 8 completed questionnaires were received. Based on the questionnaire received only, the following appear to be training needs:-

- Application of international regulations of Malmo Maritime Institute in Sweden
- Property management.

Ministry of Social Affairs

A total of 10 completed questionnaires were received. As in the case of the Ministry of Transport interviews were not undertaken subsequently. The training issues here appear to be:-

- Managing meetings
- Project management.

The Position of the National Institute of Administrative Development / Institute of Public Administration

The NIAD was originally established as an integral part of the CSB and was entrusted with the main task of improving the quality of civil servant through the preparation of candidates for jobs in the public service and the training of existing government employees. In May 2000, a law was passed which changed the status of NIAD to an autonomous agency under the tutelage of the CSB and introduce some minor changes in its functions.

The position of NIAD/IPA is crucial to the long-term sustainability of a training and personnel infrastructure. Since May 2000 the Institute has changed its title, legal status and some function although at the time of writing this report it is still unclear as to the appointment of a supervisory board and actual aims and objectives of the new body. It has therefore continued in much the same fashion as its predecessor in preparation of civil servants for initial appointment and there after promotion. Both these preparations would seem to be largely focused on the law and the responsibility of civil servants to it rather than the skills required to do the job. The "management" training that is provided tends to be based on lectures in large groups around management issues rather than on training courses that lead to behavioural change.

The Institute's current capacity to deliver training is questionable. It would appear that only a few trainers actually deliver the present training courses, who are occasionally assisted by other people on a casual basis. This situation has on the one hand led to long waiting lists of people wishing to undertake the promotion courses. It has also led to officers taking the courses when a place becomes available rather than when it is needed.

If the Institute is granted a greater degree of autonomy it will be in a better position to determine the policy of training and also provide training for the most senior civil servants.

Findings of a Training Needs Workshop that took place in July 2000

As a last part of the fact finding of this mission, the Expert wishes to draw attention to the findings of the below mentioned workshop that took place on the same subject a year before.

Workshop Organised by the Office of the Minister of State for Administrative Reform in Co-operation with the Civil Service Board on "Human Resource Management in the Public Sector" dd 18-20 July 2000

The 16 recommendations that stem from the Workshop can be found in Annex 14 of this report, and substantiate many of the issues that the current mission addresses.

In the interest of the current mission, the following speaking notes can be quoted:

*"The importance of defining aims and objectives – knowing what the organisation is there to do is a prerequisite of changes in HR systems
Top management commitment – people resist change and they are quick to identify any lack of commitment at the top. A question for you is: are you serious?
Consistency and persistence – are key to managing change successfully. HR management is only part of the picture, albeit a very important part. Balance between delegation and central control – give freedoms to managers but be clear what is retained at the centre e.g. management of the senior people. Learn from good practise – avoid the "not invented here syndrome" and try to promulgate good practice to speed up learning what works well
Communicate, communicate, communicate"*

It would appear that the agreed recommendations have not been implemented as yet.

3. Analysis

The main problems that arise from the questionnaire survey and subsequent interview phase are the following:

- Lack of Job descriptions and specifications.
- Over reliance on checking of individual tasks (in some cases over 10 checks for one operation).
- Absence of an appropriate personal performance appraisal process.
- No evidence of job or organisational performance outputs
- Therefore no evidence of links between job performance outputs and the training functions.
- At functional organisation level there is little evidence of a formal training structure.

If these issues are not addressed then one can be sceptical as to whether the training needs identification exercise as discussed in the previous section will bear fruits.

The recommendations of the Workshop organised by the Office of the Minister of State for Administrative Reform and The Civil Service Board that appear at Annex 14 of this report are a good starting point to initiate Training/Personnel/HRD reform. These recommendations need to be implemented forthwith, and only if this is done, the training identified has a chance of success.

They are in the view of the expert a basis on which to start the design of a general training strategy in the context of public administration modernisation in Lebanon.

Within these recommendations there is a call for devolvement of the personnel and training functions. This is not totally a revolutionary thought, as a training section already exist at the Ministry of Finance. A recent proposal is now trying to place this institute back at the centre with IPA. This may not be wise.

4. Conclusions and Recommendations

Conclusions:

- The TNI should not be treated in isolation but included in the analyses of the whole question of training strategy, infostructure and training delivery.
- The Government of Lebanon should consider the introduction of a National Training Policy to cover all government departments and agencies.
- There is a need to introduce job descriptions and specifications across the Lebanese administration.
- Linked to this there is a need for more orientation to the purpose of jobs (outputs) and not just the internal audit function (checking).
- Once job descriptions and specifications are in place which include job performance outputs then a relationship with the training function should be established.
- ✓ • These job performance outputs should be reviewed on a regular basis in line with organisational requirements.
- Access to the training function should be via a personal performance appraisal scheme which should be available and mandatory for all employees of the Lebanese administration irrespective of grade.
- The management of change is always difficult and although it is often clear what needs to take place, resistance comes usually from people unwilling and/or unable to go through the pain that accompanies these scenarios.
- The position and purpose of IPA is crucial and needs careful consideration as to its future role. It should have a delivery role in training senior Civil Servants in areas like policy analysis and strategic thinking and an influencing role in the formulation of policy on HRD. On this basis it would in effect become a "Senior Management College".
- Across the Lebanese administration the training community seems weak in terms of the quantity of training resources. The approach taken to training issues is to adopt the old-fashion delivery method of lectures rather than a participative training format. The latter should be focused upon in the new training systems to be developed.

Recommendations in the context of ARLA:

- Introductions are needed of objectives and targets at the organisational level for all public sector institutions in Lebanon
- Introduction of job specifications and descriptions throughout the public sector.
- Introduction of an appraisal scheme to include the assessment of objectives and targets.
- Establishing personnel and training sections in each ministry to be responsible initially for the appraisal scheme, recruitment & selection and staff training. (This means the implementation of the recommendations from the workshop on Human Resource Management (Annex 14))

- Within the newly formed Personnel and Training sections in the “ARLA Ministries”, to identify and train 2 people as trainers. Who once trained as trainers could network with colleagues within other ministries to form a training task force designing and delivering (with PMC help) training in areas like job description and specification, induction and eventually the management issues.
- The trainer training should be delivered in Beirut through the PMC. The task force should number about 20 initially and following initial trainer training a study tour should be undertaken to two countries (one West European and another within the region for the purpose of illustrating how modern participative training methods operate in practice).
- This strand of the project should be linked to other strands where it is logical to do e.g. the PMC’s activities such as Performance Improvement Planning and Training should be linked as the work is interconnected
- The idea of establishing a Senior a Management College at IPA should be considered.

Annex 1 The general purpose of Training Needs Assessments

In the view of this Expert, the purpose of the Training Needs Assessment (TNA) is to ensure that: -

- future training will be relevant and therefore effective.
- resources will be better used, and not wasted.
- learners will be motivated because training is meeting perceived needs.
- help is given to the organisation at the point where it is needed.
- managers are more committed to training because training can be perceived as meeting needs and providing value for money.

There are two distinct parts to the process

1. Primary identification: perceiving a situation exists which merits further analysis.
2. Secondary identification: an in – depth analysis to establish the shortfall in precise terms and how training can help.

Training should aim to improve performance where a deficiency exists. But training is not the answer to every deficiency. There could be several solutions.

A thorough diagnosis to determine the root cause of the problem is crucial to the success of the training intervention.

Diagnosis should reveal the:

- nature of the problem
- knowledge, skills and attitudes required
- training gap
- target population

Primary identification frequently prompts the intervention. It may come from senior management, line managers, pressure from jobholders in response to changes in policy procedures practices etc. or recruitment transfer or promotion of jobholders. Frequently it is based on the need to reconsider delivery, content, methods etc. of existing changes in resources or target group (size or level).

Secondary identification is the next stage and invites a series of steps.

1. Obtain/produce a Job Description

- title
- department
- function

- responsible to
- authority over
- duties/responsibilities

2. Job Specification

- exact job title
- number of people doing the job
- main tasks and occasional tasks
- objectives
- key result areas
- performance standards, minimum and desired
- conditions under which the job is performed
- responsibilities in terms of:
 - ensuring objectives are met, standards attained
 - people (staff, clients etc)
 - equipment
- aspects which cause difficulties
- ways in which the job may change

The vital parts for analysis are:-

Main/occasional tasks, a step-by-step account of what the jobholder does, listed in any logical way

- importance
- subject matter
- chronologically

Key areas, are these congruent with the task list?

Performance standards to identify depth of knowledge, level of skill required.

3. Job Analysis

From the Job Specification tasks can be analysed in terms of knowledge, skills and attitudes.

Knowledge

background information/facts needed to do the job.

Skills	physical/psychomotor e.g. machine deciding, and calculating.
Attitudes	behavioural i.e. the preferable feelings/state of mind in order to do the job.

4. Target Group

To determine the Training Gap it is necessary to analyse where the target group (in this case civil service grades 2 & 3) is likely to be in terms of knowledge/skills/attitudes. Without this at a later date it will be unlikely that we will be able to provide the training at an appropriate level, the training objectives will not be realistic and both jobholders and line managers will be disillusioned with the training intervention.

Proper analysis of the target group will identify the inevitable variations in their knowledge of skills. This is vital to the design of the intervention, which will need to include strategies to accommodate this.

Standards of Performance:

A statement of conditions that will exist when the required result is being satisfactorily achieved. We are looking for the end result of actions rather than a series of actions to be performed. It may help to frame a standard of performance by starting with "I will be performing effectively in this area when....."

Standards will be: -

Measured

Quantitative and expressed in terms of budgets, costs, numbers, dates etc. They can refer to any of any combination of

Quantity	-	How many, how much, how often.
Time	-	How long, by when.
Cost	-	Within budget
Quality	-	In specific terms: made to what standard, what % waste, what numbers passing inspection.

Sound performance will be:-

Measurable
Quantitative
Specific
Results centred
Individual
Realistic
Time bound
Reasonable

They may be expressed in different terms.

Historical comparing current with past performance.

Comparative relating to an external measure (e.g. when my unit cost is lower than the departmental average).

Positive identifying an increase/improvement (e.g. when I come up with at least 3 alternative options).

Negative identifying a reduction (e.g. when there are no more than 3 complaints each month).

Zero identifying a cessation of occurrences (e.g. when there are no instances of....).

Key areas and standards will not change over time unless the results required from the job change.

Targets: Will be discrete and replaced once met/completed. They can best be defined as a series of objectives designed to ensure performance standards are met.

They derive from the key result areas and job performance standards and their achievement will be measured by a set of agreed performance standards. Comparisons of performance against standards in key result areas will lead to specific agreed targets and actions. Discussions about personal development will lead to agreed personal targets.

Targets are measurable objectives for action which will enable the jobholder to meet job performance standards.

Annex 2

Terms of Reference Short Term Training Expert ARLA-PMC Project

Background Information

With the changes in the ARLA core team structure brought about by the latest proposals of the Minister of State for Administrative Reform in his letter of July 13th, 2000 and later confirmed by the EU Delegation, the long term position of the Senior Training Expert has been altered to incorporate various short term missions by senior short term Training Experts. These experts will be primarily involved in training on Public Administration related issues such as:

- I. Regulatory Reform
- II. Reorganization of Central Government
- III. Civil Service Reform
- IV. Performance Oriented Public Sector Management

The Short Term Training Expert proposed here has been justified and budgeted for in the July 2000 - June 2001 Work Plan as represented in the corresponding budget under Component PM, Project TR – 1 (Training Strategy/Training Development – Activity # 1, Training needs assessment in selected public agencies)

Proposed specific objectives of the mission

The Expert will conduct a survey in selected public agencies for the purpose of determining the kinds of training to be offered throughout the public services institutions. This assessment, along with highlighting the training needs which exist within the Lebanese public administration, shall lay the foundations for a sound training strategy in line with the country's administrative modernization programme. The needs assessment will cover a wide range of Public Management concepts such as policy analysis, management development, institutional/organizational development, control/audit systems, human resources development, public relations, training management, Information and Communication Technology and other training needs of the selected agencies.

Main activities to be undertaken

The planned tasks of the Training Expert shall be the following:

- I. In cooperation with OMSAR, setting qualifying criteria to be adopted in the identification of 3 or 4 public agencies on which to carry orientative training needs assessment;
- II. Conducting a survey concerning the needs for training in the public service. This includes the collection of information related to training activities in progress or completed in the recent past. It also involves looking into the future and preparing both short-term and long-term estimates for training to meet anticipated needs;

- III. Calculating training needs in terms of the present strength of the civil service or an anticipated expanded civil service in the context of the country's administrative development programme;
- IV. Establishing the framework within which the training needs assessment shall take place by determining the employee grade level (s) to be targeted, the skill type to be considered and degree of ability required of the employees;

Conduct the appropriate job analysis exercise necessary at each of the identified public institutions through meetings with targeted employees, observing their performance and reviewing the output of their required tasks within the framework of their job descriptions and performance evaluation standards, if any.

Location

OMSAR offices and other locations as deemed necessary.

Profile of the expert

The Short Term Training Expert will have an advanced degree in Organizational Development or related field with a minimum of 15 years profound knowledge and experience in the design and implementation of training and development programmes for public sector institutions. The expert should further have established accomplishments in training programmes for the public administration (design of training policies, diagnosis of training needs, evaluation of training programmes, delivery of training courses, etc.).

Expected duration & start date

2 man – month starting November 2000.

Expected outputs

- I) Comprehensive report on findings of the sample public agencies in relation to their training needs assessment with the aim of designing a training strategy at a later stage;
- II) Recommendation for future action to maintain continuity and effectiveness of intended results;
- III) Mission completion report

Reporting arrangements The expert is expected to submit a standard mission report at the end of his/her mission.

Annex 3

Job Holders TNI Questionnaire

For the purposes of undertaking a Training Needs Identification (TNI) exercise please complete this questionnaire as completely as possible and return to the person who is named at the end of this document.

Job Details

Job title:

Grade: -

Section/department: -

What is your job function?: -

Job title of line manager:

How many staff reports to you? : -

Number of years doing the Job: -

Number of years in the Ministry/Agency: -

Number of years in the Civil Service (if different): -

Training received for current Job: -

.....
.....

What are your main tasks?: -

.....
.....

What are you responsible for in terms of people (staff and clients), financial resources and premises?: -

.....
.....
.....
.....

How many other people in your ministry do the same type of job as you? :-

.....

Key Result Areas

What are the objectives of your Ministry/Agency?: -

.....
.....

What are the objectives of your office/section?: -

.....
.....
.....

What are the objectives for your job?: -

.....
.....

Job Performance

What are your occasional/secondary tasks?: -

.....
.....

What are the performance standards in your job?: -

.....
.....

What aspects of your job cause you difficulties?:-

.....
.....

In what ways is your job likely to change?: -

.....
.....

What are the major specific training needs you would like to have to improve your work?

.....
.....

Thank you for completing this questionnaire

Please return to-----

Annex 4

Line Managers TNI Questionnaire

For the purpose of undertaking a Training Needs Identification (TNI) exercise please complete this questionnaire as completely as possible and return to the person who is named at the end of this document.

Job Details

Job Title: -

.....

Grade: -

.....

Section/Department: -

.....

What is your job function?: -

.....

How many staff reports to you?:

.....

Number of years doing the job: -

.....

Number of years in the Ministry/Agency: -

.....

Number of years in the Civil Service (if different): -

.....

Setting Performance Standards

Rate the following in order of importance from 1-4 (1 is most important 2 is next and so on): -

Quantity

Time

Cost

Quality

What are the major influences in setting standards?: -

.....
.....
.....

Where do standards originate from?: -

.....
.....
.....

Monitoring Actual Performance

How do you monitor your sections/departments performance?: -

.....
.....
.....

How do you monitor individual members of staff's performance?: -

.....
.....
.....

If staff are currently under performing how do you rectify this?: -

.....
.....
.....

Managing Change

What changes do you see in the future operation of your Ministry/Agency?: -

.....
.....
.....

What changes do you see in the future operation of your section/department?: -

.....
.....
.....

What are the major training needs which you feel that your staff need to have?

a) Technical issues (which probability only applying in your ministry/Agency): -

.....
.....
.....

b) Management issues (including computer training applications): -

.....
.....
.....

Thank you for completing this questionnaire
Please return to

Annex 5 Agenda Seminar on Training Needs Identification/Analysis
Wednesday 6th December 2000
OMSAR - Starco Building

10.0 Welcome, Domestics and Introductions

The Work of the (and connection with) the Institute of Public Administration
(Civil Service Board)

10.30 Explanations about the roles of OMSAR and ARLA

Input on what is training and it's place in managing modern organisations.

Objectives of Training Needs Analysis and outcomes

The benefits of using a structure approach to training needs identification

11.00 Break

11.30 Introduction of two questionnaires to be completed by: -

- Job Holders
- Line Managers

12.30 Working in two groups to modify/redesign the questionnaires before they are distributed to staff.

1.0 Feedback from questionnaire session

1.20 Action planning – What is the way forward?

2.00 Close, Good Bye and Home

Annex 6 Meeting with the Head of the Pre and Post Entry Training at the Civil Service Board

Purpose: Training Needs Assessment

Attendants: From the CSB side:

- Samir Badr (head of the pre and post entry training Directorate)
- Hala Shekhaiba; Head of the pre and post entry training service and at the same time Director of the NIAD or IPA institute

From PMC side:

- Nazih El Jor
- John Butler

From OMSAR:

- Hend El Khatib Oueidat

Date: 23-11-2000

- Under the ARLA project training is going to be offered in two ways:
 - One through inter-ministerial conferences for grades one civil servants in areas covering management skills, interpersonal skills, communications skills, leadership, etc...
 - The other through specialized training offered to the various grades civil servants, based on the Training Needs Assessment
- Upon a previous discussion with OMSAR, there was a suggestion to start the Training Needs Assessment on the following 4 entities: Ministry of Public Health, Ministry Agriculture, Research and Guidance Directorate and the National Employment Office. The OMSAR/PMC team made it clear that these are only tentative choices and any modifications to the side of adding or replacing any of those entities are welcomed.
- Once the meetings with the Directors General of the already chosen entities are over, then we will invite the persons responsible, designated by the DGS, to a one day seminar and distribute a kind of questionnaire and start gathering information about the problems faced in their work resulting from the lack of training.

The process is to start digging up whether people get little on the job training, and then start identifying the problems as to why the employee is not performing properly in his job.

- A practical proposal was raised by the Head of the pre and post entry training stressing on taking one agency instead of 4, through the NIAD, and start on identifying the training needs, and the result will be generalized to all other public agencies. However, the response to this solution was that the advantage of taking 4 instead of 1 is that it will give us the chance to go through, a learning from experience process. Even if the training needs assessment reveals training needs that are not within the mandate of the institute, the idea is to get to work together to expand the mandate.

- The point was made clear that this Training Needs Assessment is going to be offered also through the Institute of Public Administration (IPA). In this regard we need to pick ministries that are advocate to this process; once this is done, the longer-term agenda will be to what extent these departments are going to be able to implement the outcome of this Training Needs Assessment. It is important that at the end the IPA has to be responsible of this without any external help.

- The issue of training the trainers was raised, however, the counterargument to this point stresses on the centralization of the training system in the Lebanese government, that's why there was a kind of hidden rejection to this point.

- To start on the implementation of this TNA the Pre and Post Entry Training Administration needs to get a letter from OMSAR so that they will start contacting the ministries concerned (the work will be carried out through the IPA)

Annex 7 Sample Selection

Meeting at the Ministry of Public Health

Date: 7/12/00

Purpose: Determine the sample to fill the questionnaires

Attendants: Head of the Personnel Section at the D.G. Mr. Romanos
01/715773 –ext 102
01/615741
03-975093
Director of Quarantine Hospital Soeur Aline Azzi
01/442105/7/8
03/279249
Mr. John Butler
Mrs. Melissa Cardahi Zeitoun

We selected total number of 30 grade II and III employees to fill the questionnaires running across:

- The central administration (Directorate of Preventive Health Care, Directorate of Medical Care).
- Districts (mohafazas) hospitals.
- Autonomous public hospitals (Beirut-Quarantine hospital and Daher El Bachek-Mount-Lebanon).

Line managers:

NAME	JOB TITLE	GRD	AFFILIATION
Dr. Nabil Salam	Head of Preventive Health Care Service	II	Directorate of Preventive Health Care
Dr Abdallah El Ajouz	Head of Hospitals & Dispensaries Service	II	Directorate of Medical Care
Dr. Mohamad Ghamraoui	Head of the Public Health Service in North Lebanon	II	Director General
Dr. Ali Jaber	Head of the Public Health Service in South Lebanon	II	Director General (Tutelage)
Reverend Sister Aline El Azzi	Director of the Quarantine Hospital	II	Director General (Tutelage)
Dr. Roger Hamouch	D.G. Daher El Bachek (Mount Lebanon) Hospital		Director General (Tutelage)
			Total number 6

Job holders:

Location	Name	Job Title	Grde	Nb
Directorate of Medical Care	Dr. Fayez El Khalil	Head of Hospital Bureau	III	1
	Dr. Nasser Chahinne	Head of Hospitalization Cards Center	III	1
				1
	Mr. Maurice Antonios	Head of Administrative section for Hospitals	III	1
	Mrs. Amale Mansour	Head of Mother, Child and School Health Bureau	III	1
	Miss Peggy Hanna	Head of Health Guidance Bureau.		1
	Dr. Nada Ghosn	Head of Disease Control Unit		1

Location	Name	Job Title	Grde	Nb
Public Health Service in North Lebanon	Dr. Nafez Maaliki	Head of Public Health Section in Akkar	III	1
	Dr. Emile Najm	Head of Public Health Section in Zghorta	III	1
	Dr. Maurice Hoayeck	Head of Public Health Section in Batroun	III	1
Public Health Service in South Lebanon	Dr. Bilal Abdallah	Head of Public Health Section in Saida	III	1
Public Health Service in South Lebanon	Dr. Chawki Kattar	Head of Public Health Section in Jezzine	III	1
Computer Section	Mrs. Lina Abou Mrad	Analyst Programmer	III	1
Computer Section	Mr. Riyad Chami	Analyst Programmer	III	1
Beirut Quarantine Hospital	Dr. Hassan Ammoura	Chief of Radiology Section	III	1
Beirut Quarantine Hospital	Mrs. Roula El Ramy	Accountant	III	1
Beirut Quarantine Hospital	Mr. Suhaila Wehbe	Head of Admission Bureau	III	1
Beirut Quarantine Hospital	Dr. Marilynne Boustany	Head of Pharmacy	III	1
Daher El Bachek (Mount Lebanon) Hospital	Mr. Elias Nasr	Administrative and Financial Officer	III	1
Daher El Bachek (Mount Lebanon) Hospital	Ms. Colette Reaidy	Head of Pharmacy	III	1
Daher El Bachek (Mount Lebanon) Hospital	Dr. Jean Abou Fadel	Chief of Radiology	III	1
Daher El Bachek (Mount Lebanon) Hospital	Mrs. Rita Touma	Admission Bureau	III	1
	Rvd. Sister Marie Edouard	Senior Nurse	III	1
24				

Annex 8 Sample Selection**Meeting at the Ministry of Economy & Trade****Date:** 13/12/00

Purpose: Determine the sample to fill the questionnaires

Attendants: Head of the Diwan Service by interim Mr Antoine Eid 01/344546
 Head of Personnel Bureau Mrs Thérèse Moubarak
 Head of Price Section at the Consumer Protection Service Mr. Jamil Fakih
 Head of Fraud Control (Consumer Protection Service)
 Mr. John Butler
 Mr. Nazih El Jor
 Mrs. Melissa Cardahi Zeitoun

The questionnaires have been already distributed to all grade II and Grade III employees within the central administration and the regional bureaus.

The total number of questionnaires is 32:

- *9 grade II line managers.
- * 18 Grade III jobholders (bureaus and sections).
- *5 grade III controllers

Line managers

UNIT	NAME	JOB TITLE	GRDE	NB
D.G. of Eco. & Trade	Antoine Eid	Head of Diwan Service (by interim)	II	1
	Mary Bakhos	Head of Economy Service (by interim)	II	1
	Roufaël Harb	Head of Social Security Affairs Service	II	1
	Khalil Haddad	Head of Israel Boycott Service	II	1
	Adel Hoteit	Head of Consumer Protection Service (by interim)	II	1
	Salwa Rahal	Head of Intellectual Property Service	II	1

UNIT	NAME	JOB TITLE	GRDE	NB
Economy & Trade in the North Lebanon Service	Zoheir Hleiss	Head of Economy & Trade in the North Lebanon Service	II	1
Service of Economy & Trade in the Bekaa	Chawki Harika	Head of Service of Economy & Trade in the Bekaa	II	1
Service of Economy & Trade in Nabatieh	Ali Hayek	Head of Service of Economy & Trade in Nabatieh		1
				9

Job holders

UNIT	NAME	JOB TITLE	GRDE	NB
Diwan Service	Antoine Eid	Head of Personnel Bureau	III	1
	Ghazi Jaafar	Head of Financial Bureau	III	1
	Zahwa' El Majzoub	Head of the Complaints Bureau	III	1
Economy Service	Malek Assi	Head of Foreign Trade Bureau	III	1
	Mary Bakhos	Head of Companies Bureau	III	1
	Moussa Krim	Head of Market & Fairs Bureau	III	1
Social Security Affairs Service	Rita Mahfouz	Head of Social Security Commissions Bureau	III	1
	Nabil Srouf	Head of Control Bureau	III	1
Consumer Protection Service	Adib Chehadé	Head of Standards Bureau (by interim)	III	1
	Simon Jabour	Head of Fraud Control Bureau	III	1
	Ghassan Khaled	Head of Combating Monopoly & High Prices Bureau	III	1
	Ali Issa	Head of Combating Monopoly Section	III	1
	Jamil Fakih	Head of Prices Control Section	III	1
	Nabil Matar	Head of Jewelry Bureau (by interim)	III	1

UNIT	NAME	JOB TITLE	GRDE	NB
Service of Economy & Trade in North Lebanon	El Ham El Khobeir	Head of Section	III	1
Service of Economy & Trade in South Lebanon	Ali Chakroun	Head of Section	III	1
Service of Economy & Trade in the Bekaa	Kamal Chahine	Head of Section	III	1
Service of Economy & Trade in Nabatieh	Malek Jaber	Head of Section	III	1
				18

Annex 9 Sample Selection

Meeting at the Ministry of Agriculture

Date: 11/12/00

Purpose: Determine the sample to fill the questionnaires
05/455609
05/455474
05/455475

Attendants:

- Head of the Extension, Education and Training Service Mr. Atef El Hajj
- Head of the Statistics & Economic Studies Service (Directorate of Studies & Coordination) Mr. Alaa' Daher
- Head of the Diwan Service Mrs May Rizkallah
- Head of the Import & Export Bureau (Directorate of Animal Resources) Mr. Mustafa Rustom
- Agronomist (Directorate of Agricultural Resources) Mrs. Mona Siblini.
- Agronomist (Directorate of Agricultural Resources) Miss Lamia El Toun.
- OMSAR/PMC: Mr. John Butler
Mrs. Melissa Cardahi Zeitoun.

Some figures about the human resources at the ministry according to the Diwan:

Cadre	1186
Civil servants in post	605
Daily workers	365
Total nb of employees in post	970
Vacancies	216

We selected 29 II and III employees to fill the questionnaires running across:

Line managers:

Unit	Name	Job Title	Grde	Nb
Directorate of Agricultural resources		Head of Service of Plants and Forests	II	1
	Dr. Fadlallah Mounir	Head of Import and Export Service	II	1
Directorate of Animal resources	Dr. Samir Kheir El Dine	Head of Service of Animal Breeding	II	1
		Head of Economy, Manufacturing and Marketing Service	II	1
Directorate of Rural Development		Head of Rural Engineering Service	II	1
Directorate of Studies	Mr. Atef El Hage	Head of Education and Orientation	II	1
		Head of Economical Studies and Statistics Service		1
Director General	Mrs. May Rizallah	Head of Diwan Service	II	1
				8

Jobholders:

Unit	Name	Job Title	Grde	Nb
Diwan Service		Head of Accounting Bureau	III	1
		Head of Personnel Section	III	1
Education and Orientation Service	Mr. Fouad Fleifel	Head of Orientation Bureau	III	1
	Elie Ourfali	Head of Education Bureau		1
Economical Studies and Statistics Service		Head of Economical Studies	III	1
Statistics Bureau		Agronomist	III	1
Forest Service		Head of Forest Bureau	III	1

Unit	Name	Job Title	Grde	Nb
Rural Engineering Service		Head of Irrigation Bureau	III	1
IT Bureau (IT Service)		Engineer	III	1
Crops Service	Mr. Ali Berro	Head of Plantation Bureau	III	1
	Ms. Lamia El Toum	Agronomist	III	1
	Ms. Mona Siblini	Agronomist	III	1
Plant Protection Bureau (Plant Protection Service)	Ms. Halima Itani	Agronomist	III	1
	Ms. Jihane Saad	Agronomist	III	1
Animal Breeding Service (Animal Resources Directorate)	MR. Salim Masry	Engineer	III	1
Economy Service	Ms. Ave Khoury	Engineer	III	1
	Dr. Mustafa Moustom	Head of Import and Export Bureau	III	1
Animal Breeding Service	Dr. Abira Moudawar	Veterinarian	III	1
Agriculture Service in Mount Lebanon	Dr. Ghazi El Hakim	Veterinarian	III	1
Animal Health Service	Mr. George Frem	Engineer	III	1
	Mrs Abir Sirouan	Agronomist	III	1
				21

Annex 10 Sample Selection

Meeting at the National Employment Office

Date: 14/12/00

Purpose: Choice of the sample

Attendants: Large number of grade II and III employees (around 15)
Mr. John Butler (PMC- training expert).
Mrs. Melissa Cardahi Zeitoun (OMSAR).

Some issues and clarifications:

- *They should not be confusion about the purpose of this exercise: this an training need assessment and not determine a training program.
- *The purpose of the assessment:
 - Job performance standards
 - Better service delivery
 - Better use of resources
- *Information will be clustered and not on individual basis.
- *Most of grade III have no subordinate.

Nb of employees at the agency

Cadre	105
In post	42

The questionnaires have been distributed to all the grade II and III employees at the agency, so a **total number of 25 questionnaires**: 5 line mangers and 20 jobholders

**Annex 11 “Press Cutting” Al Safir Thursday 7th December 2000
Workshop on the Assessment of Training Needs Identification**

Al-Safir Thursday 07 December 2000

**Workshop on the Assessment of Training Needs in Public
Administration**

The Office of the Minister of State for Administrative Development, in cooperation with the Institute of Public Administration and the Civil Service Board, has organized a Workshop on the Assessment of Training Needs in Public Administration with the participation of the 2nd and 3rd grade employees of the Ministry of economy and Trade, Ministry of Agriculture, Ministry of Health and the National Employment Institute.

Mr. Samir Bader – Head of the pre and post entry training Directorate- explained the objectives of the workshop in strengthening the performance of the employees and developing their skills. Mr. Bader hoped that these meetings will lead to achievable recommendations.

Mr. Rahif Hajj Ali explained the role of OMSAD in formulating a Training Strategy and training the employees.

Then the EU Project coordinator Mrs. Roula Kabbani talked about the ARLA Programme.

The PMC Team Leader Dimitrios Sfikas gave a speech and Mr. John Butler the Training Expert discussed his training mission.

Annex 12

**Seminar to Deliver The Results of The Training Needs Identification
OMSAR - Thursday 15th February 2001**

9.00	Seminar Opening - Dimitrios Sfikas
9.15	Presentation of Training Needs Results by Ministry and of Generic Government Needs - John Butler
10.00	Break
10.30	Way Forward - Organisation Development Issues - John Butler
11.0	Open Forum
11.30	Conclusions - The Minister of State
11.40	Good Bye

Annex 13

Press reports from “Safir” and “Al- Sharik” on Results seminar

(Safir daily- 16 Feb. 2001)

Workshop on Training Needs in the Administrations:

The Office of the Minister of State for Administrative Development has organized a workshop on the Survey of Training Needs in the public administrations in participation and under supervision of the Pre and Post-entry Training Administration at the Civil Service Council in the offices of the OMSAD at Starco. Participants were employees from the Ministry of Agriculture, Ministry of Public Health, Ministry of Economy and Trade, and the National Employment Office within the framework of the EU-funded ARLA Programme.

The Head of the Pre and Post-entry Training Administration at the Civil Service Council Mr. Samir Bader said that the goal of the workshop is to improve the performance of the employees in order to upgrade the level of the civil service and autonomous agencies. He appreciated the activities undertaken by the EU experts who are working on HRD.

The PMC Team Leader Mr. Dimitrios Sfikas who is responsible for the execution of the EU-funded programme made the opening speech. He emphasized the need for decentralizing training in the various sectors taking into consideration the IT requirements and the need for developing well-defined, accurate procedures according to which the selection of participants in the training programs is made.

Mr. John Butler, an EU Training Expert considered that it is important to take into account the organizational development, the will to change and the special needs of each administration in order identify the training needs.

(Al-Sharik daily- 16 Feb. 2001)

A Meeting at the Saad's Office on the Training Needs in the Public Admi

The Office of the Minister of State for Administrative Development has organized a workshop on the Survey of Training Needs in the public administrations in participation and under supervision of the Pre and Post-entry Training Administration at the Civil Service Council in the offices of the OMSAD at Starco. Participants were employees from the Ministry of Agriculture, Ministry of Public Health, Ministry of Economy and Trade, Ministry of Transportation and the National Employment Office. This workshop is in the course of the activities identified by the EU-funded ARLA Programme.

The workshop has presented the specialized training needs in the context of a general training strategy.

The Head of the Pre and Post-entry Training Administration at the Civil Service Council Mr. Samir Bader said that the goal of the workshop is to improve the performance of the employees in order to upgrade the level of the civil service and autonomous agencies. He appreciated the activities undertaken by the EU experts who are working on HRD. He said: "We, at the CSC, will not spare efforts to improve the performance of employees. Our doors are open to every modernization and development process. Our main concern is to make the employee reach the highest level of performance through training".

The PMC Team Leader, who is responsible for the execution of the EU-funded project, Mr. Dimitrios Sfikas talked about the importance of training in the administrative reform process since it is a main component in any change process. He emphasized the development of training plans based on real needs, decentralization of training in the various sectors taking into account the technological requirements and the need to develop well-defined, accurate procedures to select the participants in the training programs.

Then Mr. John Butler, an EU Training Consultant talked about the identification of training needs that are common among the various administrations. He considered that in order to identify the results of the training needs assessment in each ministry, we should take into account the organizational development, the will of change, and special requirements like the strategic and operational planning skills, decision making skills, crisis management, budget management, policy analysis, negotiation skills, computerization needs, vocational guidance techniques, interviewing skills and marketing skills.

Annex 14

Office of the Minister of State for Administrative Reform



Recommendations of the Workshop Organized by the Office of the Minister of State for Administrative Reform in Cooperation with the Civil Service Board on "Human Resource Management in the Public Sector" Under the Sponsorship of H.E Prime Minister Dr. Salim el-Hoss

Commodore Hotel 18-19-20 July 2000

Recommendations

1. Develop a modern civil service regulation inspired by the best practices in the countries that laid the basis for a dynamic human resource management. The aim is to achieve maximum efficiency in service delivery and work achievement within a framework of transparency, accountability, and updated basis for selection, appointment and transfer. The sought regulation shall stipulate the right of the civil servant to training, measurement of achievements, rewarding good performance, setting a code of ethics and putting an end to automatic progression.
2. Redraw the relationship between the Civil Service Board and the public administrations by amending the activities of the CSB. The Personnel Administration will be responsible, in addition to its current activities, for human resource management, especially in the fields of strategic planning, development of innovative HR policies with special emphasis on:
 - *Monitoring developments of civil service employment
 - *Forecasting future needs for positions and skills
 - *Mobilizing the energies of personnel in the public sector and motivating them to strengthen their ties with the administrations in an attempt to increase productivity.

In addition, the CSB shall delegate the daily functions of HRM, especially the assessment of training needs and coordination with the National Institute of Administration and Development.

3. Develop the Personnel Units in the administrations and public autonomous agencies. Human Resource Managers will be Heads of these units. The latter will seek to transform their unit from being traditional personnel administration units into human resource management units. These units will be responsible for developing a personnel database that contains all the necessary information that is required to retrieve HRM indices and criteria, such as:
 - The age categories;
 - Qualifications and specialization;
 - Skills and potentials;
 - Career paths;
 - Training needs;
 - Utilization of the performance appraisal system in various fields.

The above recommendation will lay solid basis for cooperation and coordination between the CSB and the administrations concerned in a variety of areas like:

- *Applying advancement and promotion as stipulated in the Civil Service Regulations;
- *Motivating personnel and mobilizing their skills;
- *Designing and updating job descriptions and position classification systems
- *Forecasting HRM issues (gestion prévisionnelle des effectifs) in order to maintain the balance between labor supply and demand.

4. Since it is the authority that supervises the proper application of the performance appraisal system, the CSB should insist on the Directors General to assume their responsibilities in applying the system successfully and effectively. The Directors General should make this clear for their assistants. It is hoped that the CSB will follow up the application of the system on field by authorizing a team of experts to support and direct the administrations, and remove obstacles.
5. The total compliance with the merit system, especially with regard to the filling of leadership positions (grade one), through the adoption of a specific mechanism.
6. Asserting the need for delegating some executive functions to subordinates in accordance with the principle of empowerment. This will better allow superiors to exercise their responsibilities for leadership.
7. Administrative leaders should give high priority to the application of the performance appraisal system in the public administrations since it provides the mechanism for putting the legal texts on advancement and promotion into effect. The results of performance evaluation must be utilized in many other personnel affairs (assessment of training needs, transfers, selecting prospective trainees, etc.). The outcome of the system is especially important for manpower planning. The latter is essential for maintaining balance between responsibilities and functions on one side, and the human elements on the other side. The results of the system can also be useful for discovering the potentials of employees for career development, and making sure that the right person is in the right position.
8. Linking advancement and promotion to the results of the performance appraisal system. The competent authority shall be committed to abide by the outcome of the training sessions when appointment of employees in grade two positions takes place.
9. Heads of units shall take the critical incidents' records of employees into consideration in order to guarantee an objective performance evaluation.
10. Training sessions must be organized for particular groups of superiors who are concerned with the implementation of the performance evaluation system in each public administration. These trainees shall in turn train the other heads of units in order to harmonize the application of the system. They should also be trained on the techniques of interviewing subordinates in a positive atmosphere of frankness and transparency. A framework of a new managerial culture must be set up that values work ethics, teamwork and development of the subordinates' performance, aside from the traditional superior-subordinate relationship and the hierarchical authority.
11. The continuous review of the performance appraisal system in order to develop and update it in the light of the international best practices.

12. Emphasizing the importance of pre and post-entry training in the development of the employees' potentials and skills in accordance with the scientific and technological changes that the public administrations face. It is essential to confirm the right of the employee to training and the responsibility of his/her administration for providing the necessary training.
13. Since it is a continuous process, training should be part of a strategy for civil service modernization. Training plans and programs should take into consideration the principles of flexibility and adaptability to the new sciences and technologies applied in the field of public administration. These plans should pay attention to the training needs of the public administrations and agencies in order to make them consistent with the strategy of the state for human resource management and development.
14. Design a variety of short-term training programs that meet the needs of harmonious groups of positions in order to develop the scientific skills and expertise of personnel and upgrade their performance. This training should not only be theoretical. The training programs must include work ethics.
15. Training should be directed towards all the managerial levels. Special importance must be given to the training of senior leaders who are responsible for change management, in addition to on-the-job training.
16. The academic institutions must participate in the development of training programs. Private training institutes can provide assistance in this respect. The training classes and laboratories should be fully equipped to gain the best results of the training sessions.

Annex 15 Slide Presentation from the Training Needs Identification Seminar

The following pages are copies of the slide presentation delivered by me to the staff of the selected ministries, OMSAR and PMC on Wednesday 6th December 2000.

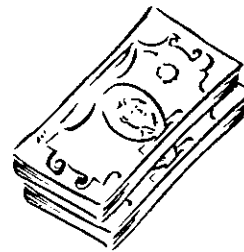
**Welcome
To
The Training Needs
Identification
Seminar**

Why are you here?

- To assist and contribute in the following activities
- Conducting a survey of training needs in selected ministries and agencies
- Making recommendations as to how the identified needs might be met
- Improving the performance of your colleagues and hence your organisation

Training should aim at improving
Performance
where a deficiency exists

Standards of Performance



- Standards will be referred to as one or more of:-
- QUANTITY
- TIME
- COST
- QUALITY

A well conducted training needs identification/analysis will ensure that:-

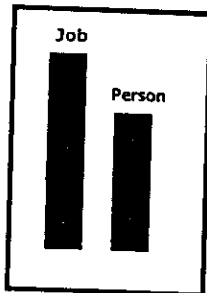
- Training will be relevant and therefore effective
- Resources will be better used and therefore not wasted
- Help is given to the organisation at the point where it is needed
- Managers are more committed to training because training can be perceived as meeting needs and providing value for money

Following identification/analysis a thorough diagnosis should reveal the:-

- Nature of the problem(s)
- Knowledge, skills and attitudes required to do a job or part of a job
- Training population (in this case grades 2&3)
- "Training Gap"

Training Gap

- All jobs are made up of knowledge, skills and attitudes
- All people who do jobs are made up of knowledge, skills and attitudes
- People's KSA are usually less than the Job's KSA and hence this is the training gap



Target Population

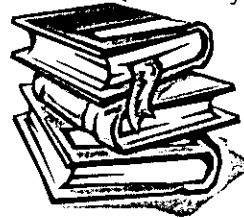
- In this case grades 2&3

Job Analysis

- From the job specification, tasks can be analysed in terms of knowledge, skills and attitudes

Knowledge

- Background information/facts needed to do the job or part of the job



Skills

- Physical/psychomotor e.g. machine operating
- Mental/cognitive e.g. analysing deciding calculating
- Social i.e. interacting with people



Attitudes

- Behavioural i.e. the preferable feelings/state of mind in order to do the job



Any Questions ?

The Two TNI Questionnaires

- Job Holders
- Line Managers

Good Bye and Thank you



Annex 16 Slide Presentation from the Training Needs identification Results Seminar.

The following pages are copies of the slide presentation delivered by me to the staff of the selected ministries, OMSAR and PMC on Thursday 15th February 2001.

Welcome to The Training Needs Identification Results Seminar

TNI Results Seminar

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Why Are We Here?

- ◆ To identify common training issues
- ◆ To give the results, confidentially of each ministry's TNI
- ◆ To discuss associated organisation development issues
- ◆ To discuss the way forward

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"Health Warning"

- ◆ None of what I am about to share with you will work unless and until there is:
- ◆ A will and desire to change
- ◆ Training capacity at ministry level to deliver

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Management Training Needs

- ◆ Strategic and operational planning
- ◆ Decision making
- ◆ Leadership
- ◆ Crisis management
- ◆ Budget management
- ◆ Policy analysis
- ◆ Negotiating skills

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Management Training Needs

- ◆ Objective setting
- ◆ Recruitment and selection skills
- ◆ Influencing skills
- ◆ Management of change

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Other Training Needs

- ◆ Computer training (including)
- ◆ Oracle
- ◆ CGI
- ◆ Excel
- ◆ Word
- ◆ Access
- ◆ Internet training

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Other Training Needs

- ◆ Business English
- ◆ Induction training
- ◆ Team building events
- ◆ Customer care
- ◆ Presentation skills

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Ministry of Economy and Trade

- ◆ Insurance law
- ◆ Quality assurance standards
- ◆ Fraud detection and avoidance
- ◆ Price control
- ◆ Consumer protection
- ◆ Trade analysis methods

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Ministry of Public Health

- ◆ Performance management
- ◆ Contracts management
- ◆ Formulation of health policy
- ◆ Preventative medicine
- ◆ Continuous professional nursing development
- ◆ Public private partnerships

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Ministry of Agriculture

- ◆ Directives of the WHO & FAO
- ◆ Drugs classifications and registrations
- ◆ New agricultural methods
- ◆ Development of new crops
- ◆ Interpretation of agricultural statistics
- ◆ Communication and co - ordinations skills

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National Employment Agency

- ◆ Vocational guidance techniques
- ◆ Interviewing skills
- ◆ Marketing skills
- ◆ Principles of self employment
- ◆ Principles of CV construction
- ◆ Active employment methods
- ◆ Financial laws and regulations

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Ministry of Transport

- ◆ Application of international regulations of Malmo Maritime Institute in Sweden
- ◆ Property management

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Ministry of Social Affairs

- ◆ Managing meetings
- ◆ Project management

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Any Questions?



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Organisation Development Issues

- ◆ Introduction of targets and objectives at the organisation level
- ◆ Introduction of job specifications and descriptions
- ◆ Introduction of an appraisal scheme to include the assessment of objectives and targets
- ◆ Establishing personnel and training sections in each ministry to be responsible for the appraisal scheme, recruitment and selection & staff training

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Organisation Development Issues

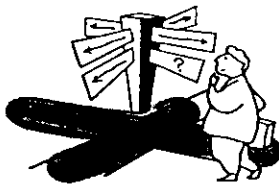
- ◆ Links to be made between this strand of the project and performance improvement and deregulation
- ◆ Don't automatically automate, consider obliterating
- ◆ Initiate "joined up government"
- ◆ Establish a new "senior management college" at IPA

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Any Questions ?



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Possible Ways Forward



- ◆ A training "task force" to be established
- ◆ To be first trained as trainers
- ◆ To then deliver job specification and description training
- ◆ Then induction training
- ◆ To work in co-operation with colleagues in other ministries to develop and deliver management training events

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Thanks for All the Help



- ◆ To everyone who fill in a questionnaires
- ◆ To all those who were interviewed
- ◆ To all those in OMSAR particularly those who "chaperoned" me round the various ministries
- ◆ Abbas el-Ahmar

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Office of the Minister of State for Administrative Reform
Center for Public Sector Projects and Studies
(C.P.S.P.S.)