

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

**CIVIL SERVICE COUNCIL  
PERFORMANCE IMPROVEMENT & MODERNIZATION PLAN**

**PMC  
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## CIVIL SERVICE COUNCIL

### PERFORMANCE IMPROVEMENT & MODERNIZATION

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#### 1. PROPOSALS FOR PERFORMANCE IMPROVEMENT & MODERNIZATION

The proposals are meant to create a comprehensive basis of understanding for the development of an operational or activity plan for performance improvement and modernization.

The operational plan is a concrete approach of the implementation of the proposals. It is useful to distinguish proposals which are aimed at improvements of the organizational capacity by professional training of staff and by modern information and communication technology applications on the one hand and changes of reform which are aimed at institutional development effected by changes of laws, regulations and administrative procedures on the other hand.

##### 1.1 PROPOSALS

1. *Establish a general policy framework document describing the rules and principles applying to modern human resources management system in the Lebanese Civil Service.*

*Based on this policy framework identify the institutional and organizational changes for implementing a modern human resources management policy and personnel administration.*

*Modernize the mandate and mission of the CSC accordingly with a view of*

*- The CSC should focus its attention on its leadership role in the development and modernization of personnel policies rather than on ensuring compliance with existing laws and regulations.*

*- There appears to be a high degree of concentration of authority in the Civil Service Board which should delegate some of its powers to lower level departments and employees.*

2. *Based on the established principles of a modern human resources management an overall review of the civil service laws and regulations will be organized. This review will be aimed at the modernization of the following issues.*

- a) *Civil service recruitment and probation system*
- b) *Civil service management of vacant positions (internal/external recruitment)*
- c) *Civil service assessment and promotion system*
- d) *Civil service ranking system*
- e) *Civil service remuneration system*
- f) *Code of ethics in public administration*
- g) *Establishment, rules and procedures of the disciplinary commissions.*

*3. Improve and modernize the CSB by means of organizational development, professional training and information and communication technology aimed at the following targets.*

- a) *Development of professional expertise in the field of dealing with personnel consequences related to organizational changes.*
- b) *Re-establishment of an organization unit for Research & Studies for Civil Service.*
- c) *Establishment of an organizational unit for supervising and regulating human resource management units in line ministries.*
- d) *Reestablishing an organizational unit for personnel management information system.*
- e) *The CSC should establish a partnership relationship with the personnel units in line ministries and should delegate some of its routine tasks to these units. Such relationship should include regular meetings and special training programs for the staff of these units.*
- f) *The CSC should develop a system of promotion to categories one and two that is based primarily on merit criteria and standards.*
- g) *The CSC should reactivate its complaints office whose work was suspended some years ago.*

*4. Establishment and implementation of an information and communication technology master plan and strategy aimed at the development of*

- a) *A computerized personnel information system.*
- b) *A Civil Service regulatory information system*
- c) *An IT communication network aimed at collecting, compiling, processing, monitoring and updating civil servants files and records.*

*5. Publications of newsletters dedicated to civil servants.*

*6. The Civil Service Council should undertake the following studies.*

- a) *There is a large number of civil service vacancies – almost 12,000- which include a large number of unneeded jobs. The CSC should undertake a thorough study to determine the number of redundant positions in these vacancies and recommend ways for dealing with them.*
- b) *There are several ministries that suffer from serious shortage of personnel that prevents them from discharging their responsibilities in an effective manner. The CSC should undertake a study to determine the key positions that should be filled in each ministry to enable it to perform effectively.*

## **2. OPERATIONAL PLAN FOR PERFORMANCE IMPROVEMENT AND MODERNIZATION.**

### **2.1. OBJECTIVES**

Regarding the recommendations stated in section 1 the performance improvement & modernization plan is aimed

- a) To strengthen the institutional basis for Central Service Board operations*
- b) To improve and modernize the functional, managerial and organizational capabilities of Civil Service Board.*

### **2.2. TASK FORCE**

In the framework of the implementation of the project a Task Force has been established.

The main duties of the Task Force are:

- a) To carry out a fact finding survey*
- b) To review basic laws*
- c) To Analyze functions, problems and blockages.*
- d) To recommend performance improvement & modernization actions and measures based on the results of the performance review.*
- e) To provide assistance to the performance improvement & modernization implementation process.*

Assistance and guidance to the Task Force will be provided under the ARLA Programme.

### **2.3. PROPOSED ACTIVITY PLAN.**

The performance improvement & modernization plan consists of .

- a) A proposed Activity Plan based on the results of the performance review study and based on the recommendations which are stated in section 1.
  - b) The expected results generated by the proposed measures and actions.
  - c) The proposed timeframe within the actions should realized.
- Identification of the technical assistance to be provided under the ARLA Programme.

For the first planning period: **January 2001 – December 2001**, the following activities are scheduled.

**Activity #1: Drafting of a general policy framework for a modern human resources management development** This policy framework document is required for the institutional and organizational development of the central personnel administration function

*Expected results: General policy framework document adopted.*

*Time schedule: January 2001 \_ February 2001*

*Technical assistance: EU expertise on human resource management systems applicable in Public Administration.*

**Activity# 2: Based on an adopted general policy framework for a modern human resources management development modernization of CSB mandate and mission.**

*Expected results: Restated mandate and mission of CSB adopted.*

*Time schedule: March 2001*

**Activity# 3 Review of civil service regulations.**

*Expected results: Proposals for regulatory modifications and changes of rules and procedures.*

*Time schedule: February 2001 – April 2001*

*Technical assistance: EU expertise on civil service law and regulations.*

**Activity# 4: Design and implementation of an organizational development plan for CSB.**

*Expected results: Establishment of a new organizational structure or changes of existing structure.*

*Time schedule: April 2001 – June 2001*

*Technical assistance: EU expertise on organization development in civil service.*

**Activity# 5: Design of an ICT master plan for CSB.**

*Expected results: Decision on ICT master plan by CSB Board.*

*Time schedule: May 2001 – June 20001*

*Technical assistance: EU expertise on ICT planning*

**Activity# 6: Implementation of the adopted ICT plan**

*Expected results: ICT systems install successfully and personnel properly trained.*

*Time schedule: September 2001 – November 2001*

*Technical assistance: EU expertise on information systems development*

**Performance Improvement & Modernization  
Civil Service Council**

**Activity Plan  
Period: January 2001 – December 2001**

#	Description of Activity	Expected Results	Time Schedule	Required Resources Under the ARLA Programme
			2001 Jan Feb Mar Apr May Jun July Aug Sep Oct Nov Dec	
1	<i>Drafting of a general policy framework for a modern human resource management development strategy</i>	Strategy paper to be adopted at the beginning of March	↔	EU expertise on human resource management systems applicable in Public Administration.
2	<i>Revision of mandate and mission of CSC in the light of a new human resource development strategy.</i>	Revised mandate for CSC ready in April	↔	
3	<i>Review of civil service regulations</i>	Proposals for modernization and changes adopted	↔	EU expertise on civil service law and regulations
4	<i>Design and implementation of an organizational development plan for CSC</i>	Design phase	↔	EU expertise on organization development in civil service.
5	<i>Design of an ICT master plan for CSC</i>	ICT master plan adopted	↔	EU expertise on ICT planning
6	<i>Implementation of ICT plan</i>	ICT investments and staff properly trained.	↔	EU expertise on information systems development