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

Fact Finding Survey

The Civil Service Board

November 2000

The Task Forces jointly with the OMSAR / PMC teams conducted a fact-finding surveys that highlight specific management issues and dilemmas with the aim of developing a performance improvement plan at a later stage. Based on this findings survey, some specific reform proposals will be developed and translated into tangible assistance packages within the context of the ARLA program, upon the approval of the CSB.

a. *Mandate and Mission*

The CSB is issued by the decree no. 114/1959. It is directly related to the Directorate General of the presidency of the Council of Ministers. The prerogatives of the CSB covers all public administrations, public institutions, large municipalities, including their employees, and those subjected to it by a decree issued by the Council of Ministers. However, Justice, army including the civil employees, internal security forces, General Security with their civil staff, are not subject to the CSB.

The CSB has the following prerogatives:
- Recruitment and promotion of employees, and their allowances, their transfer into different administrations, the disciplinary matters, as well as their dismissal from the service, in addition to all their internal affairs.
- Improvement of the disciplinary levels of the employees through the pre and post entry training.

The CSB is composed of two administrations:
- The personnel administration
- The pre and post Entry Training Administration

The CSB has a committee constituted of: the president of the CSB, the Head of the Personnel Administration and the Head of the pre and post entry training Administration.

The CSB committee, after consulting the opinion of the concerned public administrations, and based on the suggestion of the Head of the Research and Guidance Administration, puts a list covering the needs of public administrations for positions that require specialized qualifications and knowledge. This list differentiates between the positions that need regular post entry training, those that require organizing special teaching sections at the institute of public administration, and those that require overseas training. This document includes the estimated budget required for the implementation, and it is presented to the council of ministers for final approval

The Personnel Administration
    The personnel administration is responsible of:

1- Performing all the prerogatives specified in the Personnel Law and other related laws, in addition to all the prerogatives entrusted to it by the Civil Service Board.

2- Specifying the conditions for organizing personnel files in all public and autonomous agencies, and making sure of having summaries of these files.
3- Assessing the needs of public administrations for new employees to fill the vacant positions specified in the cadre. In this regard, the CSB, based on the suggestion of the Head of the Personnel administration, has the right to object filling certain vacancies if it was discovered, based on an investigation performed by the directorate of research and guidance, that these positions are not necessary or that they can be filled from within the same administration or from another one. The concerned administration has the right to object the decision of the CSB before the COM who has the final say in this topic.

The pre and post Entry Training Administration:

The objective of the pre and post entry training administration is to prepare new employees for positions that need special knowledge and capabilities in the different sections of the Public administration. In addition, it has the responsibility of conducting post entry training for the employees who are already in the service.
(The new employees can be sent outside to perform their pre-entry training requirement)

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Structure of the CSB

The following chart presents the old organizational chart of the CSB

b. *Actual Organizational Structure*:

A new organizational structure for the CSB is issued, Law no. 883, however, it is not yet in full application waiting for the organizational decree of the IPA with its implications on the overall structure.

c. Planning, Monitoring and Evaluation Systems:
The CSB does not develop an annual plan in which they identify their specific objectives. Thus, no tools for measuring the fulfillment of objectives are outlined.

However, the annual and special reports issued by the CSB may give us some clue about their achievements.

The following will be a summary of the topics covered in the CSB report for the year 1999:
- **Proposals and draft laws and decrees studied by the CSB during 99:** Around 34 draft laws and decrees were sent to the CSB, covering variety of topics such as:
  - A draft law for reorganizing the DG of Youth and Sports at the Ministry of National Education Youth and Sports.
  - A draft law for establishing a new regulation for the Ministry of Foreign Affairs
  - A draft Law for reorganizing the Ministry of Information---
- **Preliminary Issues on which the CSB has given its opinion.** Such as issues dealing with specifying the salary of an employee, transferring employee from one administration to another, the CSB opinion about specific articles in specific decrees, commenting on the draft law fixing the situation of some Grade One employees in public administrations and diplomatic corps, and on the topic of appointing the president, board members and director of the Sports City Service etc...
- **Decisions taken by the CSB during 1999:** the CSB has decided on a number of topics during the year 1999, around 6, these decisions covered variety of topics such as: transferring an agricultural engineer to a grade 3 position with no change in his salary scale, the right of 2 employees to have their family allowances, appointing an employee in a municipality not under the control of the CSB etc...
- **At the level of certain administrative issues** such as the overstaffing issue for the daily workers, in public administration public agencies and municipalities, the issue of contractuals and laborers at the ministry of Displaced etc...
- **Decisions taken by the Council of Minister contradicting the opinion of the CSB.**
Such as, approving on the issue of terminating the service of 6 wage earners at the Railroad and Common Transport Service, renewing and extending the contracts of contractuals working at the ministry of transport etc...

d. Human Resources:

Position	Common Administration Service	Personnel Administration	Pre and Post Entry Training Administration
Chief of Common Administrative Service	1		
Chief of the		1	

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Control and studies service			
Chief of the Examinations and Personal files		1	
Chief of the pre and post entry training Service- director of studies at the NIAD			1
Secretariat of NIAD			1
First controllers		7	
Controller of studies and development curriculum			1
Controller of Studies and administrative curriculum			1
Controller of studies for research and publications			
Head of the common administration Bureau	1		
Head of the Financial and Accounting Bureau	1		
Head of the IT Bureau			
Head of the Public Relations and Information Bureau			
Head of the Complaints Bureau			

Head of the Examination Bureau		1	
Head of the Personal files Bureau		1	
Head of the administration Bureau of the NIAD			1
Head of the Specialization Bureau			1
Controllers		12	
Head of the Accounting Section of NIAD			1
Head of Section			2
Information Degree Holder			
Programmer		2	
Statistician			
Translator (3)			2
Accountant (2)		1	
Editor (35)	5	12	6
Writer (7)			
Maintenance Technician (2)	1		
Mostakteb (10)	2	2	3
Librarian (2)			
Painter (1)			
Telephone Operator (1)	1		
Photocopy (1)			
Moto driver (1)			
Office Boy (16)	2	2	4
Servant (1)	1		
Specialist	6		

The number of daily Workers at the CSB:

Number	Common Administrative service	Personnel Administration	Pre and Post Entry Training Administration
Sanitary Workers (10)			3
Photocopy Handler (3)		3	
Post Man (2)		2	
Worker (2)		1	
Special worker (2)			
Professional Worker (2)			
Technical Worker (2)			
Specialized laborer (2)			
Technical Laborer (2)			

e. *Training and Development*:

f. *Budget*:

g. *Work Processes and Procedures*:

h. *Information Technology*:

The old structure of the CSB contains an IT unit at the level of a Bureau, and it is under the Head of the Common Administration Service. The cadre of this IT bureau is specified according to the following: 2 computer programmers, 1 statistician, 5 data entry persons, 2 for the technical maintenance, 1 editor and 1 office boy.
In the new structure of the CSB-the one that is not fully applied- there is an IT unit at the level of a service, and it is under the Director of the Common Administration (no more a service). As for the legally established technical positions in the cadre ???

Observations/Problems
- Absence of an information system capable of keeping up with all the changes, and amendments introduced to the laws.

- The CSB is facing problems with the information center at the DGPCM. Previously a common work on consolidating the personnel information- for future computerization- started between the CSB and this center.However, the information center continued on this project on its own, with no coordination with the CSB, and started sending format to be filled by the employees of the public service. However, these formats were inadequate as they contained information that does not reflect neither the actual situation of the employees, nor meets the future objective of the project.

i. *The Clientele of the Core Agencies*:

j. *Assistance by Other Donors*:

Observations/Problems

- The competitive tests followed to select employees do not take into account the sectarian balance. In addition, they cannot be considered a reliable measure since they depend more on memorization skill of the employee and less on his analytical skill. We cannot rely on the results of the competitive test s to analyze the quality of those who pass.
- The old organization structure of the CSB contains a complaints office at the level of a Bureau and it was directly attached to the common administration service. Whereas, the new organizational structure, that is not fully applied yet, does not contain such an office. Even in the old structure this bureau was totally vacant, may be this was one of the reasons that contributed in eliminating this bureau and nit including it in the new structure.
- The overstaffing problem suffered by the public administration is from the laborers whose number reached 7000, and they are centered at the central administration not including the public agencies. (contractuals around 2000).
- Not all the CSB employees are in favor of the collective leadership exercised at the level of the committee of the CSB. For example, the employees of the personnel administration expressed their negative attitudes justifying that this may hinder the process of performance evaluation system. They do not regard it as a guarantee for the equality of the decisions taken.
  In addition, all the prerogatives are concentrated at the level of this committee, since all the decisions taken by the different bureaus and services need to pass by

this committee. This means that even the routine matters that are mentioned in the personnel law have to pass by the committee of the CSB. (Example, the cases of transfer, put outside cadre – mentioned in the personnel law- which are the responsibilities of the personnel administration- the head of this administration can decide on them, without resorting to the CSB committee.

- The CSB does not have a research bureau. The need for this bureau comes from the necessity to have a clear idea about the international practices in different subjects such as performance evaluation systems as well as the need to conduct a field survey to have a comparative study about the salary differences between the public and the private sector (comparative salary study).

- As for the prerogatives given to the CSB. The administrative organization is mentioned as one of the prerogatives of the CSB, whereas we see that this is also the main activity of the Research and Guidance administration at the Central Inspection (now moved to the CSB).

- The personnel Law should be reviewed to the side of training, conditions of appointment... and to the possibility of including units that will be responsible for the continuous development and updating of this law.

- The possibility of transforming the personnel units in each ministry into a Human Resource Management Unit that will deal with daily needs and affairs of the employees, to the side of analyzing the training needs, within defined policies and strategies put by the CSB. In addition, this new approach require that all those responsible of these HR units should undergo an intensive training in the issues of HRM.

- The already present performance evaluation system is facing lots of problems. For example, the criteria used to evaluate the performance of grades 2,3 and 4 and 5 are the same, its wrong application, especially at the level of the DGs, inadequate way for reading the instructions (great need for training).