تحديث القطاع العام

ديوان الخدمة المدنية

CIVIL SERVICE HUMAN RESOURCES STRATEGY

2023 – 2027

استراتيجية الموارد البشرية في الخدمة المدنية

2027 – 2023

Civil Service Bureau

2023

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Executive Summary

The Civil Service Human Resources Strategy 2023-2027 constitutes a foundation for supporting the implementation of the Public Sector Modernization Plan as approved by the Jordanian government in 2022. The Public Sector Modernization Plan is a continuation of the modernization approach for the second centenary of the Jordanian state in line with political, economic and administrative reform plans. In the same context, the human resources pillar is considered a key element for implementing the Public Sector Modernization Plan (government services, procedures and digitization, organizational structure and governance, policymaking and decision-making, legislation) in line with other reform paths (economic and political). Real investment in human capital would advance efforts to provide high-quality government services according to digitized procedures implemented by workers in government departments with high efficiency without overlap or duplication between these departments and based on policies that are compatible with international best practices and innovative legislation that support the modernization of the public sector.

The Civil Service Human Resources Strategy represents a reference document issued for the first time at this level to define directions and policies supporting the decentralization in human resources management, creating a qualitative shift in the performance and capabilities of civil service employees, and accelerating efforts towards providing an attractive environment for talents capable of providing distinguished government services that are citizen- centric, develop public policies based on evidence and facts to achieve national priorities, and reaching government competencies with a high level of effective response to local and global changes, future trends and advanced technologies with flexibility and proactive thinking capable of seizing opportunities and dealing with challenges in a way that supports modernization efforts in all its paths.

A scientific approach has been followed when developing the Civil Service Human Resources Strategy, based on modern trends in strategic management, and in accordance with general principles of strategic thinking tools, such as analysis of future trends, a precise understanding of the national and institutional context, and relying on the conceptual papers that were prepared when developing the Public Sector Modernization Plan, with enhancing the participation of concerned parties with the strategy, including representatives of government departments, unions, research centers and relevant national committees. More than 250 representatives (male and female) of these bodies participated in interactive workshops aimed at anticipating the future of human resources in the civil service, reviewing the results of the workshops, analyzing the current situation and the requirements of the desired future situation. The steering committee also held periodic meetings to prepare the strategy that was formed for this purpose by the Civil Service Bureau President to discuss the outcomes of the interactive workshops and the main proposed strategy elements and to propose what works to develop and improve the strategy elements from a comprehensive perspective. It should be noted that the civil service human resources strategy is linked to a legal reference specified by Civil Service System No. 9 of 2020 in accordance with Article 7A, article Five, which relates to the responsibility of the Civil Service Bureau to prepare the general framework of the Civil Service Human Resources Strategy for approval by the Civil Service Council.

The Civil Service Human Resources Strategy has set a clear vision, represented by upgrading the civil servant competencies in the civil service to perform their duties as talented human resources ready for the future, capable of raising the level of performance and services and translating national priorities on the ground in a way that reflects positively towards the citizen's confidence in government institutions, in accordance with a well-established value system based on integrity, respect, justice, innovation, efficiency, responsibility and excellence; for civil service employees to be a model of outstanding performance and a driving force for the success of all modernization paths.

Moving to the applied level of the strategy, four strategic pillars were identified that are compatible with the future change agenda that was concluded according to the results of the assessment of the current human resources situation in the civil service. The first pillar focused on creating an innovative and flexible system for managing and empowering human capital in the civil service. The pillar includes two goals: developing a proactive human resource planning system and developing and empowering human capital. The second strategic pillar aims to create an enabling work environment and a supportive institutional culture. Within this pillar are three strategic objectives, which are summed up in creating a stimulating and positive work environment that enhances efficiency and productivity. The second objective relies on building an institutional culture based on commitment and accountability. The third objective relates to consolidating innovation and knowledge management in the governmental work environment, while the third strategic pillar focuses exclusively on meeting government needs in terms of competent leaders, given their role in supporting and achieving the requirements of comprehensive administrative reform and supporting the realization of the economic modernization vision, according to a specific goal aimed at developing an integrated system for preparing and empowering government leaders.

To achieve these strategic objectives, the fourth strategic pillar is concerned with ensuring the provision of institutional environment to support in the first three pillars. Within the fourth pillar, there are two main objectives: accelerating the digital transformation of the human resources strategic system and developing a legislative and regulatory system that enhances the governance of human resources management in the civil service, providing the legal and regulatory umbrella for these initiatives and enhancing effective governance to ensure the success of the goals of the civil service human resources strategy. The approach that was followed when developing this strategy adhered to a set of principles and foundations defined according to Figure (1) shown below:

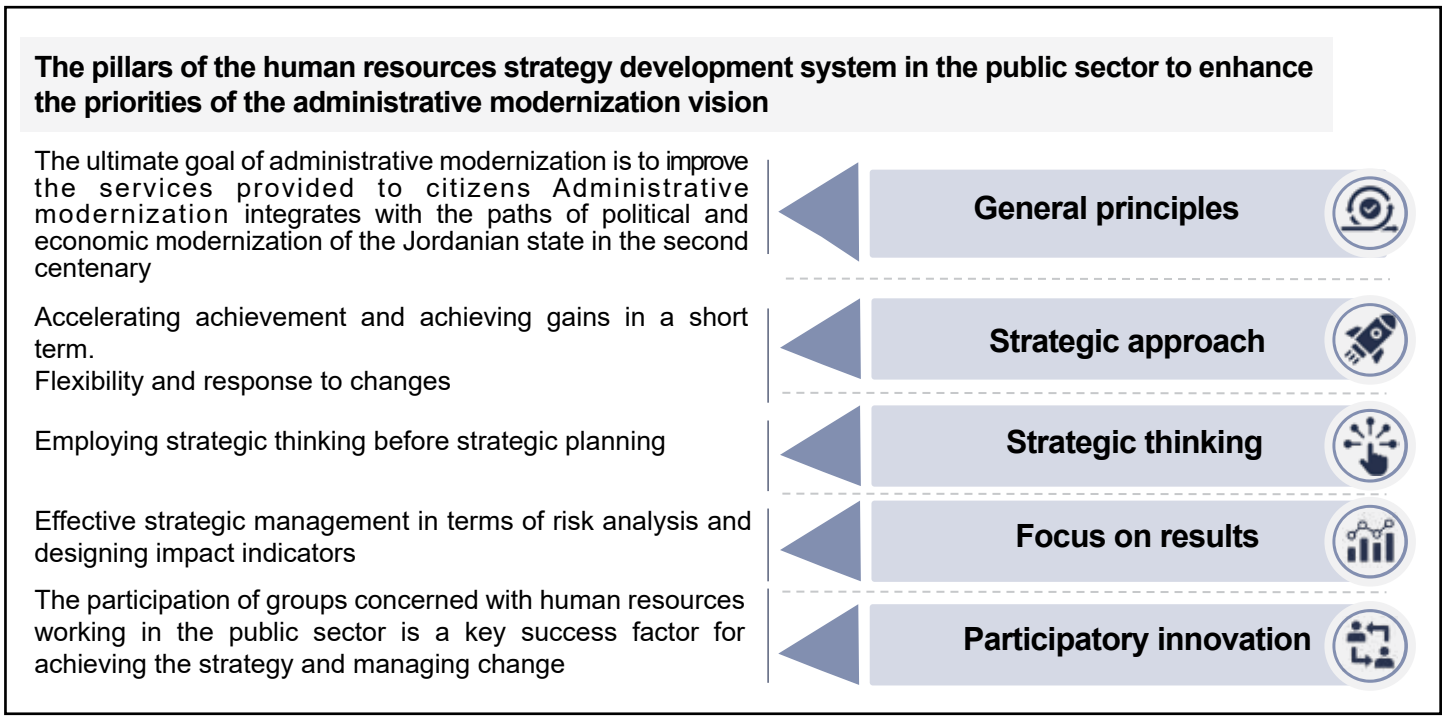

Figure (1). Principles and foundations for developing a civil service human resource strategy

Strategic Context

The economic modernization vision includes a general framework for development directions in Jordan for the next ten years, which are linked to other modernization paths (political and administrative) and are in line with the first phase of the economic modernization vision (2022-2025), which can be described as the foundational phase for comprehensive economic development through the launch of national, economic and development strategies, and reviewing regulations and legislation with the aim of stimulating the private sector local sectors and foreign investments to create more than one million job opportunities by 2033.

Anyone who examines the final outcomes of the economic modernization vision will find that it is organizationally focused on the necessity of gradually transforming the government role from a provider of services to an enabling role aimed at employment and improving the economic level so that the government, according to this vision, becomes more effective in terms of regulation, legislation, and oversight. This vision will naturally be reflected in the general structure of civil service departments in the near future as an important input for understanding and shaping the future of human resources management in the civil service. According to the above, the roles required of human resources in the civil service, especially the higher positions and executive leadership category, and employees concerned with service recipients, investors, and society in general, require great attention to the new roles that work to support the vision of economic modernization.

As for the process of modernizing the political system, the strategy indicated that part of the political modernization would depend on modernizing the public administration so that it is characterized by agility, with structures more capable of keeping pace with the requirements of change and modernity, with more qualified human resources, and more capable of responding to accountability and transparency. Therefore, it is important for the public employee to be familiar with the general political modernization and the repercussions of the democratic transformation on the mechanism of government work and the mechanism of policy-making and decision-making, and to consolidate the principle of the rule of law and combat nepotism and favoritism in public work as a basic necessity to support the political reform system.

In light of this general national strategic perspective, the need to build a strategic system for human resources in the civil service came as an essential step for shaping the future of Jordanian public administration based on an analysis of the strategic and institutional context and the causes of change that aim to deal in a comprehensive manner with the requirements of empowering more than 224 thousand male and female employees in the civil service working in 97 ministries and government departments, and their performance is directly reflected in achieving national priorities, whether in terms of the services they provide to citizens or through policies and legislation that enable the private sector to participate effectively in the comprehensive development that the economic modernization vision seeks to achieve. Although the size of human resources in the civil service is not considered inflated compared to the population in recent years, as it does not exceed 2% of the population according to indicators and standard comparisons, however, the level of efficiency of human resources, how they are distributed, and the absence of accurate studies of the productivity rates of civil service employees constitutes a starting point for diagnosing the reality of human capital, in a way that reduces the gap between current and future skills on the one hand and the ability to meet the needs of government strategies, plans and priorities on the other hand[1].

[1] Statistics according to annual reports issued by the Civil Service Council

Reconsidering the human resources management system to deal with current and future challenges has become an urgent necessity in light of the rapid changes and trends in the role of governments the reshaping of the work environment, and the large and increasing role of technology in defining the boundaries and role of humans within the chain of service delivery, and the skills they need to deal with the increasing needs and expectations of service recipients in light of the available and possible resources to provide public services, as well as the centrality of the role of human resources in the effective application of the components of the public sector modernization plan according to Figure (2).

In the seasonal context, and according to data from the Department of Statistics, the percentage of civil service employees in the workforce reaches 14%, at a time when the structure of the civil service in Jordan is similar to the prevailing global trend in that the majority of workers are concentrated in the health and education sectors at a rate exceeding the total number of workers in other government departments. Looking at the future roles of governments towards performing the role of enabler and catalyst for business growth and job creation, it becomes clear the extent of the need to reconsider the size and nature of the distribution of civil service employees, and focus on the quality of competencies and attracting talent that helps the government create innovative legislation and policies and effectively invest in modern technology carrying out routine tasks, and the consequent necessity of proactive intervention to deal with surplus, rehabilitation and distribution, especially with the public sector modernization plan emphasizing the completion of digitization of government services by 2025.

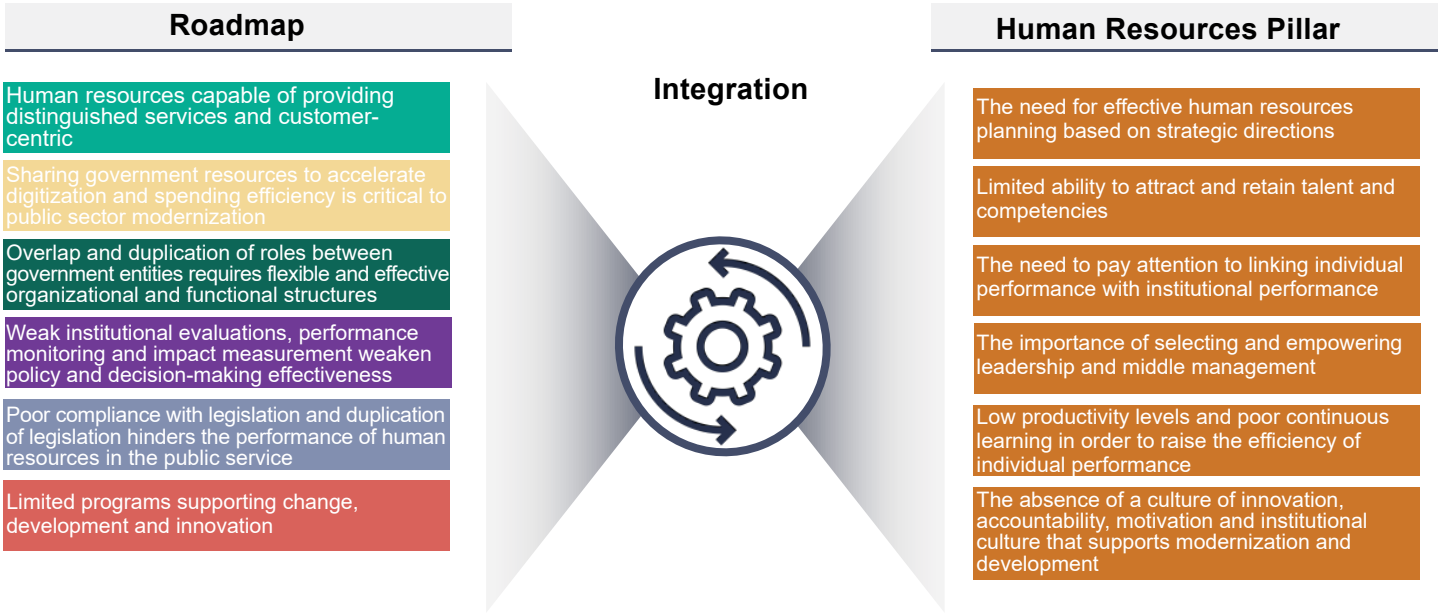

Figure (2). Integration of HR strategy with public sector modernization map

Global practices indicate that despite the importance of rationalizing the civil service, especially in governments that suffer from deficits in the public budget, the adoption of an approach based on the selection of competencies and talents is a decisive factor to make a qualitative leap in government performance in general and services provided to citizens, and policies that focus on quantitative reform of the number of civil servants may succeed in controlling spending, which is usually associated with freezing the level of wages compared to inflation rates, but this may lead to more fluctuations in the balance and size of the civil service because jobs will be more available in favor of traditional jobs at the expense of the qualitative jobs needed by the public administration to bring about the desired administrative and economic reform.

Based on this interpretation of the general scene and within the understanding of the general national context, it is important to note the importance of the human resources strategy establishing policies and systems that focus on enhancing human capital, developing wage and job benefits policies and the promotion system, attracting and retaining talent, and adopting continuous learning to deal with future changes efficiently and effectively, and the practices of leading countries in the Government Effectiveness Index, such as Singapore, Switzerland, Denmark and Norway confirm this.

On the other hand, some statistics related to the structure of the civil service reflect the reality of Jordanian society as a young society, as the percentage of young people in the civil service is 27% of those aged 35 years and under and 56% for those aged 41 years and younger. These percentages are appropriate compared to the demographic distribution, which indicates that 63% of the Jordanian people are under 34 years old, and this constitutes a favorable opportunity to consider the civil service as a young and capable body with the need to empower and supplement the government apparatus with young and qualified competencies capable of making a difference. As for women's participation in the civil service, the participation rate is 45%, as data shows a high rate of women's participation in the Ministry of Education, reaching almost 60% of the ministry's jobs, most of whom occupy educational positions, and 56% of the total jobs of the Ministry of Health. As for the rest of the governmental departments, there is a decrease in the percentage of women in the departments (with the exception of the Ministry of Education and the Ministry of Health), where it reaches an average of 28% of the total employees of those departments, in addition to the low rate of women in government and executive leadership positions, as their percentage in government leadership reached 16%, in 97 government departments. According to these numbers, it is appropriate that future policies related to human resources management in the civil service take into account the importance of gender responsiveness and equipping human resources departments in government agencies with gender analysis skills, providing a stimulating environment for women's work, abandoning the stereotyping of women's work within specific jobs, and enhancing their role in leadership positions at all levels, in line with the National Strategy for Women (2020-2025), which focused on the need for mechanisms in government departments (vertically and horizontally) to ensure the development of gender-responsive policies, legislation, services and programs[2].

There is no doubt that the Human Resources Strategy must take into account the achievements and development reform projects and the efforts made over the past years in the field of developing and raising the efficiency and effectiveness of human resources in the civil service and the cumulative experiences of the civil service system in Jordan, which is nearly seven decades, in addition to other government guidelines, and building on government strategies and policies that have been issued during the past years to enhance strategic coherence effectively, noting that human resources have been studied in the civil service in several areas, including, the importance of reviewing the wage rate in the public sector in accordance with the National Strategy for Social Protection, and improving the conditions of teachers in public schools based on the National Strategy for Human Development. Furthermore, the National Strategy for Digital Transformation included three strategic enablers related to human capital, and the government issued the National Policy to ensure the rights of persons with disabilities through the mandatory provision of employment opportunities for them in the public sector, their rehabilitation and the provision of a spatial and logistical environment. In the same context, the Jordanian Excellence Model, which was recently issued by the King Abdullah II Center for Excellence, is an important opportunity to enhance what is stated in the public sector modernization plan with regard to human resources.

[2] Statistics according to annual reports issued by the Civil Service Council

The model included a number of standards and concepts that the map adopted and focused on, such as the concept of talent management, emphasizing the importance of knowledge management and developing a standard for institutional culture that includes capabilities related to a culture of excellence, positivity, empowerment and change management, adding an independent standard for innovation capabilities and outcomes within the transformation pillar, as well as a special pillar for the role of leaders that includes corporate culture, communication, governance, strategy, future foresight, operational plans, risk management and sustainability.

According to the consultative workshops, reviewing studies and concept papers, conducting benchmarking and analyzing future trends related to human resources in the civil service, and evaluating strategic partnerships and the impact factors of these partnerships, the overall reality and the future can be summarized from a strategic perspective according to Figure (3), while Table (6) shows a summary of the analysis of the internal and external environment of the human resources strategy.

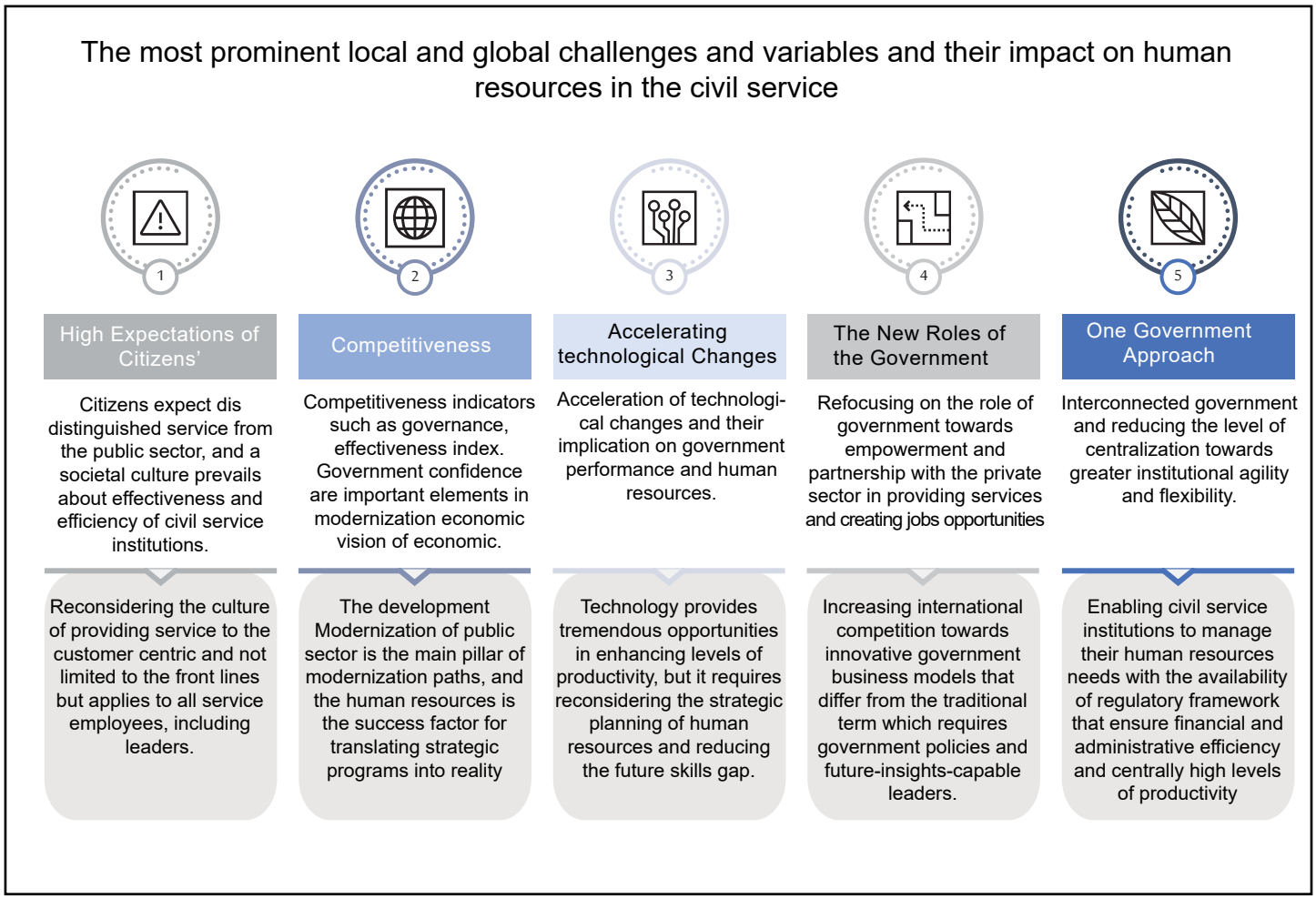

Figure (3). The most prominent local and global challenges and variables and their impact on human resources in the civil service

Strengths

• Government's willingness to implement the public sector modernization plan through a specialized organizational unit in the Prime Minister's Office.

• Orientation to restructure and govern the entities responsible for human resources management through the transformation of the role of the Civil Service Bureau and the establishment of the Service and Public Administration Commission.

• Launching a project to establish a government competencies center and providing funding for the completion of the project.

• The availability of specialized technical expertise in the field of human resources through a number of relevant government and national institutions such as the Civil Service Bureau and the Institute of Public Administration.

• Agreements and memoranda of understanding with educational and research institutions concluded with the Institute of Public Administration allow multiple areas to meet the needs of civil servants in terms of capacity building and developing current and future skills.

Weakness

• The weakness of the promotion system and career professional path development as there is reliance on mandatory promotion based on years of service.

• Placement on the career scale depends on the number of years of service and not on the nature of expertise and competencies, for example, experience of more than five years when joining the civil service is considered only for critical jobs.

• Public sector salaries are granted to the employee and not to the job and the competencies required to fill it, because the placement of employees on the career scale depends primarily on the level of academic qualification.

• The decline in the quality of individual goals that are not accurately related to institutional goals and the weakness of effective tools to measure and manage employee performance, which results in challenges in finding an objective assessment of employee contributions and benefiting from evaluation results in a series of human resources processes such as training and individual development plans.

Weakness

- Weakness in the deployment of succession planning, including the identification of potential replacements and the provision of training and learning opportunities for them to ensure a smooth transition, especially in critical jobs.
- There is no comprehensive measurement system for human resources management in the civil service, so there are no unified performance indicators to measure the effectiveness of managing human resources processes, plans and strategies at the level of the civil service as a whole and at the level of each government institution.
- Lack of programs to enhance the quality of the work environment and support job well-being.
- Weak adoption of functional competencies as an organized basis for processes and methodologies related to human resources management in the civil service.
- There is an urgent need to assess the digital maturity of all processes related to human resources management in the civil service system and digital transformation to simplify the procedures and services provided to employees according to a unified digital system.
- Poor compliance with the system of institutional values that support the culture of providing service to citizens.
- Weak institutional enablers that help create an environment conducive to innovation among civil servants.
- Limited training and empowerment of workers in the field of human resources management in the civil service.

Opportunities

- The national will to support all components and pillars of modernization paths and interest in following up on the achievements in the public sector modernization road map.
- Advanced technology provides tremendous opportunities to simplify government procedures and reduce the number of jobs that require routine work, especially in the government sector, in favor of qualitative and specialized jobs at the strategic and innovative level.
- The Corona pandemic has imposed new working methods and opportunities to enhance productivity and improve the work environment such as remote work and flexibility in communication between employees.
- The government seeks to complete the automation of all government services, achieve 50% of the transition to cloud computing by 2025, and complete the implementation of procedures to fully digitize operational processes.
- The government's approach to restructuring, including the system of authorities of the public administration.
- The government's orientation towards implementing an electronic system for government performance management and linking it to the electronic system for strategic planning by 2024 as well as developing and institutionalizing the strategic planning process to enhance the quality of human resources processes associated with this, such as individual performance evaluation.
- The Jordanian Excellence Model is an important window in the implementation phase of the civil service human resources strategy, and integration with the model can be achieved considering the mandatory participation of government departments in the King Abdullah II Award for Excellence in Government Performance and Transparency.
- The government's approach to provide the private sector with the opportunity to operate comprehensive service centers; namely (5) centers by 2024.
- Donors' interest in developing and supporting governance practices in the public sector, including supporting the components of the public sector modernization plan.

Threats

- Delays in keeping pace with emerging future jobs and skills in the private sector may weaken the future role of governments in empowering and partnering with the private sector.
- Talent or reluctance to engage in government work because of weak incentives and benefits and the lack of government jobs or their lack of suitability with migration the qualifications graduates of higher education institutions.
- The high level of expectations of citizens and the need to provide proactive and innovative services that take into account the ever-increasing requirements of life.
- The levels of citizen confidence in the government still need to be radically improved according to the public sector modernization plan, and this results in increased responsibility on civil servants in terms of the quality of services provided to citizens.
- Continuous change in the legislation governing and related to the work of human resources in the civil service.
- Limited financial allocations that can be allocated in the general budget to support the implementation of reform initiatives and projects, especially those related to human resources development.
- The high level of unemployment, which reached 24.1% overall and 47.7% among the youth, leads to increasing social pressures towards providing more jobs in the civil service, which puts more pressure on governments to play the role of employer.

Table (1). Summary of the analysis of the internal and external environment

Future Vision

The general reality of human resources in the civil service can be described as accumulated and deep-rooted challenges that require a qualitative change in terms of policies and tools through which the efficiency and effectiveness of human resources in civil service departments can be raised, and in harmony with the initiatives included in the modernization plan for the public sector, whether initiatives related to human resources or other related components. Understanding the nature of the desired future change requires the adoption of a clear agenda that defines the strategic pillars of radical transformation through the transition to decentralization in the implementation of human resources management development processes so that civil service departments can legislatively and technically be able to plan proactively, medium, and long-term, in line with the national priorities planned by the modernization paths for the next ten years.

Enhancing competitiveness among civil servants, appreciating outstanding achievements and attracting talent cannot be achieved without relying on a new approach in the public service system, and this requires that the future of the civil service be shaped according to the job system with an open structure position system, while the applied is described as the career system with a closed structure. As it stands, it may not be a system through which civil servants can move into the future competently. The trends emphasize the need to look at public office positions as specialized work performed by the employee through a set of tasks and duties and must have behavioral and technical competencies and academic qualifications and that the promotion process does not take place automatically, and this is what is entailed in the Position System which is characterized by flexibility and the ability of the public employee to develop his capabilities and enhance his professional ambitions. However, this transformation in the nature of the public service system cannot be done without the availability of governance enablers such as the establishment of the Service and Public Administration Authority, which will have a central role in developing policies, legislation and tools that enable civil service departments to achieve the requirements of this radical transformation. Moreover, the role of technology in managing change and the challenges associated with it to gain support and enhance acceptance of transformation in the organizational and executive roles associated with the public service system cannot be overlooked.

On the other hand, a new vision should be formed regarding working in civil service departments as an attractive destination for talent, capable of attracting and retaining competencies, moving to strengthening the role of civil servants as a decisive and essential factor to achieve national priorities, employing modern trends in dealing with employees as talents that should be developed and reducing knowledge gaps between current and future skills, foreseeing the future of government jobs, and managing the potential change in the nature of these jobs, both in terms of preparing current employees for future skills on the one hand, and raising the level of readiness for future jobs on the other hand in the proactive planning system for human resources in the civil service.

Recent years, especially after the Corona pandemic, and the acceleration of the use of artificial intelligence in the provided services and processes - in the public and private sectors - have imposed new patterns in the work environment and how to meet the needs of human resources, and the adoption of flexible work systems that allow human resources the ability to innovate and think creatively. In the same context, it has become necessary to think about innovative mechanisms to enhance positivity in the work environment, support an institutional culture that focuses on adapting to changes, and centered on the citizen as a basic strategic goal for the development of the public sector. This can be achieved without the availability of material and non-material benefits and incentives to support innovation in the civil service departments, and maximize knowledge capital as a result of the presence of motivating and enabling human resources and competent leaders, which reflects positively on the government's ability to fulfill its obligations towards achieving national priorities within the various modernization paths.

These strategic assumptions have been translated towards a radical and qualitative change in the management of human resources in the civil service according to an agenda for future change, which must be translated to achieve a clear vision based on strategic pillaers and objectives that include areas of focus that help facilitate a smooth transition to the future situation, assuming that the human resources strategy in its first session constitutes a foundational and decisive stage towards a flexible and adaptive future model to the variables of human resources, which works in an integrated manner with the components of modernization of the public sector. In this context, it is necessary to define the parameters of the civil service departments that we want in the future, as well as the leaders and human resources that will shape this future and the values that civil servants must possess to achieve this desired future.

To determine the requirements of the desired strategic change, it is necessary to ask fundamental questions concerning what we want in the future in terms of the civil service system that we want and that we look forward to in the future, who is the employee and leader that we want, and what values should govern the public office and the human resources strategy seeks to sustain in order to achieve national goals and priorities. This can be summarized as follows:

The Civil Service: A coherent government work system and harmonious efforts towards achieving national priorities, working according to effective institutional frameworks that contribute to creating the distinctive value for the citizen and all groups concerned with the civil service, and this system works to empower human capital, foresight future and the ability to renew to deal with current and future challenges flexibly in a way that enhances confidence in government institutions in accordance with a well-established governance system based on accountability, integrity and transparency.

Leaders have an important and essential role in achieving radical change in the civil service, taking the initiative to shape the future through inspiring management and motivating human resources efforts towards strategic goals. Figure (4) shows the general characteristics of leaders and human resources in the civil service from the perspective of human resources strategy:

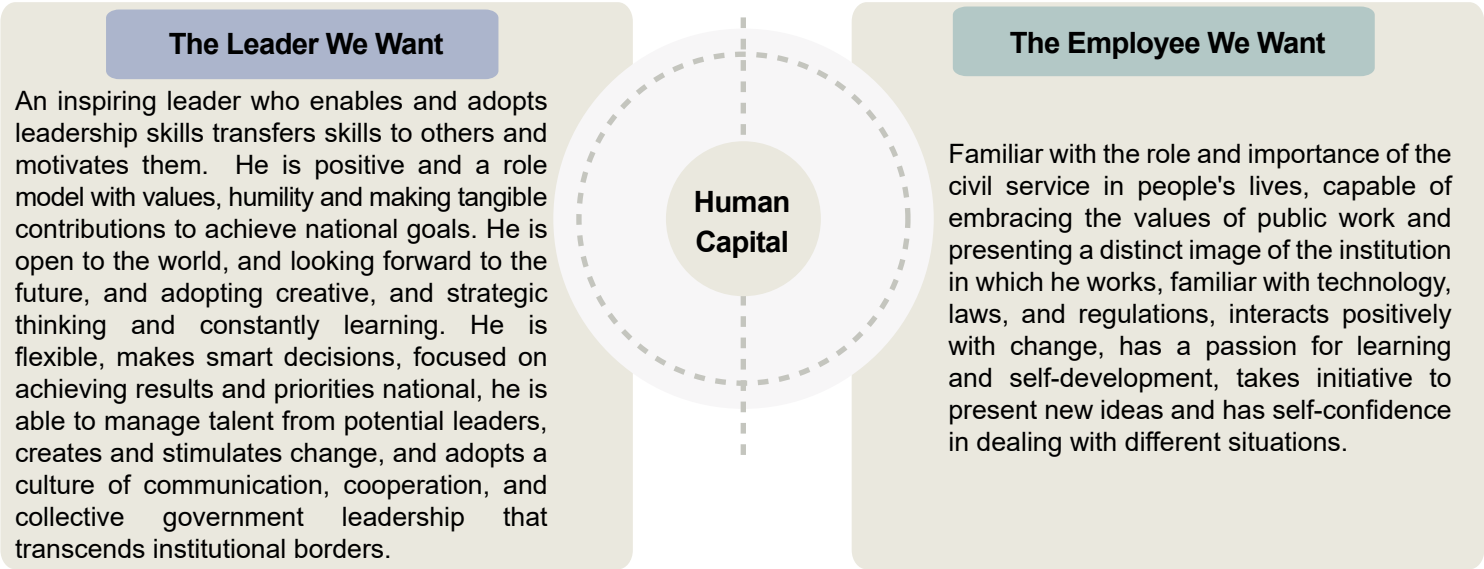

Figure (4). The leader and employee we want in the civil service

Civil Service Values

Based on the future context, the values of the civil service have been determined in partnership with the parties concerned with the strategy, including representatives of government departments, unions, research centers and national committees, in order to serve the strategic directions of human resources. These values represent a set of behavioral and ethical principles that enhance the performance of the civil service employee and are a reference for job behavior and ethical dealing in order to achieve the objectives of the human resources strategy and the requirements of modernization paths, which in turn will constitute a general framework for the public service and consolidate the trends that govern job performance.

These values constitute a reference for civil servants towards achieving national priorities and should be seen as a single package to achieve the strategic objectives of their departments, enhance their contribution to national priorities and establish a citizen-centric corporate culture.

Figure (5). Civil Service Values

Integrity: Valuing the public interest over the private, possessing credibility, justice and honesty, and transparency in decision-making and service provision

Responsibility: Commitment to achieving goals, implementing tasks and exerting all possible efforts to achieve the required results

Innovation: Seeking new working methods, finding solutions to present and future challenges, and seizing opportunities to achieve national priorities

Efficiency: Working diligently to make optimal use of available resources to achieve the goals set with excellence and competence

Respect: Fairness and tact in dealing with different groups and segments, accepting opinions, and valuing time and effort

Excellence: Excellence in performance through continuous improvement at the individual and institutional levels to achieve sustainable results and enhance leadership

Justice: Making non-biased balanced decisions and ensuring equal opportunities and non-discrimination when dealing with colleagues, groups and different segments

General Framework of the HR Strategy

The general framework of the human resources strategy shown in Figure (6) describes the desired vision of the strategy and the values of the civil service that it seeks to establish. The strategy consists of four strategic pillars that include eight strategic objectives that are closely connected in terms of focusing on the strategic goals associated with the human resources component on the one hand and the institutional structure necessary to achieve these goals on the other hand, taking into account the identification of pillars that clarify the general approach that should be taken into account when implementing the initiatives of the eight objectives of the strategy. These pillars constitute the requirements of shifting towards radical change in the planning and management of human resources in the civil service.

The gradual transition of the public service system based on the job or the open-structure system is considered an essential pillar for reshaping the human resources management pattern in the civil service and an essential element to attract talent and enhance objectivity in evaluating individual performance and meeting human resources needs according to qualifications and competencies. Achieving strategic success in human resources management requires considering behavioral and specialized competencies as the basis for all human capital management processes in terms of planning, recruitment, evaluation and training. Therefore, competencies are seen as a basic pillar that should be focused on in developing the policies and programs of this strategy, whose governance requires striking a delicate balance between the development of human resources policies and technical control to achieve compliance centrally by the Service and Public Administration Commission and its implementation by human resources departments in government departments, taking into account the empowerment of the Commission and departments legislatively and technically and building institutional and individual capacities, in a way that supports the duality of centralized planning, policy development and decentralization of implementation in a gradual manner. This strategic system cannot be achieved without looking closely at the enablers that provide a basis for achieving the vision and translating strategic objectives on the ground, so strategic enablers provide the basic pillars to increase the chances of strategic success, such as the establishment of the Service and Public Administration Commission, and foresight future of jobs as a continuous and sustainable process to raise the readiness of strategic planning for human resources, supportive policies, and the existence of an effective control system to follow up and evaluate performance indicators and measure the impact of the human resources strategy and associated policies and programs, as well as the importance of motivation and wage competitiveness in the civil service, and participation and work as sectoral work teams as success factors for human resources strategy.

General Framework of the HR Strategy

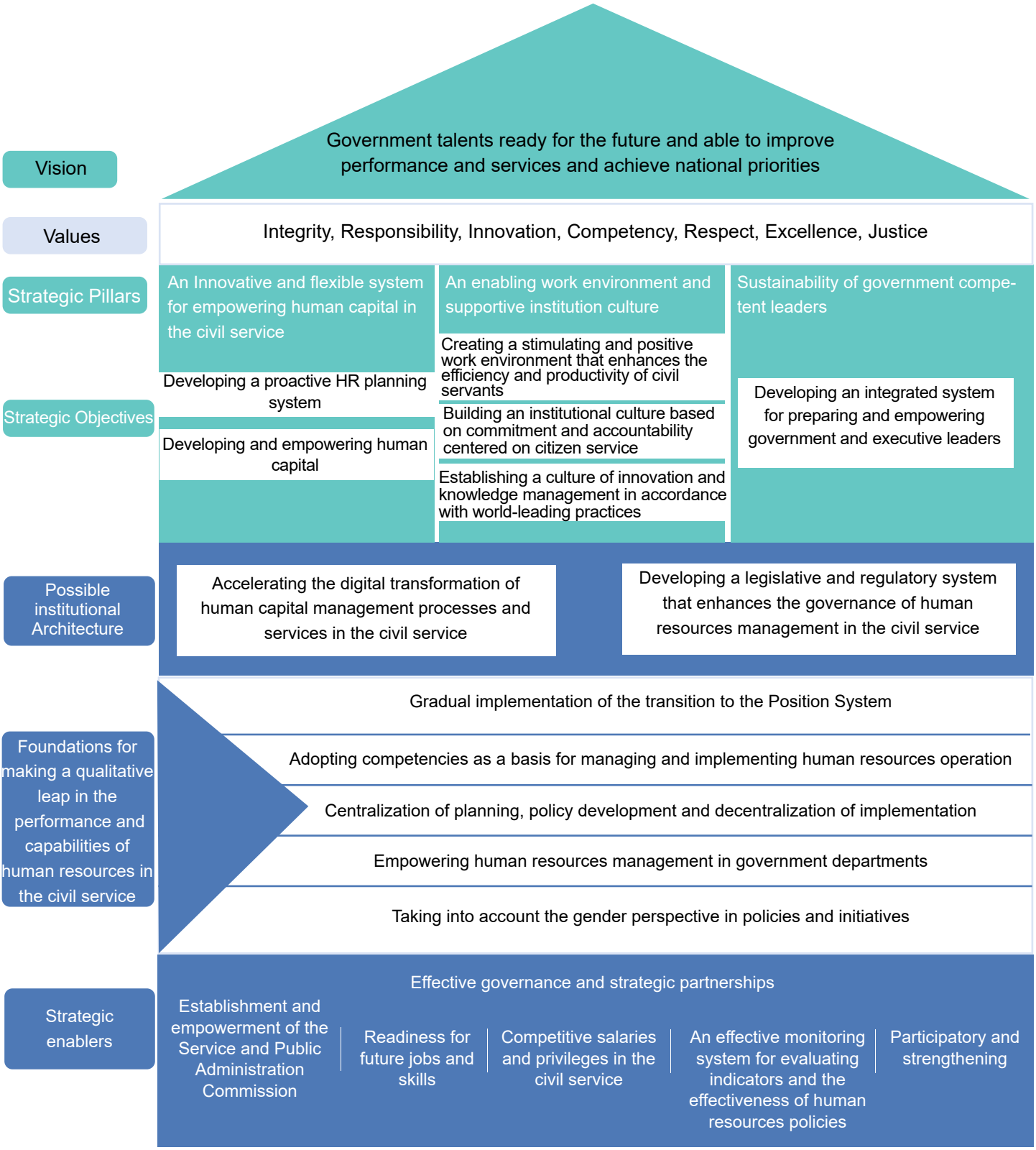

Figure (6). General Framework of the Civil Service Human Resources Strategy 2023-2027

General Framework of the HR Strategy

The strategy consists of four strategic pillars that include eight strategic objectives that are interrelated in terms of focusing on the strategic goals related to the human resources component on the one hand and the institutional structure necessary to achieve these goals on the other.

The first strategic pillar:
An innovative and flexible system for managing human capital in the civil service

The first strategic goal:
Developing a proactive human resource planning system.

Strategic Assumptions

- This strategic goal seeks to build a systematic and integrated framework for human resources planning in the civil service for a period of at least 5 years for each government department in order to improve the requirements for identifying human resources needs and develop accurate estimates of job budgeting according to a practical digitally-managed mechanism and provides decision-making support in meeting current and future gaps.
- The system consists of mechanisms that help build a future Job Architecture map, Critical Job Analysis, classification of human resources, forecasting supply and demand, and correlation with the strategic and operational goals of the department, the requirements of national priorities, and reform programs.
- A flexible system of proactive planning will not be achieved without building the technical institutional capacity of human resources departments, providing technical support, providing accurate data in the unified human resources system, providing a system for human resources planning and promoting the preparation of future job studies in a sectoral manner for civil service departments.
- Productivity studies and workload measurement help provide a baseline for the governance of human resources planning in the short and medium term, and identify long-term needs in the event of forward-looking approaches to technical transformations affecting future jobs in the civil service.

Strategic Impact

Strategic indicators were identified to measure the extent to which the strategic goal was achieved and linked at the operational level with the initiatives identified according to the focus areas:

- The quality of strategic planning for HR
- The quality of attracting talent

To achieve this goal, the following focus areas will be highlighted, and initiatives based on these areas will be launched in accordance with the pillars and technical requirements contained in the Public Sector Modernization Plan/Human Resources Report. These areas are:

The first focus area: Develop effective and proactive strategic planning capabilities for human resources by implementing the following initiatives:

- The strategic planning system for human resources based on job competencies.
- Strategic planning capacity building programs for human resources stakeholders in civil service departments.
- Productivity and workload measurement programs.
- Studying future jobs and skills 2030 sectoral job maps.
- Developing and implementation system for and the distribution of human resources.
- Job succession planning system.

The second focus area: Applying recruitment mechanisms, attracting talent and optimizing human resources through the implementation of a package of initiatives:

- A system for attracting, managing and maintaining talent. The innovative framework to meet human resources needs.
- A comprehensive policy for managing the inventory of the Civil Service Bureau.
- The regulatory framework for moving and rotating employees and sharing experiences within and outside the government (Mobility Scheme).
- The system of comprehensive contracts.
- The system of competitive competitions.

The Conceptual Context of The First Strategic Goal

The first strategic goal was to develop a proactive system for human resources planning to deal with challenges regarding the need to move from the traditional method of human resources planning, whose main driver is the preparation of the general budget, to a method that takes into account the dynamics of the sector in which the department operates and its strategic plan. Therefore, initiatives were identified within the first focus area to chart the transformation of forward planning for human resources at the level of civil service departments and analyze future jobs and possible scenarios, taking into account the financial dimension, so that planning results in a comprehensive plan for the medium term up to (5) years in order to support decision-making based on sound principles based on the analysis of data related to human resources. These plans will provide a clearer picture of the sectoral needs of the central body (the Service and Public Administration Commission) responsible for developing planning policies and foundations and building the capacity of human resources departments in this field to develop overall future visions on the size of the civil service in the medium term and fill the gaps related to human resources needs proactively, or through innovative mechanisms such as employee mobility within the sector, congregated expertise, government support teams and outsourcing of human resources.

Since initiatives to develop a proactive system for human resources planning aim to build new foundations in human resources planning, the strategy has taken into account the importance of having initiatives to deal with the current situation by focusing on applying practical mechanisms to measure productivity and workload, launching future studies on future skills and jobs, developing an integrated system for succession planning as key inputs that should be considered when implementing the proactive planning system, supporting decision-making when building job maps, whether at the sectoral level or government departments themselves and that productivity and workload measurement outputs are not used without mechanisms for dealing with surplus or shortage, which requires a unified system of rehabilitation and distribution, which contributes to promoting the optimal use of human resources.

The second focus area aims to deal with planning outputs in terms of promoting the concept of talent management in the civil service and the mechanisms for dealing with it to attract and retain talent, enhancing mechanisms to meet human resources needs in an innovative manner consistent with international practices such as government support teams, Talent Cloud and HR outsourcing, working to apply the world's leading practices in employee mobility as a means to meet needs on the other hand, and enhancing the flexibility of civil service departments as an open career system that meets the aspirations of employees for career development on the other. It also promotes the exchange of experiences within the government itself in addition to reducing the costs of job budgets. In this strategic phase, it is also necessary to deal with the inventory of the Civil Service Bureau. In 2027, it is expected to grow by 40% over the current volume, reaching approximately 600 thousand applications, which requires addressing during the gradual transition phase towards the general employment system called the Position System, starting gradually through technical and critical functions and applying future trends related to the centrality of developing policies governing human resources management and decentralization implemented by civil service departments, as well as the importance of developing mechanisms related to recruitment, in accordance with talent management, such as comprehensive contracts and developing a competitive competition system that is based on specific competencies for jobs, ensuring justice and attracting the best talents to available vacancies.

Two strategic indicators have been identified to evaluate the desired impact related to the rest of the strategic goals, as the system of goals integrates each other, namely the quality of strategic planning. This indicator aims to measure effective planning for human capital in order to help identify future expectations of jobs and necessary competencies, which improves recruitment and development processes. It is a composite indicator to measure the commitment of government departments to the stages of preparing and implementing strategic planning for human resources, the percentage of actual vacancies compared to the planned one and other related inputs. The second indicator is concerned with the effectiveness of talent recruitment in order to provide a strategic reading on the quality of efforts in attracting talents and investing in their abilities. The index measures the effectiveness of talent selection by calculating the percentage of employees who were classified as talents in specialized fields and who received a high rating over a specific period of time.

The second strategic goal:
Developing and Empowering Human Capital.

Strategic Assumptions

- The ultimate outcome of efforts to empower and develop human resources capabilities is to be clearly reflected in the impressions and satisfaction of citizens as service recipients.
- Central planning of training policies, empowering the Institute of Public Administration as a reference body to support training programs and continuous learning, and giving sufficient flexibility to human resources departments to implement specialized training programs and plans based on competencies and succession plans in accordance with centrally unified controls and policies.
- The need to pay attention to the quality of knowledge resources and tools when implementing training programs and radically transforming training methods.
- Invest in technology to support continuous learning and establish partnerships with educational institutions and the private sector in the field of capacity building.
- Promote sectoral and participatory work in training programs and transfer of expertise in order to reduce costs and benefit from actual experiences and practices implemented at the level of the same sector.
- The need to identify standardized training indicators to measure levels of justice and maturity in training practices, taking into serious consideration the effectiveness and extent of achieving the benefit of training associated with obligatory promotion.
- Moving towards future competencies with the strategic and innovative skills necessary to keep pace with the change in government management methods and ensure their positive and sustainable impact on improving performance and achieving priorities.
- Strengthening partnerships with academic and research institutions to train and qualify civil servants.

Strategic Impact

Strategic indicators were identified to measure the extent to which the strategic goal was achieved and linked at the operational level with the initiatives identified according to the focus areas

- The impact of training on the development of job competencies
- Civil servants are satisfied with training and continuous learning opportunities.

To achieve this goal, the following focus areas will be highlighted and initiatives based on these areas will be launched. According to the technical guidelines and requirements contained in the Public Sector Modernization Plan/Human Resources Report. These areas are:

The first focus area: Developing the elements of training, continuous learning and readiness for future skills by implementing the following initiatives:

- The strategy of the Institute of Public Administration. Scholarship policy in specialized professional programs.
- A program to develop the capacity of employees in public administration and modernize the public sector.
- Networking programs and coaching.
- A program to refine digital skills, including digital literacy.
- Future Skills Program to enhance the readiness of government talents “skills of the Fourth Industrial Revolution”.
- Programs to establish a culture of institutional excellence in civil service departments.

The second focus area: Establishing the role of competencies in training, learning and empowering human resources by implementing a package of initiatives:

- Government Competency Assessment Center.
- The framework of behavioral and specialized competencies for civil servants.

The Conceptual Context of the Second Strategic Goal

The second goal is to develop and empower human capital with the knowledge and skills necessary to achieve individual and institutional goals and improve the performance of tasks efficiently and effectively by providing institutional elements to achieve this within the first focus area. The role of the Service and Public Administration Commission in identifying areas and priorities for capacity building is highlighted. The Institute of Public Administration is a key success factor in the strategic system of human resources in the field of training and capacity building. Therefore, the next phase requires enabling the Institute to play the desired role in accordance with an integrated strategy for the Institute based on global best practices. In the same context, it is important to focus on the quality of training and to diversify its forms and methods, in particular, to be based on competencies and a series of other human resources processes. For example, the Singapore experience indicates that civil servants can develop these competencies through a variety of methods, such as formal and informal training programs. The 10-20-70 model is applied to develop competencies, where 70% of on-the-job training, 20% through social learning, such as guidance, and 10% through official training programs. Public bodies are also encouraged to rotate work (job mobility)[2] across government agencies to allow building expertise and testing them across different tasks. In the United Kingdom, the civil service curriculum provides innovative and digital education for government employees, including the topics of modern leadership, management skills, project implementation, data science, customer service excellence, financial resources management, digital transformation, and many other important abilities.

The success of public sector modernization initiatives is mainly based on enhancing the specialized technical competencies of those working in the field of public administration, development and digital transformation and ensuring their compatibility with the nature of their future tasks. Therefore, modernization initiatives and their foundations will necessarily lead to the diversity and multiple responsibilities of responsible regulatory authorities working in the field of public administration and public sector development at the level of central bodies or government departments, in addition to making a dynamic change in the nature of the competencies and skills of employees in these fields. Emphasis will also be placed on the category of employees in the fields of public administration and development as a priority in training and development to include, but not limited to, those working in the following fields: Human resources management and development, policy making, government decision-making support, strategic management, government performance management, developing and providing government services, engaging citizens, organizing and managing contracts, outsourcing services, documenting and developing procedures, working methods, quality, internal and external government communication, and institutional culture. Training and continuous learning plans also aim to fill the gap in specialized and future technical competencies and skills, raise the level of competencies at the strategic and innovative levels and link them to career paths, enhance the importance of the functions of these fields and transfer them from administrative functions to jobs with a strategic dimension.

[2] Through the first goal, the focus was on developing and implementing the systematic job rotation system (Mobility Scheme) as one of the government's directions towards developing expertise, enhancing skills, knowledge, and a comprehensive understanding of public sector challenges.

Raising the level of readiness for the future in terms of developing digital skills for civil servants is a prerequisite during the next phase, as is the case with advanced technologies associated with the fourth industrial revolution, in order to keep pace with future changes, support the digital transformation environment, reduce implementation resistance, expand the horizons of strategic thinking and understand future trends, whether when providing the service, or when developing policies, legislation and working methods by civil service departments that comply with the practices applied in Britain, Canada and Ireland. The importance and role of institutional excellence in improving the quality of services cannot be overlooked, alongside achieving sustainable results and developing the capabilities of employees in public administration.

Relying on an integrated system of competencies not only serves training and continuous learning programs but also includes all human capital management processes that generally aim to empower human resources. This is the aim of the initiatives that fall within the second focus area.
The establishment of the Government Competence Center is expected to play an important role in all stages of human resources empowerment, including training, recruitment, qualification, succession, etc. This should be accompanied by the development of a behavioral and specialized functional competency matrix for all job groups in the civil service to serve as a unified reference to the nature of the skills that fall within each job group, enabling human resources departments in civil service departments to identify training needs, succession requirements and sustainable human resources planning.

Strategic indicators have been identified to measure the extent of achievement in the overall results of the second strategic goal. The first indicator relates to measuring the impact of training on filling the gap in job competencies by measuring the quality of the outputs of the implementation of the training plan in government departments by reducing the gap between the level of targeted competencies before and after training, linked to individual development plans resulting from the evaluation of individual performance. The second indicator relates to the satisfaction of civil servants with training programs and continuous learning, according to specific areas aimed at listening to the employee and measuring satisfaction with the training programs and the effectiveness of these programs on the development of the employee's professional and career advancement

The Second Strategic Pillar:
An Enabling Work Environment and a Supportive Corporate Culture

Third Strategic Goal:
Creating a stimulating and positive work environment that enhances the efficiency and productivity of civil service employees.

Strategic Assumptions

- Enhancing job loyalty and creating a positive work environment requires established practices based on understanding the needs and requirements of job well-being in terms of providing an appropriate work environment and conditions that balance work and personal life and support interdependence, a sense of accomplishment, internal satisfaction, and general and psychological health.
- Paying attention to the financial incentives provided to civil service employees, working on competitive wages and benefits, and appreciating outstanding performers is a key success element for enhancing job satisfaction.
- Involving employees helps them integrate positively with modernization and development requirements and achieve strategies and policies, so that the employee feels that he is part of the decision-making system, a contributor to achieving institutional achievements, and always informed of future trends.
- The employee is familiar with his job tasks and his role within his department, and determines his contributions and the impact of those tasks on the country, as it is the focus of attention, in a way that enhances the employee's productivity.
- The initiatives specified in the public sector modernization plan related to the digitization of services and operational procedures and the outsourcing of a number of service centers are supposed to contribute to raising the productivity levels of employees, in addition to the efforts made to develop the work environment.
- Gradual transformation of the general job system towards a Position System. It helps enhance productivity so that promotion and development depend on performance and career path and not on obligatory promotion.
- Reaching an inclusive work environment that responds to the needs of gender and people with disabilities when planning and implementing positive work environment practices.

Strategic Influence

Strategic indicators have been identified to measure the extent of achieving the strategic goal and are linked at the operational level with the initiatives that have been identified according to the focus areas.

- Job satisfaction
- Job loyalty
- The productivity rate of employees in the civil service

To achieve this goal, the following focus areas will be highlighted and initiatives will be launched based on these areas, and in accordance with the pillar and technical requirements contained in the Public Sector Modernization Plan/Human Resources Report. These areas are:

First focus area: Strengthening the organizational capabilities that support a positive work environment that stimulates productivity and takes into account the requirements of responding to gender and people with disabilities, through implementing the following initiatives:

- Gradual transition to the public job system based on job the Position System
- Job classification and description system.
- Career and professional paths.
- The system of wages and benefits for civil service jobs.
- Rewards and prizes system.
- Grievances and complaints system for civil service employees.
- Award for enhancing productivity in civil service departments.

Second focus area: Applying innovative practices to support career well-being through implementing a package of initiatives: and

- Job well-being program.
- The regulatory framework for flexible work in accordance with international best practices.
- A system of governance and evaluation of work environment policies.
- Ideal Civil Service Employee Award.

Conceptual Context of the Third Strategic Objective

A stimulating and positive work environment helps enhance productivity, creativity and career development, as documented by many studies and research in the field of human capital management. From this standpoint came the third strategic goal related to developing the work environment in government departments, which includes a number of initiatives that are divided into two main areas. The first relates to what can be done in terms of organizational capabilities that support creating a positive work environment that stimulates productivity. One of the most important of these capabilities is that the public job system is linked to the employee's ability to achieve according to objective goals that are evaluated so that a competitive work environment is created based on performance excellence and promotion based on merit and not just the years of experience, the concept of professional development and talent management, in addition to objective evaluation of jobs and determining their position on the job ladder based on criteria of relative importance and uniqueness of their competencies. Therefore, the first initiative was related to the gradual transition to the public job system (the open-structured position system). This gradual process is important because it is linked to studying all organizational and technical aspects, building capabilities, and reviewing current policies and mechanisms in the value chain of human resources operations applied in civil service departments.

The current job scale and wage structure are considered among the most important challenges that stand in the way of attracting and retaining these competencies in the civil service, which are summarized in the disparity of salaries between the public and private sectors for specialized jobs with rare professional competencies and high skills, and the high wages of workers in jobs with few skills in the public sector compared to the private sector (Public Sector Premium), in addition to the limited differentiation in salaries between the highest and lowest jobs in terms of competencies and skills in the public sector. The placement mechanism in the current job scale is based on academic qualifications, which start from the lowest job grades regardless of competencies or experience. The process, of which only a maximum of five years are counted, in addition to the absence of the concept of promotion, career development, and advancement, and the current ladder being based on the concept of promotion, are all matters that have contributed to the lack of willingness of those with job qualifications to work in the government apparatus, which calls for the development of a system of wages and benefits that reflects the differentiation between job competencies and skills, in addition to a system of rewards and benefits linked to outstanding performance.

A careful review of the job foundations is also an essential factor in terms of reconsidering the classification and description of jobs in light of the actual reality and the changes in the work environment and the modernized jobs as a result of national priorities and future trends. The design of career and professional paths and the precise description of the job titles within the job description cards are also considered a catalyst for enhancing the employee's feeling of the importance of his role, and it enables human resources departments to build on this in many processes related to human capital management. In the same context, it is important for the Public Administration and Service Commission to follow up on the results of studies on workload and productivity in civil service departments by launching a high-level award to evaluate the initiatives implemented to enhance productivity, and integrating the results into the comprehensive evaluation system for civil service departments from the perspective of human resources management.

General Framework of the HR Strategy

In light of the implementation of initiatives to enhance productivity and positivity in the work environment, it is necessary to implement new practices to enhance job well-being in all its aspects, and to begin a comprehensive survey of wages and benefits in public employment, in a way that takes into account critical and important functions for the government, especially in light of the presence of national priorities that require enhancing the presence of qualitative competencies. In various fields, the survey will work to create a baseline for understanding the dynamics of supply and demand, and the competitiveness of attracting talent in light of the competition with the private sector and neighboring countries, especially in light of the excellence of Jordanian competencies in various fields of public administration. The ability of government departments to provide appropriate working conditions should also be strengthened to develop the government work environment, such as occupational health and safety, and take into account the specific needs of many jobs that may require specific requirements to carry out job tasks, such as field and specialized jobs and the requirements of people with disabilities, and take into account the requirements for responding to gender in the work environment within a comprehensive development of the work environment policy package[3], which also includes providing transparent channels for human resources grievances and complaints, to provide continuous feedback on the practices applied in the work environment. It is also important to develop a unified system to enhance job well-being that will be a reference for all civil service departments, and is not limited to the financial aspect only, but rather consists of many practices. To find a balance between personal and work life, promote mental health and a culture of volunteering and giving, and reduce the health effects of public employment, and in light of the global trend towards mixing several types of work, it is appropriate within these efforts to establish a more effective regulatory framework for remote work and flexibility in work methods in particular. After a comprehensive study of the types of categories and jobs that could benefit from flexible work mechanisms. The ideal employee award must be reconsidered with the aim of enhancing competitiveness among human resources, and redesigning the standards, categories, participation mechanisms and incentives associated with them, as well as the possibility of building effective partnerships with the private sector to provide preferential benefits for workers in the public sector as an element of enhancing job well-being.

This cannot be done without a central mechanism to govern and evaluate the extent of implementing effective policies for the work environment. Therefore, an initiative was identified to monitor the levels of implementation of positive work environment policies within the comprehensive governance system for the performance of the human resources strategy. Indicators were identified to measure the impact of the third objective, which are: The employee satisfaction index measures civil service employees' satisfaction with work. The second index is the job loyalty index. This index aims to measure the extent of civil service employees' pride in working in the government sector, and finally the productivity index to provide a strategic reading about productivity levels in the civil service.

[3] Work environment policies include, but are not limited to: Code of professional conduct and confidential reporting and disclosure. Violence and harassment, inclusion, employee well-being, and remote work, etc.

Fourth strategic objective:
Building a customer-centric institutional culture based on commitment and accountability.

Strategic Assumptions

- Building an institutional culture and adopting change management are continuous and intensive efforts and are followed up on by a central authority, as stated in the sector modernization plan, by assigning the Public Service and Administration Commission to manage institutional culture development initiatives in coordination with the relevant authorities.
- Success in creating an institutional culture that supports positive change and innovation requires a comprehensive review of legislation related to the governance of institutional culture and its amendment to ensure that incentives are linked to performance results.
- Investing in training and empowering new employees within their career path is an important factor in bringing about a change in institutional culture quickly and giving a positive impetus to change in civil service departments.
- The Institutional Culture Development Index will be a government indicator to measure the performance results of the change in the institutional culture of the government as a whole. It is important to measure the indicator at the level of each department.
- It is not possible to build objective individual goals without considering the importance of implementing what is stated in the public sector modernization map within the policy-making and decision-making component related to developing a comprehensive government framework for strategic planning that includes planning, implementation and performance monitoring mechanisms.
- Promoting a culture of accountability and motivation by linking it to evaluation results and activating the concept of reward and punishment.

Strategic Influence

Strategic indicators have been identified to measure the extent of achieving the strategic goal and are linked at the operational level with the initiatives that have been identified according to the focus areas.

- Customer satisfaction
- Institutional culture development index
- Functional harmony index
- Employee engagement index

To achieve this goal, the following focus areas will be highlighted, and initiatives will be launched based on these areas, and in accordance with the foundations and technical requirements contained in the Public Sector Modernization Plan/Human Resources Report. These areas are:

First focus area: Promoting a culture of accountability and commitment to support the success of the public sector modernization plan through implementing the following initiatives:

- Institutional culture development program for leaders and employees.
- System of empowerment and delegation of powers.
- Institutional culture system in the public sector.
- Accountability and punishment system.

Second focus area: Developing mechanisms to support the creation of customer-centric institutional culture, through implementing the following initiatives:

- A system for monitoring and evaluating commitment to civil service values.
- Performance evaluation management system for civil
- service employees.
- A system of empowering service providers and holding them accountable.

Third focus area: Adopting and accepting dust management in the government burden environment by implementing the following initiatives:

- Awareness programs on the importance of change in government departments.
- Change management programs in government departments (Together for Change Initiative).
- Launch of the (Best Change Leader Award and Best Change Team) Award.

Conceptual Context of the Fourth Strategic Objective

The fourth strategic goal comes in line with the public sector modernization plan, which gave great attention to institutional culture in the civil service, as a major component of said plan. Three main areas have been identified within this goal, so that these areas work first to provide a baseline for the level of development of institutional culture in the government as a whole, and implementing a program to develop institutional culture by focusing on new leaders and employees, to consolidate the values of positive change, so that leaders represent a vertical driving force to mobilize efforts towards a culture based on accountability and focus on the citizen as the basis and goal of development and modernization of public administration, and on the other hand, fostering new employees so that they are qualified with the skills and knowledge that help them bring about positive change at the horizontal level when joining civil service departments. In the context of institutionalizing efforts related to developing institutional culture, there is a need to provide a reference for human resources departments in this field, provide technical support, and work to strengthen the principles of accountability. By developing and updating the powers matrix and accountability policies, the importance of employee engagement cannot be overlooked, and following up on the results of the Human Resources Engagement Index survey as an important factor for integrating human resources into the work environment and achieving higher levels of job loyalty.

As for the second focus area, it targets several initiatives related to developing mechanisms that help monitor how to translate civil service values on the ground, and paying attention to front-line employees as an interface to enhance citizen confidence in the outcomes of developing and modernizing the public sector, including integrating performance indicators for services into performance documents for service providers and front-line supervisors in service delivery centers. In terms of enhancing accountability, there is a need for building on the efforts made during the past period in developing the individual performance evaluation system linked to institutional performance and based on performance agreements and taking into account several factors, the most important of which are the quality of individual goals linked to the quality of institutional strategic planning; setting goals and projecting them structurally in an organized and scientific manner is reflected in the ability to set individual goals and working to continue to simplify and update the digital processes of the performance evaluation process, without the need for office and paper work, as well as the importance of building awareness and empowerment of civil service employees in this field.

There is no doubt that managing change and employees accepting it in any institution is an important factor for the initiatives of all components of the public sector modernization plan, in addition to the requirements and changes required to be implemented in accordance with national priorities, represented by the vision of economic modernization. Therefore, a number of initiatives have been identified that fall within the adoption and acceptance of change management in the government work environment. This is through building awareness of the importance of change and methods of dealing with it, implementing the Together for Change initiative to exchange skills, guidance and learning from the application of the institutional culture development program after the completion of the first and second phases, and finally launching an award for the best change leader and the best change team at the level of government departments to appreciate the efforts of distinguished achievements in creating positive change.

To measure the impact of the strategic goal, a number of strategic indicators have been identified, including customer satisfaction with service providers, the institutional culture development index, and the job harmony index, which measures the extent of employees' interest in their work and involvement in it and the place of pregnancy. It also measures the extent of employees' attachment to their job and their relationships with colleagues and officials in the work environment, which represents a reflection of the development of institutional culture from a human resources perspective, in addition to the employee engagement index, which measures the extent of civil service employees' satisfaction with levels of participation in decision-making.

Fifth Strategic Objective:
Establishing a culture of innovation and knowledge management in accordance with international best practices.

Strategic Assumptions

- An environment that supports innovation is key to attracting and retaining talent and empowering HR capabilities.
- Innovation should be seen as a daily practice and this requires the presence of institutional enablers in civil service departments that are centrally rooted, through technical support to measure readiness in innovation practices and design innovation strategies and tools by the Service and Public Administration Commission in coordination with partners.
- Establishing a culture of innovation and enhancing knowledge management requires continuous and intensive efforts, but this requires linking with the system of job incentives and benefits.
- Knowledge partnerships are a key success factor and it is important to invest in international partnerships and build solid foundations to encourage scientific research by civil service departments in coordination with local and international institutions.
- Knowledge management and innovation process management are organized processes that need to be part of the operational processes in government departments.

Strategic Impact

Strategic indicators have been identified to measure the achievement of the strategic objective and are linked at the operational level with the initiatives identified according to the focus areas

- Level of innovation readiness in civil service departments
- Level of maturity of civil service knowledge management practices

To achieve this goal, the following focus areas will be highlighted and initiatives based on these areas will be launched, in accordance with the technical pillars and requirements contained in the Public Sector Modernization Map/HR Report:

First focus area: Promote innovation in government departments as a daily practice through the implementation of the following initiatives:

- Measuring innovation perfusion in civil service departments.
- Innovation strategies in government institutions.
- Guide to innovation tools in government work.
- Innovation labs at the level of civil service sectors.
- "Innovators" network at the level of civil service departments.
- Partnership program with the private sector and academic institutions to support scientific research and innovation in the civil service.

Second focus area: Implement knowledge management strategies in government departments through the implementation of the following initiatives:

- Launching a comprehensive study to measure the maturity of knowledge management in government institutions.
- Technical support for the design of Knowledge management strategies in government institutions.
- Launching the Knowledge transfer initiative between government departments.

According to the Global Innovation Index (GII) 2022, Jordan ranked 78th out of 132 countries. The index is a composite that measures the performance of innovation in countries through innovation inputs and outputs, where innovation inputs are measured based on institutions, workforce, infrastructure, market development and business development, while innovation outputs are measured based on knowledge, technology and creativity outputs. The role of governments is an important factor to enhance leadership on the global innovation map, especially in light of the future role of governments by focusing on empowerment and supporting the private sector to create jobs, and this is in line with the vision of economic modernization. Therefore, it is not possible to create a diversified economy based on knowledge and innovation without an innovative government that adopts innovation as a government tool of public administration and aims to increase the pace of innovation in the economy, solve social challenges, and innovate in government legislation and policies to gain leadership and enhance competitiveness.

Based on the above, the fifth strategic goal comes to establish a culture of innovation and consolidate knowledge management as a daily practice that requires the provision of material and moral ingredients that incubate innovation and enable civil servants to use innovation tools to solve both daily and strategic problems, so a special focus area of innovation has been identified aimed at institutionalizing the culture of innovation in civil service departments by providing a baseline for the readiness of civil service departments and the maturity of innovation practices in accordance with world-leading practices, in a way that helps government departments to design innovation strategies that enable human resources to have the tools of innovative thinking and create an enabling work environment for innovation. In the same context, it should be employed to discuss common (sectoral) strategic challenges according to innovation labs to be held periodically: This provides an opportunity for human resources in the civil service to think creatively and take a holistic view that promotes the efficient and effective implementation of national priorities.

Technology helps to monitor and evaluate the series of innovation processes, which imposes the opportunity to implement a unified platform to receive the suggestions and ideas of employees of government departments, and the formation of a database that enhances decision-making to address immediate and strategic challenges, and it is important to implement initiatives to enhance the outstanding performance of innovators in civil service departments by forming a knowledge network for innovators, noting the importance of adopting individual innovation outputs within a series of human resource management processes such as competencies and annual evaluation, and this strategy seeks to emphasize the importance of scientific research to support innovation and consolidate the values of collaborative and open innovation, in coordination with academic and research institutions in Jordan and internationally to support innovation in the civil service.

As for the second focus area within this goal, it complements innovation efforts, as institutional knowledge is an important factor to promote innovation, excellence and develop institutional performance, in view of human resources and their expertise and knowledge such as knowledge capital, assets and resources that enhance the productivity and efficiency of human resources performance in carrying out their tasks. This will be done through a number of initiatives, including conducting a comprehensive assessment to measure the maturity of knowledge management practices in civil service departments and designing and implementing institutional knowledge management strategies that enhance the role of knowledge in supporting and empowering human resources, as well as initiatives to exchange knowledge between government departments on a regular basis to enhance knowledge integration and exchange of experiences.

Two indicators have been identified to measure the impact of the fifth strategic goal aimed at measuring the extent to which innovation readiness has improved. The second indicator is related to the maturity of knowledge management practices in civil service departments, so that the baseline is determined at the beginning of the implementation of the human resources strategy and these indicators enable the formation of a general picture of the availability of innovation and knowledge elements in the civil service, which in turn should develop institutional strategies for innovation and knowledge that measure the impact of these components in the work environment on institutional performance from the perspective of services, customers, policies and other aspects of innovation and management of knowledge inventory.

The third strategic pillar:
Sustaining the government's needs for competent leaders.

Sixth strategic Objective:
Developing an integrated system to prepare and empower government and executive leaders.

Strategic Assumptions

- To provide a supportive environment for leaders and empower them, it is necessary to work according to two tracks, the first is concerned with enhancing the capabilities of current leaders to live up to the desired competencies, and the second involves preparing leaders in the short and medium term and the mechanisms for selecting and preparing them for leadership tasks.
- The importance of considering the presence of more than one leadership level, including senior government leaders, which includes the occupants of the second group of the senior category and the second level, which includes executive leaders, who represent supervisory levels such as assistant secretary general, director of department, head of department, future leaders, and representing talents from executive leaders, and finally youth leaders.
- Adopting competency-based merit and merit criteria as a basis for the government leadership selection process.
- Adopting the principle of promotion based on leadership and technical competencies as a basis for the selection and appointment process for executive leaders, while providing opportunities for candidates from outside the government department.
- The need to strengthen the supervisory role of the Service and General Administration Commission on the procedures for promotion to executive leadership positions by government departments.
- Taking into account the responsiveness of gender requirements in the procedures for selecting and empowering leaders at all levels.
- It is important to strengthen the gender response when planning and applying positive work environment practices.

Strategic Impact

Strategic indicators have been identified to measure the achievement of the strategic objective and are linked at the operational level with the initiatives identified according to the focus areas

- Leadership performance efficiency
- Driving indicator
- Percentage of female leadership
- Percentage of youth in executive leadership positions

To achieve this goal, the following focus areas will be highlighted and initiatives based on these areas will be launched, in accordance with the technical pillars and requirements contained in the Public Sector Modernization Plan/HR Report:

First focus area: Supporting and empowering senior and executive leaders through the implementation of the following initiatives:

- Government Leadership Qualification Program.
- Code of Ethics and Code of Conduct for Government Leaders.
- Evaluation, Development and Continuing Education
- Program for Current Leaders.
- Structuring salaries and contracts for leaders.
- Government Leadership Performance Management System.
- Leadership Competency Framework.
- Governance of leadership development programs.
  The system of selecting and promoting executive leaders,

Second focus area: Support the participation of youth and women in leadership positions through the implementation of the following initiatives:

- Program to enhance the role of women in leadership positions.
- Young Government Leaders Program.
- Talent management program for future leaders.

Conceptual Context of the Sixth Strategic Goal

The third strategic pillar of the human resources strategy came exclusively to achieve the strategic goal of developing an integrated system for preparing and empowering government and executive leaders due to the importance of the role of leaders in advancing administrative modernization as well as their pivotal role in achieving national priorities and sectoral strategies. In this context, it is necessary to work intensively within the initiatives of this strategic goal to deal with the challenges detailed in the modernization plan, including the weak capacity of the mechanisms currently applied to prepare, produce and empower future and young leaders, the lack of stability and high turnover rates at the level of government leaders, the absence of the second row of pre-qualified leaders to compete for executive positions, the weak culture of accountability and motivation for leaders related to performance and results, and the need to empower and grant appropriate powers to play the leadership role desired by all leadership levels, as well as high average age of incumbents and low participation rate of women in leadership positions.[1]

In view of the importance of leadership as a key driver and catalyst for public sector modernization initiatives and one of the pillars supporting their success, the map included a special chapter on government leaders through which an integrated framework was adopted to prepare and qualify government leaders, which included a number of proposed development directions on leadership competencies, tools for selecting and fostering government leaders, identifying and managing potential talents at an early stage, the fast track for the new generation of young government leaders, as well as the concept of performance evaluation related to results, and promotion policies, accountability and motivation, in addition to the areas and tools for empowering and continuously developing leaders. The plan stressed the need to comprehensively address all components of the framework in parallel (and away from dealing with parts), to ensure success in providing distinguished government leaders with high performance capable of achieving Jordan's vision and implementing its priorities.

Accordingly, the initiatives of the sixth strategic goal of the human resources strategy came within two areas. The first is concerned with dealing with the challenges of the current reality and bringing about a qualitative change in the selection, qualification and empowerment of government and executive leaders, and the second is concerned with enhancing the participation of youth and women in leadership positions, provided that this is according to a holistic view, provided that an integrated framework for leadership competencies is based on a clear vision of the leader we want.[2] During the next phase of the Jordanian public administration process, leadership competencies represent a reference for selection, empowerment and the launch of a digital tool for self-assessment of leadership competencies, and in the same context requires the launch of initiatives to prepare leaders capable of occupying leadership positions according to two tracks, the first is represented by the Government Leadership Program, which targets current executive leaders with high and distinguished leadership potential, and qualifies them to compete for future leadership positions. The second track is the Young Government Leaders Program (Fast Track), which provides an opportunity for career development for ambitious young competencies who understand leadership qualities, especially young people who excel in university, or public sector employees aged (25) years and less with no more than two years of experience in the civil service.

The goal also included initiatives related to preparing and manufacturing future government leaders (pipeline approach) by managing potential talents after identifying them at an early stage, working to qualify them, developing their leadership competencies, and managing their career paths to gain the practical experience necessary to assume leadership positions in the future.[3]

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[1] The public sector modernization plan included within the detailed report for the preparation and empowerment of government leaders/as part of the human resources pillar, a detailed explanation of the challenges and causes of change is included in page (45).

[2] The public sector modernization plan included in the detailed report for the preparation and empowerment of government leaders/as part of the human resources pillar. A proposed definition of the concept of the leader we want, in addition to a proposed framework for leadership competencies that reflects their specifications, is included in pages (48-47)

[3] Technical details related to the management of potential talent from future leaders are provided on pages (49-51) of the detailed report for the preparation and empowerment of government leaders/part of the human resources pillar/public sector modernization plan.

On the other hand, the mechanisms for selecting government and youth leaders were accompanied by initiatives to enhance accountability, motivation, and empowerment, enhance the capabilities and qualify current leaders during the assessment of the reality of current leaders compared to the competency framework, develop plans for the development of continuing education, organize and activate networking networks and guidance [4] (coaching) support programs.

In addition to initiatives to empower leaders by granting them more authorities or activating delegation on the ground according to a tight controls and accountability framework, in addition to applying transfer policies in leadership positions [5] (Handover Policy) in addition to empowering women leaders, as well as applying practices that promote results-related performance evaluation, such as performance agreements concluded with secretaries-general, adopting accountability and motivation policies related to performance, linking salaries, renewing contracts and continuing to retain executive leaders in their positions with performance and evaluation results based on governance, criteria and indicators identified by the roadmap for public sector modernization, which fall into five groups: National and sectoral priorities, institutional and operational objectives, administrative and financial policies, leadership index, public sector modernization policies. As well as the proposed incentives, including honoring and distinguishing high-performing leaders and considering performance evaluation as one of the promotion criteria for occupying higher leadership positions in the future.[6]

To measure the impact of initiatives related to the sixth strategic goal, four strategic indicators have been identified, namely the efficiency of leadership performance, as this composite indicator aims to measure a set of elements that represent leadership performance, including the percentage of achievement of goals achieved in performance agreements and the results of the assessment of leadership competencies, as well as the evaluation of peers, subordinates and key stakeholder groups, the second indicator is the leadership index, which measures the performance of leaders with their responsibilities in preparing and developing employees and future leaders, and the third indicator includes the percentage of women leaders [7] in executive leadership positions, and the fourth indicator measures the extent to which young people are empowered to assume executive leadership positions.

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[4] Technical details of development and continuing education are provided on pages (56-58) of the detailed report for the preparation and empowerment of government leaders/part of the human resources pillar/public sector modernization plan

[5] Technical details of empowering leaders are provided on pages (60-61) of the detailed report for the preparation and empowerment of government leaders/part of the human resources pillar/public sector modernization plan

[6] The technical details of the unified system for managing the performance of government leaders are provided on pages (54-55) of the detailed report for the preparation and empowerment of government leaders/part of the human resources pillar/public sector modernization plan

[7] Details of the leadership index are mentioned on page 55 (of the report on the preparation and empowerment of government leaders/human resources pillar from the public sector modernization plan

Fourth Strategic Pillar:
Possible Human Resources Strategy Enterprise Architecture

Seventh Strategic objective:
Accelerating digital transformation in human capital processes and services in the civil service.

Strategic Assumptions

- The existence of a unified electronic system that includes all civil service employee data and is able to fully provide human resources services to all government departments is the main assumption that regulates the governance of human resources operations and services and achieves success for all human resources strategy initiatives.
- Careful study of the needs of the HR strategy and understanding and re-engineering the value chain of HR operations is what empowers HR departments on the ones hand, and facilitating the experience of civil servants in obtaining services related to them on the other hand, as well as enhancing the role of the Civil Service Commission as a body concerned with the governance of the strategic system for human resources management.
- Technology provides practical and fast-impact solutions in the field of human resource management and it is important to learn about the leading best practices applied in the region and globally and to identify lessons learned from the current experience in developing a unified human resources system to ensure effective change management.
- Empowering HR managers and HR professionals in government departments digitally and understanding their needs contributes to accelerating the digital transformation of the HR strategy system.
- Reducing the cost of managing human resources in the civil service as a result of patchwork transformation requires considering the rehabilitation and development of capacities for the expected surplus as a result of the digitization of services and human resources operational processes.

Strategic Impact

Strategic indicators have been identified to measure the achievement of the strategic objective and are linked at the operational level with the initiatives identified according to the focus areas

- Percentage of HR satisfaction with digital services
- The degree of digital transformation in human resources processes and services

To achieve this goal, the following focus areas will be highlighted and initiatives based on these areas will be launched, in accordance with the technical pillars and requirements contained in the Public Sector Modernization Plan/HR Report:

First focus area: Implementing the unified system for human resources operations and services through the implementation of the following initiatives:

A unified electronic system for key HR services and processes, including:

- Comprehensive analysis of infrastructure and digital transformation requirements.
- Digital transformation strategy for HR operations and services.
- Re-engineering HR processes and services in accordance with modernization requirements.
- Smart Reporting and Central Statistics System (at the level of the administration, public service and institutions).

Second focus area: Developing the support systems for the strategy system for human resources through the implementation of a package of initiatives:

- A unified digital system for managing innovation processes in the civil service.
- Digital platform for training using advanced technologies for civil servants.
- Smart application for civil servants.
- Electronic system for complaints and grievances of civil servants.
- Electronic system for monitoring and evaluation of the HR system.
- Digital platform for continuous learning.

Conceptual Context of the Seventh Strategic Goal

The fourth strategic pillar within the strategic system for human resources in the civil service represents the institutional structure supporting the implementation of the three pillars of the strategy, and therefore, the seventh strategic goal aimed at accelerating digital transformation in human resources operations and services came to translate the important role of technology in reflecting the development directions contained in the strategy into a simplified practical reality that helps reduce the cost of human resources services and operations on the one hand, and provide support systems for all strategic goals on the other. The first focus area is concerned with creating a unified electronic system for HR management in the civil service, which is considered a top priority, and a prerequisite for achieving the goals of modernization in this field. This is done through the launch and implementation of a digital transformation strategy in the governmental Human Resources Department based on the results of the assessment of the current reality and previous experiences, in accordance with the mechanisms for assessing the maturity of digital transformation, reviewing best practices and identifying the technical requirements for transformation in a participatory manner with the concerned parties, as the strategy must target quick transformation of priority operations that are regarded as key factors in the success of the human resources strategy. The unified HR management system will include the complete digital transformation of the services needed by civil servants (self-services) after studying and re-engineering them, in addition to digitizing the processes needed by managers and employees of human resources departments in the civil service, and providing features related to smart reports, statistics and dashboards for leaders of government departments according to the specified powers, and the system is supposed to provide management of central operations that are managed by the Service and General Administration Authority.

As for the second focus area, it includes supporting systems to support the civil service human resources strategy, which are technically linked to the unified system for human resources management, such as the electronic system for strategic planning of human resources and measuring productivity, as it will be difficult to work on measuring productivity by traditional or paper means. The systems include supporting other strategic objectives such as the unified platform for innovation, the continuous learning platform, the advanced technology training platform and the electronic system for complaints and grievances, and an effective digital system must be found for the Service and General Administration Commission for the purposes of enhancing governance, as it is concerned with following up and evaluating unified performance indicators at the level of human resources strategy, and following up on development plans related to these indicators, in a way that ensures technical performance governance by the authority, and helps it reduce the time required to issue follow-up and evaluation reports.

To measure the impact of the strategic objective related to accelerating the digital transformation of human resources operations and services, two indicators have been identified; the first measures the satisfaction of civil servants with digital services, and the second indicator has been identified for the acceleration aspect, which is the indicator related to the degree of digital transformation in human resources operations, by determining the percentage of digital transformation of total operations and services.

Fourth Strategic Pillar: Enabling Institutional Environment for the Human Resources Strategy

Eighth strategic objective:
Developing a legislative and regulatory system that enhances the governance of human resources management in the civil service.

Strategic Assumptions

- Giving priority to amending policies and legislation in light of the requirements of the public sector modernization map and the human resources strategy is a success factor to ensure the implementation of the strategy's initiatives and provide a legal reference for the implementation of development trends.
- Apply international practices in identifying and measuring legislative impact when developing legislation and policies related to human resources.
- A holistic view of all required amendments and ensuring integration and coordination between all parties concerned with initiatives that require amendments in legislation and policies
- The need to be aware of the practices and policies applied in the pilot countries and to ensure their adaptation to the national context and their ability to accommodate future changes and trends.
- Hierarchy in understanding the priority of regulatory amendments and legislation is a critical element for the success of the policy development system so that key requirements such as the legislative consequences of the gradual transformation of the public service system are initiated.

Strategic Impact

Strategic indicators have been identified to measure the achievement of the strategic objective and are linked at the operational level with the initiatives identified according to the focus areas

- Legislative impact of human resources policies
- Effective application of HR legislation and Polices

To achieve this goal, the following focus areas will be highlighted and initiatives based on these areas will be launched, in accordance with the technical pillars and requirements contained in the Public Sector Modernization Plan/HR Report:

First focus area: Strengthening the governance of human resources management in the civil service and empowering the Service and Public Administration Commission in a way that supports the centralization of planning and decentralization of implementation by implementing the following initiatives:

- The system of roles, tasks, authorities and structure of the Service Authority, Public Administration and human resources departments in the civil service directorates.
- The system of technical and administrative institutional capabilities of the Service and General Administration Commission in the field of human resources management.
- The system of technical and administrative institutional capabilities of human resources units in the civil service departments.
- Governance system for support, follow-up and evaluation of human resources departments.
- Mechanisms of service level agreements between the Bureau (Authority) and human resources departments.
- An integrated communication strategy for the human resources management system.

Second focus area: Developing legislation and policies supporting the human resources strategy system through the implementation of the following initiatives:

- Civil Service Law for the year 2020.
- The legislative framework supporting the requirements of enabling the Service and General Administration Commission
- to implement the human resources strategy.
- Study of the future of human resources policies 2030.
- Innovation lab for human resources legislation and policies.
- A study of benchmarking on human resources legislation and policies.
- Government Leadership Management System.
- Business continuity and achievement system when making a change in government leadership.
- Legislation related to the governance of corporate culture.
- Research and development system in the field of human resources.

Conceptual Context of the Eighth Strategic Goal

The eighth strategic objective comes to consolidate the importance of legislation and policies that promote and support the implementation of human resources strategy initiatives in the civil service, with the aim of developing a legislative and regulatory system for human resources in the civil service based on flexibility and readiness for the future and enhances the application of governance principles, as well as enabling the Service and Public Administration Commission to play the desired future role in this field, through two tracks, the first is concerned with supporting the application of centralized planning and policy-making and decentralization of implementation by civil service departments, and this is represented by the development of the system of roles, authorities and structure of the Service Authority, Public Administration and Human Resources Departments, and the institutional, technical and administrative capacity building required for the Commission and human resources departments in the civil service directorates. It is necessary to accompany this with the development and application of the governance system for support, follow-up and evaluation, which reflects the philosophy of centralization in planning and developing civil service policies and controls, evaluation and follow-up, decentralization of implementation by government departments, and institutionalizing the relationship between the Commission and departments through agreements for the level of service provided to employees of government departments by the Commission and human resources departments. This must be accompanied by an integrated strategy for communication to support the requirements of radical transformation in the human resources management system and transparency in disclosing the procedures and policies of the system, which require monitoring as part of the measurement of the job satisfaction index.

As for the second track, it is concerned with developing legislation and policies that support what is stated in the map of modernizing the public sector from the perspective of the human resources component and other relevant components, and the legislative priorities are to review the civil service system to keep pace with the requirements of the effective application of the civil service human resources strategy, and the legislative framework for the requirements of empowering the Service and Public Administration Authority, as well as approving a system for government leaders, and the associated business continuity and achievement system when changing these leaderships, and reviewing legislation related to the governance of corporate culture.

On the other hand, an innovative approach to policy development should be based on learning from world-leading legislative practices and foreseeing the future of the work environment and human resources management, in a way that confirms legislative and regulatory certainty about the capabilities of the policies and legislation to be developed and their ability to accommodate future changes, flexibility in making amendments if required, as well as the development of a binding regulatory framework to support continuous research and development, and conducting regular studies in the field of human resources to support decision-making in the legislative system in particular and civil service human resources strategy in general.

The impact of the eighth strategic goal will be measured through two indicators, the first is related to measuring the legislative impact of the policies that are being developed in order to enhance the efficiency, effectiveness, flexibility and readiness of human resources in the civil service, by evaluating the results of legislation with the objectives that were set when preparing/developing legislation, while the second indicator aims to measure the extent of government departments' commitment to legislation, policies and guidelines for human resources so that this indicator falls at the level of the leaders of these institutions, and can include as a composite index a failure ratio to apply/comply with policies measured by the Service and Public Administration Authority, in addition to violations related to human resources determined by regulatory authorities such as the Integrity and Anti-Corruption Commission and the Audit Bureau.

Governance

To ensure the implementation of the civil service human resources strategy, the Civil Service Bureau shall, as a first stage, supervise the strategy until the completion of the provision of legislative, regulatory and technical requirements and resources necessary for the establishment of the Protective Service and Administration Authority, which will be the tasks of following up the implementation of the strategy in coordination with the concerned authorities from the public and private sectors, and continuous communication with the community, unions, research and academic institutions and public administration experts, and Figure (7) shows the elements of the governance framework for the human resources strategy in Civil Service:

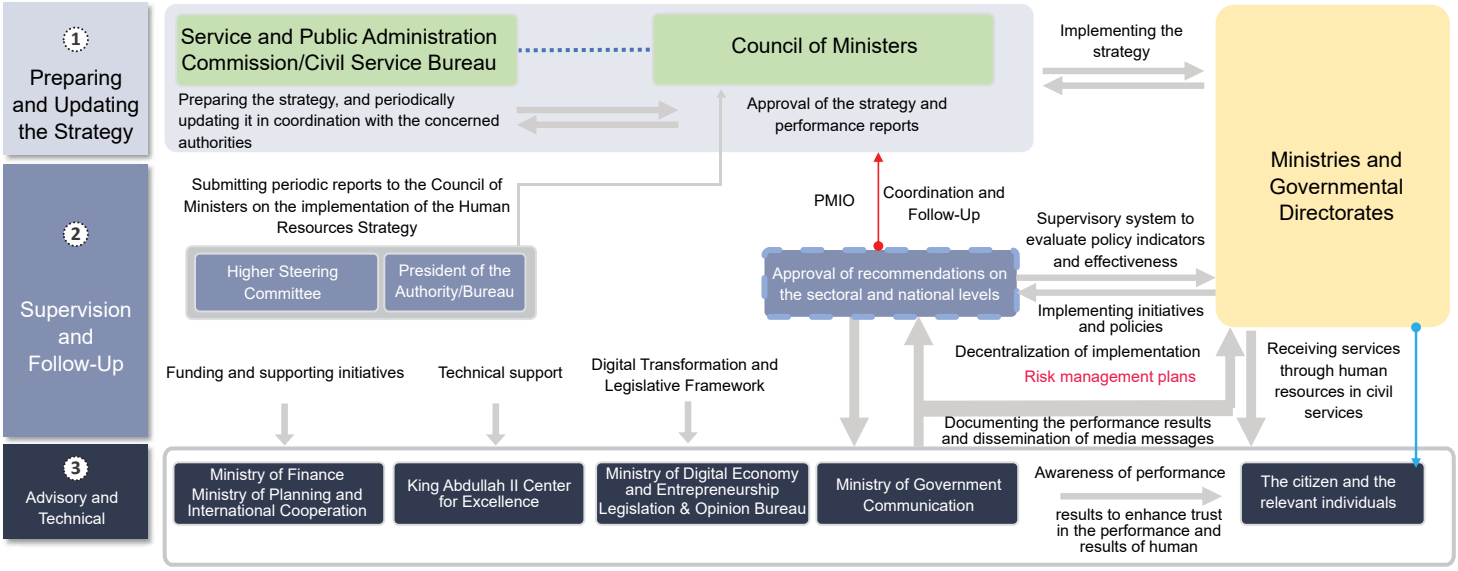

Figure (7). HR Strategy Governance Framework in the Civil Service

First: Preparing and updating the strategy

- The Civil Service Bureau shall supervise the preparation and updating of the human resources strategy, and these tasks shall be transferred to the Service and Public Administration Commission immediately after the completion of the legislative and regulatory requirements for the establishment of the Authority.
- The President of the Civil Service Bureau submits the strategy to the Civil Service Council for approval and then approval by the esteemed Council of Ministers.
- An annual report on the achievements of the strategy and the most important recommendations and amendments at the government level as a whole and at the sectoral levels is prepared by the President of the Civil Service Bureau and the report is submitted to the esteemed Council of Ministers for approval.

Second: Supervision and Follow-up

- The President of the Civil Service Bureau forms a steering committee that meets periodically to discuss follow-up and evaluation reports on the level of implementation of the strategy. The committee includes members from academic institutions, research centers, national committees, a representative of professional unions related to human resources in the civil service, and experts in the field of public administration (the tasks of this committee are transferred in accordance with the framework regulating the governance of the human resources policy system in the civil service, which will be determined by the legislative framework and the governance of the Service and Public Administration Commission later).

- The Performance and Achievement Follow-up Unit at the Civil Service Bureau follows up and supervises the results of the implementation of the strategy to ensure follow-up of all initiatives with the concerned parties, and is later transferred to the Service and Public Administration Commission after its activation.
- The aforementioned unit works closely with the Prime Minister's Public Sector Modernization Program Management and Implementation Unit through periodic reports and meetings.

Third: Consulting and Technical Support

- The Civil Service Bureau works through its specialized departments in coordination with the concerned authorities to ensure the development of the necessary plans to provide the required funding and human and technical resources, such as the Ministry of Planning and International Cooperation, to discuss the financing of initiatives by donors, the allocation of budgets from the general budget in coordination with the Ministry of Finance, and the implementation of a number of specialized initiatives in coordination and integration with the concerned authorities such as the King Abdullah II Center for Excellence and the Institute of Public Administration.
- On the technical side, the role of the Ministry of Digital Economy and Entrepreneurship is important to accelerate the digital transformation of human resources strategy initiatives, in addition to the role of the Legislation and Opinion Bureau in developing the legislation system that supports the human resources strategy.
- The Civil Service Bureau is working with the Ministry of Government Communication and the Public Sector Modernization Program Management and Implementation Unit at the Prime Ministry to enhance citizen and stakeholders' confidence in the performance results of the HR strategy and raise awareness of achievements gained on a regular basis.

Fourth: Implementation

The initiatives included in the executive plan of the strategy are implemented within two main pillar:

- The first pillar is represented by the main bodies concerned with initiatives related to the development of work systems, policies, methodologies, and applied tools, most of which fall on the responsibility of the Civil Service Bureau (Service and Public Administration Authority) and the Institute of Public Administration.
- The second pillar: The role of ministries and government departments in implementing the initiatives and projects assigned to them in accordance with the executive plan, in addition to translating work systems, policies and methodologies into practical reality in accordance with the tools adopted by the Bureau (Authority).
- The concerned authorities are committed to implementing initiatives by monitoring and implementing risk management plans at the level of each strategic objective and taking alternative actions in a timely manner.
- To enhance sectoral work, transparency and exchange of experiences between government departments, the NAO (Authority) organizes an annual conference for human resources in the civil service in which the annual performance results of the human resources strategy, lessons learned and recommendations at the government level and areas of development at the sectoral level are reviewed.

Risk Management

The civil service human resources strategy may witness risks at the strategic level that may hinder the achievement of strategic objectives at the macro level, and the following are the most important potential risks, the level of impact and the proposed measures to deal with them:

Key strategic risks			
Risk	**Impact Level**	**Response Procedures**	**Responsibility**
Lack of adequate funding for strategic initiatives	High	Analyze and target donor financial support and prioritize local funding	Coordination with the Ministry of Planning and International Cooperation to review the role and importance of initiatives for the public sector modernization map with donors, and coordination with the Ministry of Finance to regulate the priorities of funding from the public budget
Length of time to update legislation required to implement the civil service human resources strategy	High	Develop a legislative process that clarifies the priorities of the required legislation and the relationship between them to ensure that amendments are made according to one package, organized priorities, and the possibility of expert participation to support the process of reviewing legislation faster	Coordination with the Legislation and Opinion Bureau and the relevant authorities to give priority to legislation that supports the human import strategy, in addition to networking and effective communication with the National Assembly
Incomplete requirements for digital transformation of the requirements of the civil service human resources strategy	High	Directing support and prioritizing digital transformation projects, providing adequate funding, and allocating a specialized project manager for this purpose	Coordination with the Ministry of Digital Economy and Entrepreneurship to develop a comprehensive action plan to accelerate the digital transformation, especially in the creation of the unified system of human resources
Delayed implementation of a number of initiatives related to the HR component of the Public Sector Modernization Plan	Medium	Direct and effective coordination with the Public Sector Modernization Program Management and Implementation Unit in the Prime Ministry so that these initiatives are identified and the timelines and outputs of the Public Sector Modernization Plan initiatives are consistent with the initiatives of the human resources strategy	The Civil Service Bureau in coordination with the Public Sector Modernization Program Management and Implementation Unit at the Prime Ministry

Key strategic risks			
Risk	**Impact Level**	**Response Procedures**	**Responsibility**
Lack of understanding of the strategic objectives of the strategy or resistance of some employees of government departments to strategic change	Medium	Implementing awareness and education programs and focusing in the first phase on building consensus and common understanding with human resources and institutional development managers in government departments to be ambassadors to explain and communicate the benefits and desired results of the strategy	The Civil Service Commission is responsible for raising awareness and building capacity
Lack of support from the leadership of government departments for the requirements of the transition towards centralization of policy planning and decentralization of implementation	Medium	Holding periodic meetings with government and executive leaders to spread awareness of the importance of the strategy and the role of leaders in the successful implementation of its initiatives and the importance of providing support to human resources departments in their departments, and integrating the performance results of government departments into the human resources strategy can also be presented in the performance agreements signed with them.	The Civil Service Commission is responsible for raising awareness and building capacity
The possibility that the complete transformation of the processes and services of human resources departments will lead to a surplus of employees working in human resources departments in government departments	Medium	Develop a proactive plan for rehabilitation and redistribution in the event of a surplus by human resources departments and benefit from their expertise in other areas within the same departments or in other departments	Civil Service Bureau in coordination with government departments
Lack of cooperation in the implementation of joint initiatives or that require coordination of more than key strategic risks	Medium	The need to define a general map of the responsibilities for implementing initiatives and work in a participatory manner to develop executive plans and budgets for initiatives and integrate these initiatives into the strategic plans of the concerned authorities	The Civil Service Bureau in coordination with the authorities concerned with initiatives and using accelerators as a concept and tool to speed up and facilitate the implementation process