

PUBLIC SECTOR MODERNIZATION: DETAILED REFERENCE REPORTS



INSTITUTIONAL CULTURE

WHAT DO WE WANT? (OUTLINE OF DEVELOPMENT TRENDS)

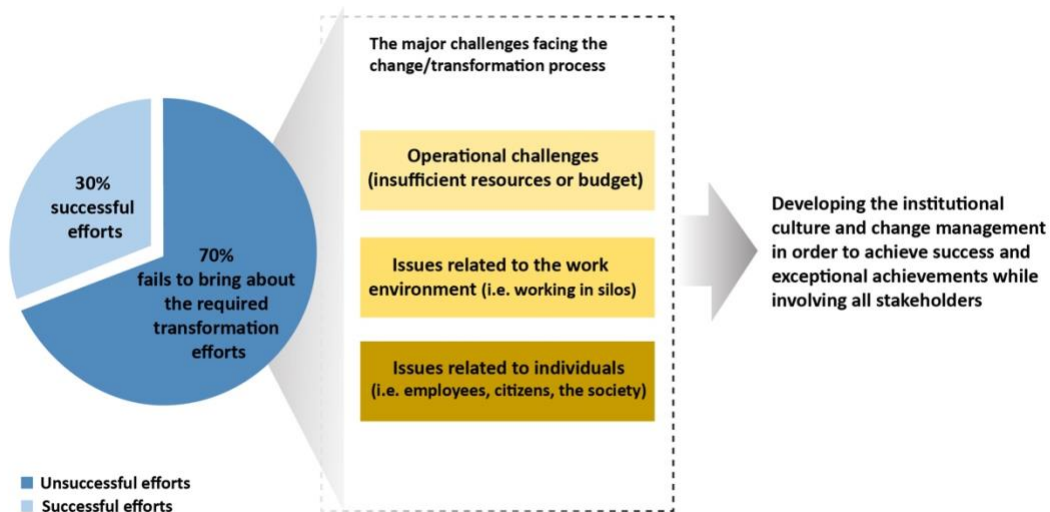
- An institutional culture that addresses the invisible factors of change resistance (the roots), in parallel with the implementation of the remaining modernization initiatives, in a manner that contributes to bringing about complete and effective change with a tangible impact.
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INTRODUCTION

The success of modernization initiatives in the public sector requires the presence of an institutional culture that supports the concepts of modernization and development. Studies have shown that the main reason for the failure of 70% of change initiatives in the world is the absence of a supportive institutional culture, as it turned out to be the main obstacle to the implementation of modernization initiatives and their failure to achieve the desired goals.

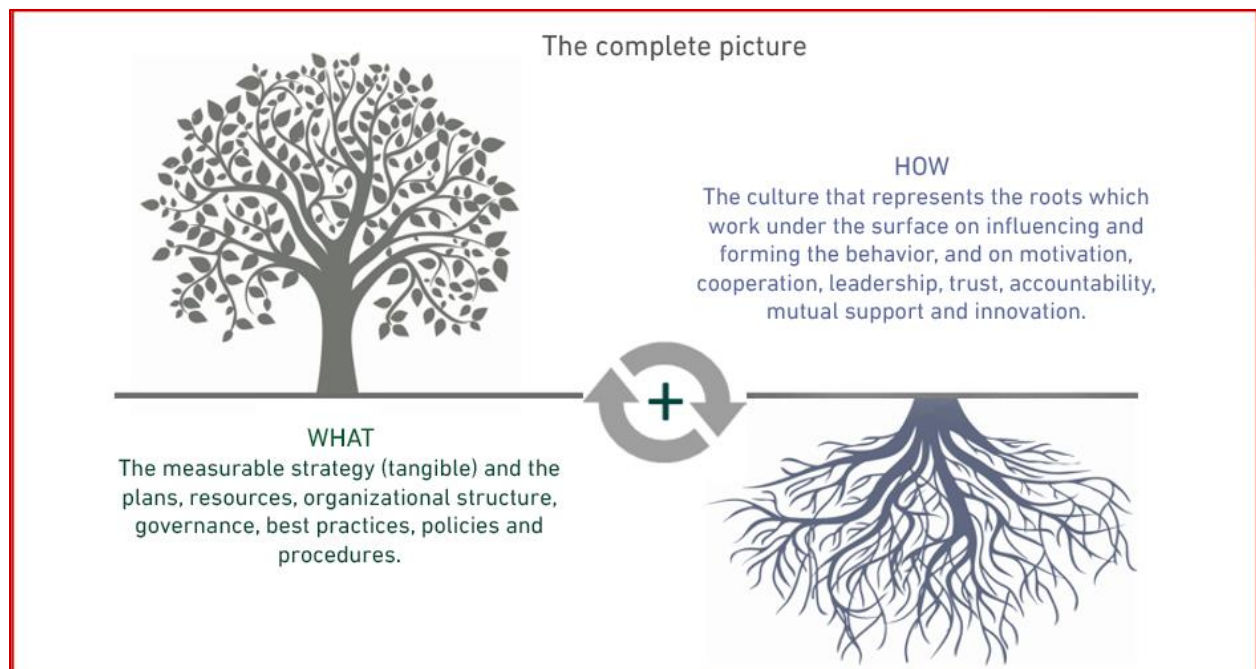
Institutional culture is defined as the sum of the collective attitudes, values, standards, traditions and practices of the people working in that institution. It greatly influences the values, attitudes and beliefs that employees adopt, and it leads them to act, interact and respond in subtle and often silent ways. As a result, what

appears on the surface is only a reflection of their actions as a reaction and vice versa. Moreover, previous traditions, experiences, and practices may also control their way of thinking and behavior, instead of responding to the requirements of the current or future stage. This means that many entities, with the prevailing institutional culture within, operate in ways that fit the past but are not suitable for current or future circumstances, especially modernization initiatives that require a change in future systems and technologies, as well as in the values and behaviors of individuals, which could prevent achieving the desired goals, i.e. the failure to achieve effectiveness and efficiency in work.



Furthermore, institutional culture is the channel through which daily business is carried out by a group of individuals working together within their unique silent culture, whether it was a general committee, an organization, or an executive team, and it has a significant impact on the quality of services provided to citizens, as it affects performance standards, communication with people, decision-making, embracing innovation, and addressing and managing

conflict as critical elements of success. Also, the institutional culture has a strong influence on the behavior and the standards of individuals, including employees, service recipients and the society, and it is either a positive influence that contributes to the success of the efforts to change by providing support and commitment, or a negative influence that leads to the failure of the efforts to change due to resistance.



The government of Jordan has more than once implemented modernization initiatives to improve performance. However, the implementation of these initiatives faced multiple challenges, most notably the resistance to change that leads to a prevailing culture that resists the implementation and success of any change. This requires setting up a mechanism to move from the prevailing institutional culture in the concerned government agencies that resist change, towards the appropriate future institutional culture to support the implementation of modernization initiatives and identify the necessary procedures to deal with any resistance to change, and procedures for

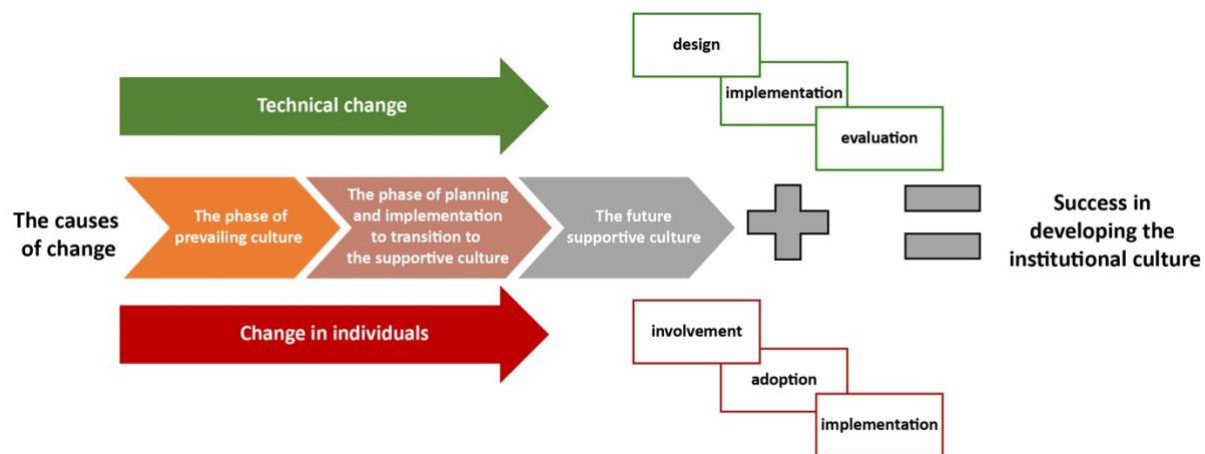
lobbying and gaining support in order to reach a new desired culture that achieves the targeted success. This can enable governments with their institutions, employees and all stakeholders in the public sector to face various challenges, especially those related to the modernization of the public sector, and to deal with and overcome them. Therefore, bringing about change in the institutional culture is as important as other modernization initiatives, as the government will not be able to implement the policies, regulations, and plans mentioned in the public sector modernization roadmap without bringing about a change in the behaviors, attitudes, and methods of the employees in carrying out their



current work, in parallel with implementing the initiatives technically. For example, applying the "citizen-centered" concept cannot be implemented on the ground without a technical change in systems, procedures and capacity development programs to identify and meet the needs and requirements of citizens, and at the

same time, identifying the causes of resistance to change that may occur and affect the behavior and actions of employees and other stakeholders, and then improving the relationship between them to implement initiatives and achieve an improvement in their level of satisfaction.

Accordingly, it is key for the government to focus on adopting initiatives to change the current institutional culture in parallel with the implementation of the remaining modernization initiatives included in this plan, in a way that contributes to bringing about complete and effective change with a tangible impact.¹



Therefore, the committee allocated a separate component to institutional culture because of its importance in supporting the other six components of the roadmap to identify the challenges and obstacles arising from the prevailing institutional culture and that face the modernization initiatives, and to identify the expected root causes of resistance to change in order to deal with them early on, by building relationships and efficient team standards, and providing an institutional role model that supports change, and building suitable business models, with emphasis on giving employees a major role in modernization initiatives, by assigning them the responsibility of defining

appropriate future institutional culture standards to create a sound and effective work environment that makes them supportive of the modernization process, which is a cornerstone of development and innovation in the implementation.

The committee identified the proposed reforms in this field based on many local and international documents and reports, in addition to conducting benchmarking comparisons with international entities that have expertise in the field of change management and institutional culture. It also cooperated with an international house of expertise in the field of change management and institutional culture (GRID

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Company) which was sponsored by the Jordan Strategy Forum. The evaluation of the institutional culture was based on eight main elements of change identified by the company based on the foregoing, and the company implemented a pilot project in a number of Jordanian government agencies to ensure the success of the proposed methodology for building a “path of development” in order to reach the appropriate future institutional culture according to the specified elements that aim to

reach “an institutional culture motivated to serve the citizen and promote an environment that supports transformation and innovation”. The path of development includes a number of key initiatives to support the transformation of the institutional culture by those concerned with modernization, and to reward success in achieving the desired outcomes from modernization initiatives as a result of dealing with change management.

THE CAUSES OF CHANGE

WHY DO WE NEED TO DEVELOP THE INSTITUTIONAL CULTURE?

First: The absence of a sense of ownership of the change by the employees and the resulting loss of interest. This is due to the absence of employee participation in the modernization process, whether by identifying problems or proposing solutions, in addition to the lack of clarity in their roles and responsibilities in the implementation phase, or in identifying initiatives that can be implemented to provide a supportive culture that fosters change. Accordingly, and in order to ensure that employees adopt the change, it is necessary for the government to inform them of the foundations and initiatives of the project and their expected roles in bringing about the desired change, and to involve them in the implementation process by contributing to identifying the problems that will face the implementation, and the solutions and tools necessary to avoid them, taking into account the specificities of the sectors in which they work, such as leveraging peer-to-peer communication networks that were recommended as one of the modernization initiatives for public sector employees, by using these networks to ensure the participation of employees in identifying mechanisms for the implementation of government visions in the entities and sectors in which they work.

Second: The prevalent mindset (the current mentality) of some employees about some concepts that are considered a fundamental basis for the modernization project and its initiatives. The Government of Jordan has already launched a number of modernization projects and national plans, some of which did not receive the necessary support for their implementation and did not achieve the desired success as a result of the unwillingness of the employees to pull out of the current situation and thus the lack of cooperation to make any of the future modernization initiatives successful. Accordingly, it is key for the government to change the mindset of employees or what is called (the change enabler) to provide an institutional work environment that enhances the concepts of efficiency, effectiveness, professionalism, quality, continuous learning and self-development, result and value orientation, citizen centricity, activation of cooperative and integrated government, application of the concepts of proactivity, innovation and harmony, flexibility, responsiveness, transparency, openness, accountability, and partnership with the private sector.



Third: The feeling of the employees that they are not qualified to assume the new tasks and responsibilities imposed by the modernization initiatives, in terms of capacity, empowerment, and availability of tools necessary for implementation, or support from the leadership team, which makes them resist change and hold on to the current working methods.

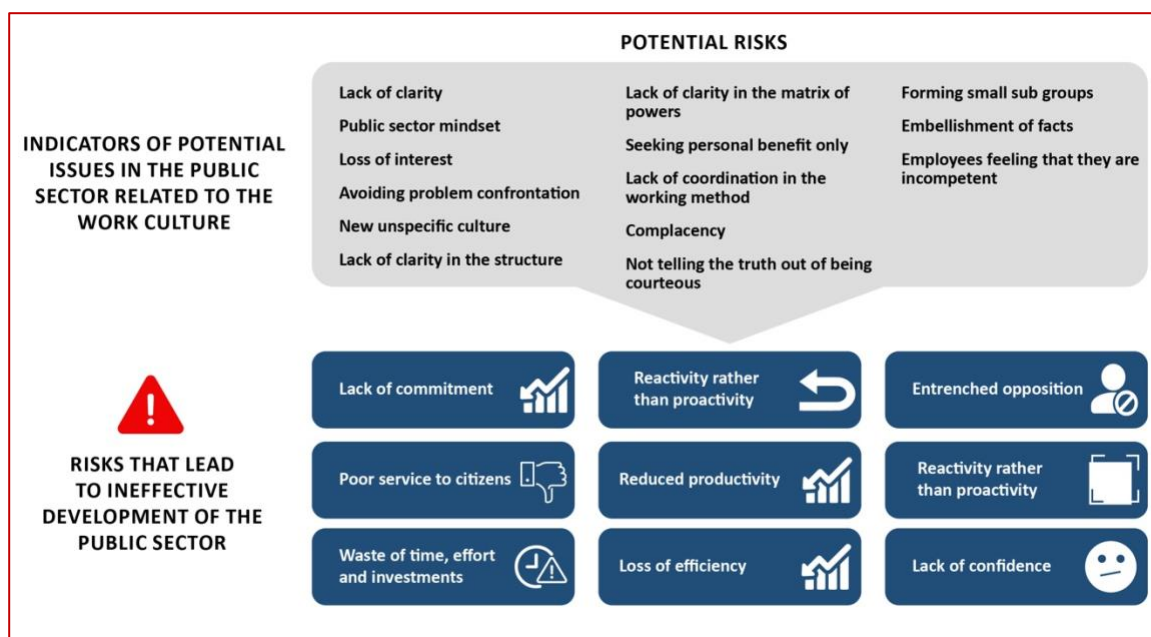
Fourth: Not recognizing the positive impact of modernization initiatives on the personal level. Although it is important for employees to realize the impact of initiatives on the public interest of the government and their impact on citizens and the business environment, it is also necessary to inform the employees of the expected benefits on the personal level. For example, it is key to highlight the opportunities created by the modernization initiatives for career and professional development, talent and fast-track management, and promotion concepts based on performance and competencies, as personal benefits that make the civil service an appropriate competency-stimulating work environment.

Fifth: The absence of employee participation in decision-making, and the absence of transparent

and professional communication between employees and supervisors, that is based on transparency and mutual respect of opinions and avoiding flattery and embellishment of facts.

Sixth: The lack of confidence among citizens and the rest of the stakeholders in the ability of the government and the public servants to implement modernization initiatives, and thus the lack of cooperation or receptiveness to new trends in legislations, regulations and programs related to the modernization of the public sector, and resistance to the resulting change, such as the use of electronic payment channels instead of cash payments.

Seventh: The employees and citizens including service recipients and stakeholders benefit from the status quo and fear the impact that the new change resulting from the modernization initiatives might have on them and their interests, which will constitute an obstacle to responding to modernization initiatives, such as requesting services digitally and the desire to maintain manual dealings and insisting on meeting the administrator to facilitate and expedite services.



THE FRAMEWORK

In light of the above challenges, and in order to deal with the resistance to change, it is necessary to work on the main pillars of change, which are the individuals who resist change, processes, procedures and technology that require change management, by working on institutionalizing the eight elements of institutional culture within daily work and when starting to implement modernization initiatives, and those are:

ELEMENTS OF WORK CULTURE ASSESSMENT

Elements of work culture assessment	Definition
Decision-making method	How effectively do individuals evaluate resources and consequences of making decisions?
Coordination	How effectively do individuals coordinate efforts to improve resource utilization and achieve results, while involving all stakeholders?
Conflict management	How do individuals explore differences in order to reach to mutually supported solutions?
Identifying the vision and the goal of change	How do individuals set clear goals that everyone can support, and measure whether these goals have been achieved?
Roles, duties and powers	How do leaders use their powers to determine the duties and responsibilities and create an environment that fosters harmony?
Expression of opinion	How do individuals express their opinions and beliefs?
Assessment and feedback	How do individuals assess and give feedback to enhance relations and performance?
Accountability	How are individuals responsible for their performance and the team's performance?

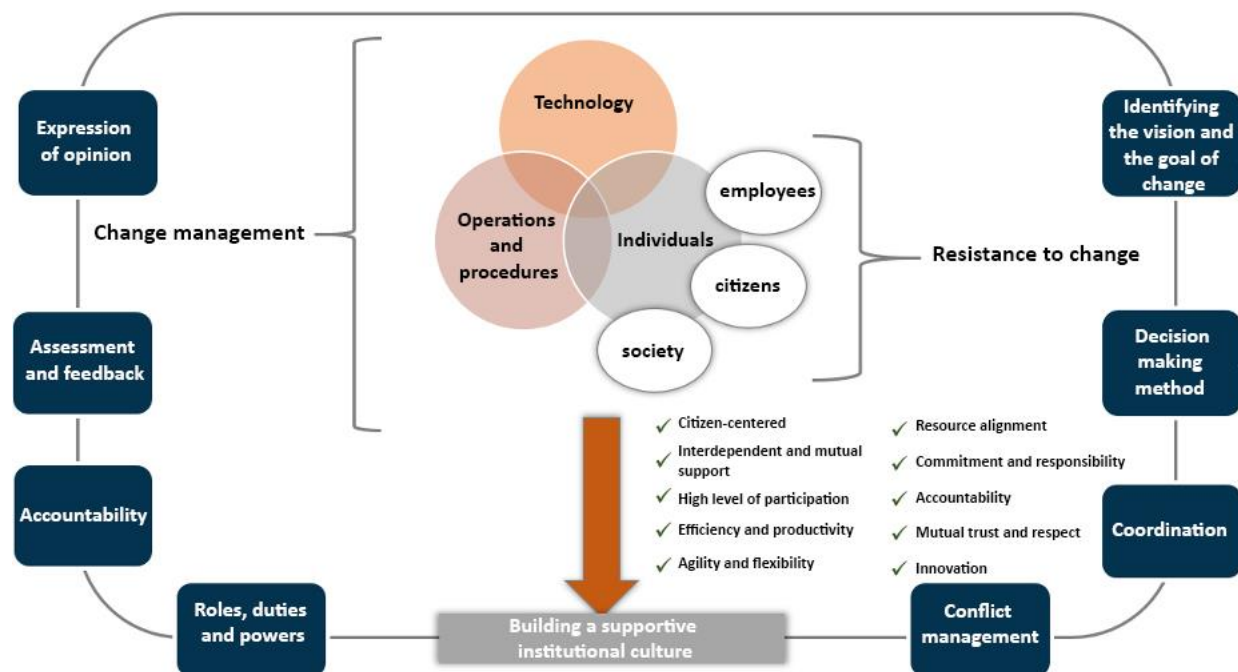
The framework for enhancing the institutional culture that supports change initiatives is based on strengthening the work environment and providing the necessary resources to implement the relevant initiatives, and developing legislations, regulations, procedures and capacity building programs that are required for

the success of the initiatives, while giving employees, users and other relevant stakeholders a role in implementing the modernization initiatives, in addition to involving employees in setting the appropriate future institutional culture and its features to create a sound and effective work environment as shown



in the figure below. This will enhance the sense of ownership and adoption of change, and will contribute to strengthening commitment,

advocacy, cooperation and creativity during the process of cultural transition.



The institutional culture transformation methodology is based on four main steps and will be implemented in phases and for a specific number of government agencies each year until all government agencies are covered. Networking and coordination will take place between the government agencies that have applied the approach mentioned below and the government agencies that will apply it in the following phases, for the sake of transferring knowledge and mechanisms for dealing with change towards the future supportive institutional culture, in order to benefit from their expertise in this

According to international references, there is no specific benchmark for institutional culture, some set 60% as the highest achievable result, and others set it at 75%, while one of the references indicated that the institutional culture is unique and specific to each entity and is incomparable

field. It is necessary to integrate the activities and outcomes of this methodology with the main plans of the modernization initiatives and to be aligned with them in order to integrally achieve the desired success of implementing the modernization initiatives. Moreover, it is worth noting that the eight elements mentioned above are guiding principles that were used to measure institutional culture for the purposes of field research and evaluating the effectiveness of the institutional transformation methodology presented in the report, and to emphasize the importance of a supportive institutional culture in order to succeed in modernizing the public sector. Furthermore, it is possible to identify and

It is known that institutional culture is based on change by individuals and is not linked to the nature of a sector or business. The change towards the future institutional culture is gradual.



adopt any other appropriate elements to measure the institutional culture. It is also possible to hire an external company to work on identifying the appropriate elements of the institutional culture and designing the appropriate operational framework and analyzing them either manually or by using suitable software in the first phase and according to the following timetable below. So the company, as part of its work in the first phase, builds the capacities and empowers a group of employees (change teams) from the government agencies participating in the first phase, to implement the institutional culture assessment themselves in the following phases for other agencies, and to help them set their own development path or participate in the institutional development initiatives of the government agencies in general, which was later described as the "Together for Change" initiative.

Steps of institutional culture transformation methodology²

Step One: Evaluation and mobilization

It is the first step in the path of changing the culture and aims to identify the gap in the current institutional culture compared to the target culture. This is done by evaluating the current work culture, determining the baseline according to the evaluation criteria (the current state of the institutional culture under which employees currently work) and by answering the questions related to each criterion contained in Annex No. (1). This phase also aims to mobilize the support of stakeholders and ensure their acceptance and support for institutional culture change initiatives, which starts from identifying and analyzing the parties involved in change

(those influencing, affected by, supporting and opposing change).

Step Two: Preparation and planning

It aims to define the shape of the future institutional culture needed to support the implementation of the modernization initiatives of each government agency, and the change teams formed either internally by the departments within the government agency, or with the participation of parties that influence or are influenced by the work of the government agency participating in the evaluation. Therefore, determining the future culture is based mainly on the elements of change, the objectives of modernization, and the institutional values and their foundations, in addition to determining the necessary development path and its indicators to achieve the desired future culture and its initiatives, and developing operational plans that include the proposed activities and time frame.

Step Three: Implementation, monitoring and evaluation of progress

During this phase, the activities mentioned in the operational plans are implemented and supported by senior management in the agencies, and progress in achieving the target culture is measured by repeatedly conducting periodic culture assessment surveys, in addition to identifying the challenges facing implementation and the necessary measures to deal with them. Also, at this phase, workshops and meetings are conducted to share the knowledge gained from the implementation and to learn about some supporting skills and lessons learned.

² This methodology was developed by GRID Corporation

Evaluation and mobilization		Preparation and planning for the strategy			Inclusion and implementation		Sustainability	
Preparation		Definition			Implementation		Enhancing	
steps	1	2	3	4	5	6	7	8
	Resource mobilization	Understanding the existing culture	Defining the desired	Defining the desired work culture	Develop culture among teams	Fostering change	Measuring progress	Standardization
goal	Alignment	Understanding:	Definition	Practice		Inclusion	Monitoring progress	Sustainability
	Gaining stakeholder acceptance and support	Needs assessment, situational analysis to determine the existing culture	The work team defines the desired culture, which enables adherence to the values	The work teams set their own development path to achieve the desired culture		Supporting teams in implementing the new culture in their workplaces	Measurement and immediate amendment and assuring the shift towards the desired culture	Linking all the efforts of the institution towards the common culture, which are mainly human resource systems
activities	Introductory session	Interviews	Workshops	Workshops "implementing the work culture for future teams"		Monitoring through the program	-Periodic surveys (culture audit, team audit)	-Awareness-raising campaign
		Work culture assessment	Defining future work culture	"Intergroup consistency"		-Providing live interventions -Monitoring meetings -Setting work culture meetings -Adopting GRID corporation tools	-Behavior assessment -Monitoring opinions (observational notes)	-Skills building -Smaller workshops for coordination -Honesty rooms (as one of the tools)
tools		Work culture audit	Culture definition report	Brief reports of work teams (for each team)		GRID corporation monitors through some tools	-Periodic surveys	-Communication plan
		Communication plan				-Culture monitoring form -Criticism forms -Individual meetings forms	-Monitoring reviews quickly -Feedback on behavior	-Awareness-raising campaign -Grid corporation workshops -Honesty workshops -Conflict resolution workshops

Step Four: Sustainability

This step aims to link the outcomes of the institutional culture assessment and to reflect them on government administration policies, values, systems and procedures, most importantly the human resources management system in the civil service, so that they are put into a legislative and procedural framework to ensure the sustainability of the expected impact on the development of the work environment, while monitoring the improvement in the outcomes of the future institutional culture assessment, and introducing the necessary initiatives for their continuity and sustainability.

Moreover, it is essential to periodically evaluate the institutional culture of the participating government agencies in each phase to ensure improvement in achieving the supportive future culture, continuous improvement and modernizing the development path in order to deal with any challenges or deviations from what is planned. There is also an emphasis on the support and commitment of leaders to the change requirements and development path initiatives, considering they are role models for their employees. The sustainability of the change

in culture is achieved by setting a criterion in the annual evaluation of employees that is related to their behavior towards achieving the desired culture, and assigning a special weight to this criterion that increases with the rise in the position level. The weight of this criterion may reach 40-50% of the annual evaluation score of the employees, including the leaders.

In order to assess the effectiveness of applying the above methodology, a partial test of the proposed change methodology was carried out through a pilot application in one of the ministries and government institutions operating in the sector and affiliated with the Minister. During the pilot, the first and second steps of the methodology were applied, and this included holding several introductory sessions that included up to (300) employees (managers and heads of departments), during which the purpose of the initiative was explained, in addition to conducting an electronic assessment of the current work culture in the ministry and the targeted institutions. Moreover, the evaluation process relied on a number of elements through which it was possible to identify the prevailing institutional culture and to



identify the strengths and the opportunities for improvement. Based on the evaluation elements contained in Annex No. (1), and for each element of the adopted institutional culture, the participants were able to view the reality of the current institutional culture and identify opportunities for improvement, and its expected impact on the modernization project, in addition

to identifying the shape of the desired future culture, which can be determined for each element according to the table below. Also, the participants emphasized that the participation of employees and having the correct directions are basic requirements for the success of modernization initiatives and achieving the desired outcomes.

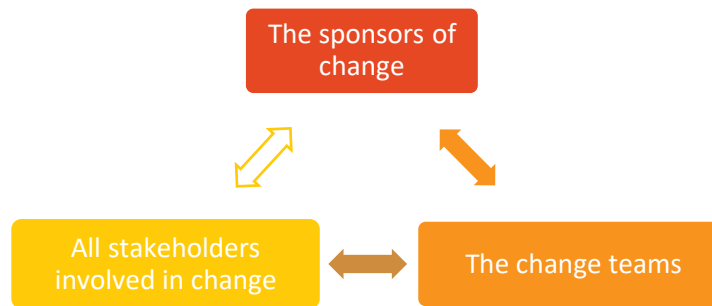


THE ELEMENTS OF CULTURE	EXAMPLES OF OPTIMAL STRATEGIES TO ACHIEVE THE DESIRED INSTITUTIONAL CULTURE	THE IMPACT OF THESE STRATEGIES
DECISION MAKING METHOD	- Working towards reaching decisions that all participants support in making (through consensus). - Making decisions based on what is right, not who is right. - Involving people who can make a significant contribution.	Participants feel free to explore alternatives, challenge ideas and express disagreement, as they objectively explore alternative points of view, and the best decision wins. And even when their ideas are not adopted, people stick to the decisions.
CONFLICT MANAGEMENT	- Recognizing that the conflict needs to be managed and resolved. - Searching for the best solutions, not the easiest ones. - Keeping the decision central by using objective expressions as much as possible. - Training people to manage conflict by trusting themselves.	Conflict resolution is more effective because issues are addressed more quickly, effectively, and in an objective manner that promotes frankness and a focus on sound business logic. And solutions are adopted unanimously because people are really convinced.
IDENTIFYING THE VISION AND THE GOAL OF CHANGE	- Involving the people who need to be involved in strategic planning starting with the vision and goal. - Building realistic strategies based on objective analysis. - Pursuing diverse thinking to promote innovation.	Involving the right people ensures that strategies are challenging yet realistic and reflect the best use of resources. People are genuinely motivated and look for creative ways to continually improve performance.
ROLES, DUTIES AND POWERS	- Power sharing based on clear performance goals. - Developing the leadership skills of others. - Enabling people to grow and improve their skills. - Publicly challenging power by knowing that decisions are based on merit.	This culture of power creates entrepreneurial initiatives at all levels. The culture is characterized by a high level of participation from all stakeholders, including people who need to be involved when they need to be involved, and it creates strong and broad support for initiatives.
EXPRESSION OF OPINION	- Expressing personal opinions frankly and openly. - Exploring the ideas of others on the basis of merit. - Encouraging people to express their opinions and challenge your point of view. - Having an open mind that allows you to 'experiment' with different points of view.	People speak out and strive for excellence, and all ideas are explored through objective work rules. Active discussions help people clarify their own convictions and create conditions for synergy and support.
COORDINATION	- Involving those who should be involved in the work coordination process. - Communicating openly and honestly. - Anticipating coordination requirements and working on them ahead of time.	A shared understanding of what needs to be done creates a culture in which coordination and synergy are common. Also, healthy competition is common, as people look for ways to join and improve the joint efforts.
ASSESSMENT AND FEEDBACK	- Requesting assessment from others and accepting it on the basis of its merit. - Having a good reputation for objectivity; People seek to criticize you. - Defining performance standards and measuring continuously based on them.	An objective understanding of how behaviors and actions affect others leads people to seek criticism from their peers. People realize that all projects or processes can be improved with fresh input and ideas.
ACCOUNTABILITY	- Demonstrating commitment to follow up. - Realizing that other team members depend on your work. - Proactive communication keeps team members informed. - Building trust by doing your best to support team members.	People feel they have a personal stake in the results and support each other's efforts to ensure accountability. Senior leaders in the top management are not held accountable as they address other issues without having to turn to the management.



ROLES AND RESPONSIBILITIES

In order to effect change efficiently, the following roles should also be defined in the onset of any change project and the institutional culture assessment initiative, with the aim of managing the project and ensuring that it is implemented according to the established methodology.



THE SPONSOR OF CHANGE (THE LEADER RESPONSIBLE FOR IMPLEMENTING THE INITIATIVE):

- Starting the implementation of the initiative and nominating the leader in charge of the initiative as a sponsor of change.
- Identifying a clear vision for change and aligning it with the objectives of the stakeholders and announcing it.
- Defining and declaring responsibilities clearly.
- Providing the necessary resources and solving any problem or challenge facing the implementation of the initiative.
- Monitoring and evaluating outcomes, analyzing progress, and overcoming difficulties.
- Fostering behavior and knowledge and other factors necessary to achieve success.
- Holding themselves and others accountable.
- Continuing reporting to senior management.

THE CHANGE TEAMS (THE INDIVIDUAL OR INDIVIDUALS IN THE TEAM RESPONSIBLE FOR EFFECTING THE CHANGE):

- Planning and monitoring the implementation of the change management plan "people in the field".
- Determining what is required from the sponsors of change.
- Determining how to request support from the sponsor of change.
- Understanding the needs of the stakeholder group and preparing them to accept and implement change.
- A reference for questions and notes on change.
- Building a partnership with the stakeholders and the management.
- Setting key performance indicators, measuring outcomes and reporting on progress.

How to deal with change

- Explaining the change and the purpose of effecting it through the framework.
- Answering the question (what is the benefit of making this change for me?).
- Asking open questions.
- Creating satisfactory conditions for all parties.

ASPIRATIONS, STRATEGIC OBJECTIVES AND INITIATIVES

STRATEGIC ASPIRATION

An institutional culture motivated to serve the citizen and promote an environment that supports transformation and innovation.

The First Strategic Objective: Building an institutional culture and work environment that promote commitment and accountability, and ensure the successful implementation of the modernization roadmap

Building an institutional culture by identifying institutional values and concepts for each culture element that government agencies must abide by, disseminate and instill by all means within the daily work of employees and with citizens, contributes to creating a suitable work environment to introduce change stemming from modernization initiatives, and to make it successful and implement it efficiently and effectively. The extent of adherence to these values and accountability for their institutional implementation is measured. The following initiatives are being implemented to assess the institutional culture in phases, so that each phase includes a number of ministries and

affiliated institutions. Based on the outcomes of the institutional culture assessment, gaps are identified with regard to each culture element and development initiatives are developed within the "institutional development path" for each phase. It is essential to focus on the transfer of knowledge between the entities participating in the institutional culture assessment at different phases, in order to learn and transfer knowledge and experiences that either succeeded or not in implementing the initiatives of the institutional development path, and so that future plans for developing institutional culture are realistic and effective within the "Together for Change" initiative.



INITIATIVES AND TIMEFRAME FOR EXPECTED OUTCOMES

2022	2023	2024	2025
• Assigning the Service and Public Administration Commission the tasks of managing institutional culture development initiatives and coordinating with all relevant entities. • Identifying the necessary standards for the target institutional culture to implement reform initiatives. • Identifying priority government agencies influenced by public sector modernization initiatives (ministries that have direct contact with citizens). • Determining the first phase of implementing the institutional culture project for 20% of government agencies. • Preparing the institutional culture development path - for the first phase by identifying the sponsor of change and the change team for each government entity, implementing the evaluation and analyzing the current	• Reviewing and amending legislation related to institutional culture governance, especially human resources regulations, to ensure that incentives are linked to performance outcomes. • Assessing the impact of applying the institutional culture development path for the first phase and learning from it by reviewing performance indicators and feedback from the relevant entities. • Identifying new government agencies by 40% to prepare the institutional culture development path - the second phase. • Preparing the institutional culture development path - the second phase. • Launching the "Together for Change/ First Round" initiative among government agencies for the first and second phases to exchange knowledge and guidance and learn from the implementation of the institutional culture	• Completing the institutional culture development path for the remaining government agencies. • Completing the "Together for Change /Second Round" initiative among government agencies participating in the following phases, to exchange knowledge and guidance and learn from the implementation of the institutional culture development path in the previous phases.	• Completing the implementation of the institutional culture development path for the remaining government agencies.



situation, and identifying the procedures to be applied to bridge the gaps (the institutional culture development path). • Starting the implementation of the institutional culture development path for the first phase. Launching an awareness plan on the importance of assessing and developing institutional culture, its themes, requirements and initiatives by learning from best practices in this field.	development path for the first phase.		
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The second strategic objective: institutional capacities that are empowered to lead the change and promote commitment to institutional values

The success of change in modernization initiatives lies in directing institutional energies and empowering them through defining roles and responsibilities clearly, and coordinating and engaging all those involved in planning and implementing initiatives, and setting capacity-building programs within the career paths of leaders and current and new employees, to agree on a unified mindset within an institutional culture supportive of modernization initiatives, and announcing awards for change leaders and

their teams who succeed in achieving the target results.

In addition, the presence of an indicator to measure the performance outcomes of the change in the institutional culture of the government and its improvement in order to indicate the strategic transformation in the culture and leadership which can be observed in all government institutions, will become one of the inputs of future plans for modernization initiatives.



INITIATIVES AND TIMEFRAME FOR EXPECTED OUTCOMES

2022	2023	2024	2025
• Appointing ministerial working groups, change teams and relevant parties concerned with the institutional culture development path. • Launching an awareness plan on the importance of change, its themes, requirements and initiatives by learning from best practices in this field.	• Launching programs to develop the institutional culture for leaders and new employees in government agencies within their career path. • Launching an award for the best change leader and the best change team which made the most achievements and improved performance for reform initiatives - the first round. • Launching a government indicator "Institutional Culture Development" to measure the performance outcomes of the change in the institutional culture of the government as a whole and to measure it every two years.	• Announcing the government indicator measurement results "Institutional Culture Development" to measure the performance outcomes of the change in the institutional culture of the government and its improvement in order to indicate the strategic transformation in the culture and leadership which can be observed in all government institutions.	• Announcing the government indicator measurement results "Institutional Culture Development" to measure the performance outcomes of the change in the institutional culture of the government and its improvement in order to indicate the strategic transformation in the culture and leadership which can be observed in all government institutions. • Launching an award for the best change leader and the best change team which made the most achievements and improved performance for reform initiatives - the second round.



KEY SUCCESS FACTORS FOR THE SUCCESS OF THE FRAMEWORK

To achieve the desired success in implementing the framework and facing the relevant challenges, there are a number of key success factors that may have a significant impact on the success of modernization initiatives, and they are as follows:

- Care, support, direction and commitment of the senior management according to a shared and stated vision.
- Communicating with all stakeholders in all appropriate ways and in a timely manner.
- Involving employees and stakeholders at all levels.
- Appointing the change team for all initiatives from those who have a high degree of competence and willingness.
- Strong capacity building programs for leaders and new and existing employees to ensure a harmonious mindset and common understanding of the requirements of change.
- Regular and consistent evaluation of progress, continuous reporting of successes, and continuous learning and development.

ANNEX (1)³

Decision making method	Answers	Score
How effectively do individuals assess resources and standards application and consequences of making decisions?	Individuals welcome making decisions that will have positive effects. They postpone or delegate controversial or difficult decisions.	10.3%
	Individuals rely on traditions, precedents, past practices and the majoritarian thinking, and automatically question unproven decisions that represent dangerous or "a new territory".	
	Individuals make decisions that are outcome or result-oriented at the expense of all other interests.	
	People place a high value on making sound decisions that reflect common goals. They thoroughly explore alternative points of view, and then make decisions based on the best information available.	
	Decisions are made based on the personal benefit those making the decisions will have. "What's right" is less important than personal gain.	
	Individuals accept decisions made by others, even when they disagree. When forced to participate in decisions, they may appear to agree but they doubt or undermine progress.	
	Individuals present their ideas with enthusiasm, encouraging others to support them. Alternative ideas may be offered, but rarely adopted.	

³ This questionnaire was developed by GRID Corporation

Conflict resolution	Answers	Score
How do individuals explore differences to highlight underlying causes and come up with solutions that each member can support?	Conflict is managed in ways that suppress, restrict, or silence people who threaten the primary focus on the end results.	16.7%
	Individuals avoid conflict by strictly following protocol, or by giving in quickly to the suggestions of others without exploring the consequences.	
	Those with power dictate how conflicts are resolved for everyone involved from their point of view.	
	Individuals manage conflict by offering sympathy and support, but in shallow ways that avoid argument.	
	Disagreements are explored openly and objectively with a focus on reaching the best possible resolution.	
	Conflict is quickly resolved by encouraging individuals to make compromises in order to move forward.	
	Individuals manipulate conflict for personal gain.	

Identifying the vision and goal of change	Answers	Score
How do individuals set clear goals that everyone can support, and measure whether those goals are being met?	Individuals participate in defining, reviewing and evaluating goals that apply to them.	16.3%
	Goals are set and planned (openly or indirectly) by people according to what will provide the greatest personal benefit.	
	Goals are missing or unclear, and procedures are based on doing whatever comes up at the time.	
	Goals are based on expectations, relying on past performance, or responses to unexpected changes.	
	An honest effort is made to see individuals embrace the goals assigned to them.	
	Goals are discussed but do not strongly influence what people actually do; maintaining harmony and agreement is most important.	
	Goals are set with little chance of criticism. Those who must implement them are expected to accept them without complaint.	



Roles, duties and powers	Answers	Score
How do leaders use power to motivate and empower people and build an environment that fosters synergy?	Power is exercised through decrees with minimal justification provided; persons are required to comply with minimal questioning.	21.3%
	The need to exercise power is minimal because individuals have a common understanding of what needs to be done and are willing to do their best.	
	Power is exercised on an inconsistent basis and according to personal gain.	
	Requirements are passed without following through.	
	Those in higher positions expect others to follow their example if they want to get ahead.	
	Power is exercised on the basis of what makes others comfortable in their responsibilities.	
	Power is exercised in such a way that it does not threaten popularity.	
Expression of opinion	Answers	Score
How do people express their personal opinions and convictions openly and effectively?	Leaders express their point of view first and forcefully in a way that discourages others from expressing their views and confronting them.	21.4%
	Individuals express their views with enthusiasm and power. Others are encouraged to accept their ideas with equal enthusiasm.	
	Individuals withhold opinions unless asked and endorse the less controversial opinion. Complaining is common, but rarely so for those in power.	
	Individuals at all levels express their convictions and are not afraid to "challenge" those in power. Ideas are considered on the basis of merit and business logic.	
	Individuals continually compare their views with expectations of superiors, history, and trends before expressing their position.	
	Individuals may or may not express their convictions publicly depending on what gives them the greatest personal gain.	
	Individuals openly express ideas that would maintain harmony. Thoughts that threaten to upset the good feelings are usually withheld.	



Coordination	Answers	Score
Intergroup/teams: How effectively are team members planning and coordinating their efforts to optimize resources and achieve the best possible results?	Coordination among team members is minimal. Little effort is made to inform or involve colleagues outside of routine responsibilities.	16.2%
	The coordination is more based on history and established practices, and is maintained at an acceptable level rather than focusing on achieving excellence.	
	Coordination requirements are dictated by those in power but efforts are made to ensure compliance with a higher level of thinking.	
	The degree of coordination varies and shifts regularly according to the personal gain expected from the outcomes.	
	Coordination efforts are continuous and flexible in order to achieve excellence. Team members share relevant information publicly and work to ensure that participants are fully informed.	
	Coordination is often determined and imposed by those in power with little or no opportunity for suggestions or even discussions beyond clarification.	
	Team members rely on friendly social interactions to share information if needed rather than proactively thinking about coordination or communication that may be necessary.	
Assessment and feedback	Answers	Score
How do people use different forms of criticism to provide or solicit feedback, set clear standards, and measure achievement?	Criticism is one-way and is used only to correct mistakes, enforce consensus, and limit open and frank discussions.	15.9%
	Criticism is free and encouraged. Individuals praise each other and avoid presenting problems.	
	Positive feedback and preferential status are used to encourage and reward loyalty based on "who's right" criteria.	
	Criticism follows protocol and seeks to encourage individuals to maintain acceptable progress; alternative views are discouraged.	
	Criticism is limited to comments only required to keep membership and acceptable results to a minimum.	
	Individuals manipulate criticism and resources to secure personal gain.	
	Criticism is open and honest and promotes trust and healthy competition.	



Accountability	Answers	Score
How do team members demonstrate personal responsibility and accountability for their actions, and a commitment to the highest quality of team outcomes?	Team members show little accountability for their actions or the results of the team.	15.9%
	Team members show accountability and loyalty to those in power even though they may disagree with standards and practices they feel are less safe.	
	Team members are clear about the goals and direction of the team, and consistently demonstrate personal accountability for their actions, as well as collective ownership and commitment to team results.	
	The level of personal accountability that team members frequently demonstrate depends on the personal benefit expected in return.	
	Unhealthy competition builds a culture in which members are responsible for their individual work, but low trust causes a reluctance to take part in the team or group responsibility.	
	Team members display a strong responsibility for morale-boosting team rules and standards, but are reluctant to commit to arrangements that place onerous demands on them.	
	Individuals avoid accountability that puts too much pressure on others.	



PUBLIC SECTOR MODERNIZATION: DETAILED REFERENCE REPORTS



INSTITUTIONAL CULTURE

