



3.5.1.16c

PN-ADA-421

FINAL REPORT

JIC- STRATEGIC PLANNING WORKSHOP I

21 – 24 SEPTEMBER, 2003

**STELLA DI MARE HOTEL
AIN SOKHNA**



CONTENTS

No.	ITEM
1	Introduction
2	General Outline
3	Workshop Agenda
4	List of Participants
5	Workshop Results <ul style="list-style-type: none">- Theoretical Analysis by the working groups- Action Plans
6	Workshop Evaluation <ul style="list-style-type: none">Daily EvaluationClosing Evaluation



INTRODUCTION

The United States Agency for International Development Mission in Egypt (USAID/Egypt) funds AOJS as part of the Mission's Strategic Framework. The results of USAID/Egypt's technical assistance and training activities are measured and evaluated against this Framework. Specifically, AOJS activities fall under the USAID/Egypt's Special Objective 21 (SpO21): Egyptian Initiative in Governance and Participation Strengthened, Intermediate Result 21.3: Improvements in Selected Areas of Administration of Justice. In support of this Special Objective, AOJS organized two Strategic Planning Workshops for Judicial Information Center (JIC) senior management team and selected staff members.

The first workshop was held from September 21 – 24, 2003 in Ain Sokhna, Stella Di Mare Hotel. The goal of the Workshop was to provide the participants with the opportunity to examine strategies and approaches for team building, systems thinking, and results monitoring and performance assessment to support the existing court automation systems.

The final report for workshop entails the following items:

1. General outline
2. Workshop Agenda
3. List of Participants
4. Workshop Results
5. Workshop Evaluations

Cairo Seminar was subcontracted to handle the logistical administrative aspects of the workshop. The Workshop's facilitator was Dr. Gazia Zaatar.



GENERAL OUTLINE



WORKSHOP OBJECTIVES

At the end of the Strategy Planning Workshop, the participants will have:

- examined the key strategic planning principles and models;
- identified JIC's vision, mission, core values, goals, and operational objectives;
- determined JIC's strengths, weaknesses, opportunities, and threats;
- conducted analyses of JIC's key stakeholders;
- determined priority IT interventions for the court system;
- participated in team-building activities;
- examined effective models for conducting needs assessment and baseline studies for the court system;
- discussed systems thinking as an approach for dealing with key stakeholders; and
- explored results monitoring and performance assessments at the individual, team, and organizational levels.

DESCRIPTION OF TEACHING METHODOLOGIES

The trainer will act as a facilitator whereby participants will be introduced to the topics through brief presentations followed by shared discussions around the central issues and immediately apply the new information in small group exercises, role-plays, and case studies.

This strategy provides an opportunity for group members to explore given topics, interact with each other and share information by expressing their views and responding to each other's ideas and opinions.

The role of the group facilitator will be to:

- (1) Manage group discussions and group processes so that individuals learn and group members feel that the experience is positive.
- (2) Ensure that the most effective learning events occur and to anticipate individual filtering activities.
- (3) Facilitate participation by providing an atmosphere for groups to present their viewpoints and defend them, and ascertain learners' levels of knowledge and attitudes regarding various topics.
- (4) Stimulate thinking and interaction during long training sessions by creating enthusiasm for various training topics throughout the sessions and assist participants in analyzing work assignments and case studies and in exploring applications of course content.
- (5) Encourage participants to think creatively about the training material by inspiring them to learn deductively and assess their comprehension of the material.

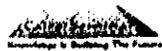


WORKSHOP AGENDA

Time	Activity	Description	Duration	Facilitator
11:30 am - 12:00pm	Coffee Break			
Day 1: Session 2 12:00 pm - 2:00 pm	The Basis of the Plan	<ul style="list-style-type: none"> * To explain to the participants: <ol style="list-style-type: none"> 1. What do we want to change? (<i>strategic objectives</i>) 2. What are we going to do? (<i>target</i>) 3. How shall we do it? (<i>plan</i>) 4. How are we getting along? (<i>monitoring</i>) 5. Is it any good? (<i>evaluation</i>) 6. Where do we go from here? (<i>review progress plan</i>) 	30	Facilitator
	<i>Exercise</i>	* Writing a plan	40	Participants
	<i>Group Discussions</i>	* Learning point in planning	20	Participants
	<i>Exercise (group work)</i>	* What participants consider to be current thinking and future developments for their organization "Setting Strategic Priorities"	30	Participants
2:00 pm - 6:00 pm	Lunch			
Day 1: Session 3 6:00 pm - 8:00 pm	Strategic Planning Principles and Models	* Identifying and determining vision, mission, core values and operational objectives for JIC	30	Facilitator
	<i>Group Work</i>	* Creating vision statements	40	
	<i>Exercise</i>	* Participants will be asked to write ideas for future vision	30	
	<i>Group Discussion</i>	* Learning points in writing vision statements	20	Participants/Facilitator

Day 2: Session 4 9:30 am - 11:30 am	SWOT Analysis Approach	<ul style="list-style-type: none"> * Explain the SWOT Analysis approach * Participants will be asked to: <ol style="list-style-type: none"> 1. Determine JIC's strengths, weaknesses, opportunities and threats 2. Conduct analysis of JIC's stakeholders 3. Determine priority IT interventions for the court system 	40	Facilitator/Participants
	<i>Group Work</i>	* Participants will be asked to think about the SWOT Analysis components and to write and discuss them	40	Participants
	<i>Exercise</i>	* Participants will be asked to identify all strategic Issues in their work	40	Facilitators/Participants
11:30 am - 12:00 pm	Coffee Break			
Day 2: Session 5 12:00 pm - 2:00 pm	Creating a Plan	<ul style="list-style-type: none"> * Participants will be asked to: <ol style="list-style-type: none"> 1. Create plans as a plan-do-monitor-review process 2. Producing their own plans for two of their self-identified strategic issues 3. Conclude plans 4. Consider how to manage the planning process in their work 	40	Facilitator/Participants
	Strategic Management Process	<ul style="list-style-type: none"> * Participants will learn how to: <ol style="list-style-type: none"> 1. Describe the strategic management process 2. Identify the major level of strategy 3. Describe the strategic planning process 	40	

Schedule	Activity	Learning Objectives	Duration	Facilitator
2:00 pm - 6:00 pm	<i>Group Discussion</i> Lunch	* Learning point in the strategic planning process	40	Facilitator/Participants
Day 2: Session 6	6:00 pm - 8:00 pm	<i>Models of conducting needs assessment</i>	60	Facilitator
	<i>Group Discussion</i>	* To help participants examine effective models for conducting needs assessment and baseline studies for courts systems	30	Facilitator/Participants
	Dealing with key stakeholders	* Learning point from needs assessment and how to implement it at work	20	Facilitator/Participants
	<i>Group Discussion</i>	* To discuss systems thinking as an approach for dealing with key stakeholders	10	Facilitator/Participants
	<i>Group Discussion</i>	* Learning point	10	Facilitator/Participants
Day 3: Session 7	9:30 am - 11:30 am	Performance Assessment	60	Facilitators/Participants
	<i>Group Discussion</i>	* To help participants explore results monitoring and performance assessment at the individual, team and organizational level	30	Facilitators/Participants
	<i>Exercise</i>	* Learning point in performance assessment	30	Facilitators/Participants
	<i>Exercise</i>	* What will be the future of our organization? * What will be our role?	30	Facilitators/Participants
11:30 am - 12:00 pm	Coffee Break			



[Dark Header Bar]				
Day 3: Session 8 12:00 pm - 2:00 pm	Action Plans	* Preparing and presenting action plans	120	Participants
2:00 pm - 3:00 pm	Evaluation & Closing of the Workshop	- Recommendations and comments	60	Facilitator/Participants



PARTICIPANTS' LIST



- Counselor Mohamed Mohamed Salama, Assistant to the Minister for JIC Affairs
- Counselor Khalid Mahmoud Ghanem, JIC Director
- Mr. Nader Abdou Ahmed
- Mr. Said El Sayed Wassel
- Mr. Abdul Meguid Sayed Kotb
- Mr. Magdy Metwally El Sayed
- Mr. Moustafa Hassan Ali
- Mr. Mansour Mohamed Sabra
- Mr. Ramadan Said Farahat
- Ms. Amina Ibrahim Moursy
- Ms. Janette Atteya Rashed
- Mr. Mohamed Abdul Hamid Hamza
- Mr. Walid Farouk Mohamed
- Ms. Nawal Fahmy Thabet
- Ms. Soheir Seif El Nasr Mahmoud
- Ms. Iman Abdul Rahman Mohamed



- Ms. Iman Mohamed Ahmed
- Ms. Aliaa El Awady



WOKSHOP RESULTS



The participants were divided into four working groups so to come up with the following:

- the strategic priorities of JIC;
- analyzing the internal and external environment so as to identify the strengths and weaknesses; and
- identifying the opportunities and threats that JIC faces.

The participants were also requested to analyze the main beneficiaries of JIC and the priorities of approaching the court systems with Information Technology.

Following are the results achieved by the first workshop.



FIRST GROUP

The First Group views regarding the center strategic priorities are as follows:

- 1- Organization objectives are clearly expressed to personnel
- 2- Participating with personnel in developing the different targets pursued by the organization
- 3- Availability of different resources for achieving the targets
- 4- The organization provides appropriate work environment for personnel
- 5- The organization helps personnel of specialized skills to improve their performance levels

1- Strategic Objective:

Using technology in developing work procedures and facilitating services performance in all sectors of the Ministry in a way appropriate for achieving the Ministry policies targets

2- Short Term Objective:

- 1- Quick settlement of lawsuits
- 2- Facilitating services offered to the public
- 3- Providing legal information

3- Plan:

- 1- Determining implementation priorities and developing a schedule for each phase.
- 2- Clarifying objectives for personnel specifying the role of each individual achievement
- 3- Procedures re-engineering
- 4- System Automation
- 5- Developing performance rates

4- Follow-up

Comparing implemented items to scheduled performance rates

5- Evaluation

- 1- Conducting technical tests for system functions
- 2- Conducting system beneficiaries questionnaire, using statistics for system efficiency and targets achievement indicators



6- Progress Review

- 1- Generalizing the system in all similar sectors, linking them to the center's net
- 2- Profitability
- 3- Plan Completion

The First Group Information Center future perspective consists in the following:

- 1- Performance excellence and superiority
- 2- Ongoing updating

Keeping pace with new evolutions in the field of information technology development

SWOT Analysis

A. Internal Environment Analysis

The First Group analysed Information Center internal environment as follows:

I. Human Resources:

Human resources are represented by staff members.

Strengths

- 1- Availability of highly skilled and responsible personnel in all specializations
- 2- Personnel look forward to progress, and superiority, keeping pace with development

Weaknesses

Haste and non-commitment to professional levels, career degrees and years of experience differences

II. Financial Resources:

Financial resources are represented in equipment and tools.

Strengths

- 1- Availability of sufficient equipment necessary for work
- 2- Availability of immediate support and problem solving



FIRST GROUP

The First Group views regarding the center strategic priorities are as follows:

- 1- Organization objectives are clearly expressed to personnel
- 2- Participating with personnel in developing the different targets pursued by the organization
- 3- Availability of different resources for achieving the targets
- 4- The organization provides appropriate work environment for personnel
- 5- The organization helps personnel of specialized skills to improve their performance levels

1- Strategic Objective:

Using technology in developing work procedures and facilitating services performance in all sectors of the Ministry in a way appropriate for achieving the Ministry policies targets

2- Short Term Objective:

- 1- Quick settlement of lawsuits
- 2- Facilitating services offered to the public
- 3- Providing legal information

3- Plan:

- 1- Determining implementation priorities and developing a schedule for each phase.
- 2- Clarifying objectives for personnel specifying the role of each individual achievement
- 3- Procedures re-engineering
- 4- System Automation
- 5- Developing performance rates

4- Follow-up

Comparing implemented items to scheduled performance rates

5- Evaluation

- 1- Conducting technical tests for system functions
- 2- Conducting system beneficiaries questionnaire, using statistics for system efficiency and targets achievement indicators



6- Progress Review

- 1- Generalizing the system in all similar sectors, linking them to the center's net
- 2- Profitability
- 3- Plan Completion

The First Group Information Center future perspective consists in the following:

- 1- Performance excellence and superiority
- 2- Ongoing updating

Keeping pace with new evolutions in the field of information technology development

SWOT Analysis

A. Internal Environment Analysis

The First Group analysed Information Center internal environment as follows:

I. Human Resources:

Human resources are represented by staff members.

Strengths

- 1- Availability of highly skilled and responsible personnel in all specializations
- 2- Personnel look forward to progress, and superiority, keeping pace with development

Weaknesses

Haste and non-commitment to professional levels, career degrees and years of experience differences

II. Financial Resources:

Financial resources are represented in equipment and tools.

Strengths

- 1- Availability of sufficient equipment necessary for work
- 2- Availability of immediate support and problem solving



Weaknesses

- 1- Work site, personnel number and equipment inappropriateness for work load
- 2- Turning a blind eye to work place maintenance and furniture
- 3- Some equipment renewal and replacement slackness
- 4- Operating requirements supply slackness
- 5- Training and boosting staff level delay due to inadequate appropriations

III. Organizational chart:

In case of the existence of an announced organizational chart

Strengths

- 1- Determining management levels for each specialization, besides its job description
- 2- Inducing staff members commitment due to their awareness of their authorities and responsibilities

Weaknesses

In case of organizational chart absence

- 1- Feeling of insecurity
- 2- Communication channels vagueness
- 3- Staff members ' authorities and responsibilities conflict within the organization

IV. Relations between staff members:

Strengths:

- 1- Loyalty, belonging, originality and creativity spirit
- 2- Opinions consistency between departments and staff members

Weaknesses:

- 1- Personal involvement of love, hatred...etc. that affects work
- 2- Lack of periodical meetings in order to overcome any difference



V. DECISION-MAKING

Strengths:

- 1- Administrative levels participation in taking most decisions
- 2- Forming work team from all specializations

Weaknesses:

- 1- Executive levels depression because of not participating in decision-making process
- 2- Some staff members receive instructions reluctantly for hating to be given orders

VI. PROJECTS MANAGEMENT

Strengths:

- 1- Determining projects implementation responsibility and staff management for the projects, depending on manager experience and efficiency in dealing with all staff members

Weaknesses:

- 1- Lack of a specialized projects management administration
- 2- Lack of specialized training in projects management

VII. USERS

Weaknesses:

- 1- Lack of time dedicated for the system
- 2- Knowledge level deficiency
- 3- Systems rejection for personal reasons

The "Blue Team" (Second Group) dream consists in the following:

"To Benefit from the center cadres in implementing future projects assigned to external bodies"

B. External Environment Analysis

I. Political and legal factors:

Positive aspects (opportunities):



- 1- Encouragement of using information technology in all state sectors (Electronic government)
- 2- Encouragement of private sectors, granting them the priority to bids awarding

Negative Aspects (Threats)

- 1- Laws prohibiting imported equipment purchase and encouraging local products
- 2- Assigning business to local private sectors, delaying originality and creativity opportunities

II. Economic Factors:

Positive Aspects:

- 1- Some projects external finance
- 2- A budget allocated for each governmental sector for automation system
- 3- Availability of technical tools to keep pace with technological developments

Negative Aspects :

- 1- Lack of timely appropriations necessary for projects
- 2- Lack of appropriations necessary for projects, in spite of being listed in the plan
- 3- The inability to pursue development and modernization as a result of appropriations inadequacy

C. Analysis of the Environment Surrounding the Center

I. The Ministry:

Positive Aspects:

- 1- Readiness for the automation system and benefiting from technology
- 2- The Ministry understanding of the center work nature, providing the environment appropriate for information center

Negative Aspects:

- 1- The center organizational chart was not ratified, keeping it unlisted in the Ministry chart



- 2- Lack of independent budget for the center in order to finance the project and requirements
- 3- Red tape resulting in work delay
- 4- Lack of external training opportunities compared to the other ministries information centers

II. Stakeholders (All Ministry sectors)

Positive Aspects:

Some of the Ministry sectors concerned with benefiting from information center experience

Negative aspects:

- 1- Some bodies' refusal and development discouragement
- 2- Systems users working as part-timers in some bodies
- 3- Systems users instability and users several shifting between departments

III. Suppliers:

Positive aspects:

Benefiting from services tendered by companies in respect of technical aspects and suchlike

Negative Aspects:

- 1- Delay of supplying projects equipment and tools
- 2- Programs originals delivery delay

The First Group came to the conclusion that the information center strategic targets are as follows:

- 1- Organizational chart approval
- 2- Human resources administration establishment
- 3- Establishment of specialized administration for projects
- 4- Allocating independent budget for the center to finance its projects and requirements
- 5- Establishment of the center and equipment basic environment



- 6- Upgrading systems users skill level
- 7- Granting the center more delegations and powers
- 8- Dreaming of establishing an "Intra Net" for all the Ministry sectors in the center
- 9- Establishment of database for the personnel of the Ministry and its sectors



SECOND GROUP

The Second Group views regarding the center most important strategic priorities are as follows:

1. Organization targets being clearly stated to personnel
2. Personnel participation in developing different targets that the organization intends to achieve
3. Organization helping personnel of specialized skills to improve their performance levels
4. Availability of the various resources helping to achieve the organization targets
5. Organization being distinguished by a staff pursuing targets achievement

In order to achieve these targets, a work team should be formed according to the following:

1. The team composition should be conscious to the required tasks
2. The work team includes all specializations appropriate for implementing each task or achieving every target
3. Specify the task of each member
4. "Reward & discipline Principle" implementation for each employee
5. Implementation follow-up as per the drawn plan

The staff concurred that the center future perspectives consist in the following:

1. Providing the Ministry with a national database including all information, databases and systems implemented in the Ministry and used as an instrument for decision-making
2. The establishment of the Ministry Intra net linking between different sectors
3. Legal information services (legal information bank) extension to serve all state sectors and external bodies published on the Internet
4. The establishment of personal computers assembly workshop in order to serve the Ministry work purposes and judiciaries



SWOT Analysis

B. Internal Environment Analysis

Weaknesses:

1. Lack of career development plan for the center
2. Lack of suitable area for the available manpower
3. Lack of technical training on using new IT tools
4. Lack of criteria or standards to measure work quality or staff efficiency
5. Serious shortage of center financial resources available for production requirements and staff incentives
6. Staff members' inability to work as a team
7. The center need for infrastructure development
8. Lack of labor force in some specializations
9. Higher administration instability in their position
10. Lack of opportunity for staff IT training abroad
11. Need for some important positions in the center
12. Lack of work plan for the center
13. Lack of work implementation follow-up plan
14. Need for new tools for the center required work development in all fields

Strengths:

1. The availability of human resources that have special skills in some fields
2. Loyalty, belonging, honesty, accuracy and the morale desire for center development
3. Current management desire for improving and developing the center status
4. Originality and creativity ability
5. Staff members abide by and perform their work according to ethics



B. External Environnant Analysis

I. Opportunities:

Political Factors:

Companies' implementation of some automation projects in the Ministry in accordance with milestones established by the center, accomplishing the Ministry automation and development systems.

Economic Factors:

1. Allowing the collection of financial returns for computer services rendered through the automation projects implemented by the center (Court of Cassation – Court of Appeal)

Users

Users skills enhancement reduces problems, breakdown and minimizes follow-up. In addition, it boosts the center work volume.

Companies

The implementation of some projects' by external companies contributes to the center personnel acquisition of developed experiences, while providing the center with some software packages and training

Competitors

Being informed about the offers tendered by competitors contributes to the center work development

Cultural Environment

Internet information and exercises contribute to the center personnel originality and creativity

II: Obstacles (Threats)

Political Factors

Some state policies necessitate companies' participation in some executed governmental projects



Economic Factors

1. Lack of financial resources allotted for automation and information technology in to the Ministry's budget
2. Prices escalation to the extent hindering automation work implementation

Social Factors

The masses of lawsuits heard before courts and the continuously increasing workload demanding automation (e.g. Khoula "the woman's right to divorce herself")

Legal Factors

Some legislations and laws stipulate procedures that shall be modified during the automation process

(Lawsuit filing programs receipts)

Users

Users technical incompetence makes it difficult to transfer information to the center in case of problems' occurrence

Companies

Some implementing companies' non-commitment to the signed contracts and failure to implement the project within the determined time

Competitors

The legal information bank project is to be implemented by more than one company. The said project is expected to be one of the Ministry's income resources



Cultural Environment

The insufficient awareness of the services that can be provided through the center

The Second Group determined the objectives to be achieved through the center as follows:

1. Establishing a computer assembly workshop for automation purposes in the Ministry
2. Establishing a national database for the Ministry, providing with all information and gathering the Ministry's implementing databases and systems.
3. Establishing a legal information bank for legal information services benefiting the state sectors and external bodies and published on the Internet
4. Drawing a work plan for the center and providing all modern tools for developing the center's required works
5. Establishing an information network for the Ministry to link different sectors.
6. Drawing a technical training plan for information technology new tools in order to measure work quality and personnel efficiency
7. Drawing a plan for providing the center with the required human resources

The center's strategic priorities are as follows:

1. Establishing a database for the judicial information center
2. The center's human resources procurement and development plan
3. Follow up, evaluation and performance measuring plan
4. Personnel skills training and development plan
5. Establishing an incentive system for the center personnel
6. Establishing a research and development unit and a laboratory for the center
7. Modernizing the judicial information center infrastructure
8. Establishing a computer assembly workshop for the Ministry



9. Developing the existent communication net
10. Linking courts of appeal with subsidiary directorates and authorities



THIRD GROUP

The Third Group views regarding the center's strategic priorities are as follows:

1. Participating with personnel in determining the different targets pursued by the organization
2. The existence of a staff pursuing the organization targets
3. The availability of different resources contributing to goals achievement
4. Managers fair and objective evaluation of their employees performance
5. Encouraging personnel to hold the responsibility and to be initiators

These group members agreed that the legal information center future perspective consists in the following:

Helping in work procedures development in the different sectors through courts and subsidiary bodies automation, connecting automation systems of different judicial authorities, providing legal information to help in lawsuits instant settlement, and taking immediate sound decisions on a realistic basis

SWOT Analysis

A. Internal Environment Analysis

1. Weaknesses

- 1) Insufficient organization and cooperation among skilled technical cadres
- 2) The need for an experimental environment equipped with the highly developed technological facilities
- 3) Vagueness of some policies and goals relevant to the technical process according to some personnel
- 4) Lack of definite and apparent programs for boosting personnel efficiency in the different specializations



- 5) The need for subordinate tools necessary for work performance in some specializations
- 6) Lack of considerable financial return for the effort exerted in achieving outstanding work
- 7) Depending on other companies for implementing work, though it can be executed through the information center
- 8) Current site inappropriateness

2. Strengths

- 1) The existence of a management aiming at development
- 2) The availability of technical cadres attempting to perform an effective and outstanding role
- 3) Optimal use of limited facilities for work achievement

B. External Environment Analysis

1- Threats

- 1) Negative effect of political decisions relating to technical work
- 2) Negative effect of economic decisions relating to technical work
- 3) Negative effect of dealing with different ministries and protocols
- 4) Some ministries sectors negative attitude to the legal information center and automation systems
- 5) The cooperation of automation systems application beneficiaries

Opportunities

- 1) Positive effects of some political decisions to enter into protocols (USAID)
- 2) Positive influence of different authorities in the Ministry for using information systems



The group stated that the center's objectives are as follows:

- 1- Drawing an organizational chart for the center
- 2- Establishing a computer assembly workshop
- 3- Establishing a laboratory equipped with the highly developed technological facilities
- 4- Drawing a training plan for developing skills
- 5- Establishing a research and development unit
- 6- Personnel participation with the management in determining targets
- 7- Coordinating with other companies and different protocols

This group drew a plan for personnel participation in setting targets within the determined time, as follows:



Task	Purpose	Staff	Period
Target	<ul style="list-style-type: none"> ▪ Sense of belonging ▪ boosting the personnel morale for achieving targets ▪ Organization targets clearness 	Higher Administration	30 Days
Achievement Method	<ul style="list-style-type: none"> ▪ Convincing the management to participate in determining targets ▪ Determining specializations and responsibilities ▪ Personnel training on different skills ▪ The existence of communication channels between managements ▪ Encouraging personnel serious participation ▪ Providing material and human resources 	Higher Administration Personnel	60 Days
Performance level Evaluation	<ul style="list-style-type: none"> ▪ Setting performance evaluation criteria ▪ Following up personnel performance and assuring participation ▪ Correcting errors appearing during the course of business 	Higher Administration	30 days
Decision Making	<ul style="list-style-type: none"> ▪ Determining implementation priorities 	Higher Administration	30 days
Originality& Creativity	<ul style="list-style-type: none"> ▪ Finding different work methods helping to maximize advantages and to avoid disadvantages 	Higher Administration	60 days



FOURTH GROUP

This group views that the strategic priorities in the information center are as follows:

- 1- The existence of highly efficient managers
- 2- The organization maintaining suitable work environment for personnel
- 3- The organization maintaining safe and healthy work conditions for personnel
- 4- Encouraging personnel to hold the responsibility and to be initiators
- 5- Managers being fully aware of personnel needs

This group also views that personnel mainly expect the center to:

- 1- Clarify the organization objectives before its personnel
- 2- Help managers in their career development
- 3- Make professional requirements conformable with personnel desires and potentialities
- 4- The organization helping personnel of specialized skills to improve their performance
- 5- Personnel participating in determining different targets pursued by the organization
- 6- The organization determining professional goals stirring personnel challenging powers

This group views that the center targets achievement requires the following changes:

- 1- Determining official rules regulating work
- 2- Specifying the center personnel professional status
- 3- Determining authority and responsibility relations between personnel
- 4- Changing performance evaluation systems
- 5- Modifying systems of training needs determination
- 6- Changing training systems
- 7- Drawing personnel professional chart



In addition, the following results will be attained:

1. Specifying each position career description
2. Determining each position necessary skills and hierarchy
3. Providing necessary training for personnel according to the different careers
4. Changing job description
5. Changing performance evaluation systems

The previous items will be achieved through the following:

1. Drawing the training plan necessary for personnel to be qualified to achieve their professional targets
2. Developing personnel performance evaluation plan

Moreover, this group views that the center strategic targets are as follows:

1. Linking courts of first instance, appeal and cassation with experts office and forensic medicine office
2. Linking all courts with databases through a network connecting all courts in order to avoid data entry repetition and duality, and consequently data verification
3. Establishing legal judicial library containing all law books and references
4. Linking prosecution bureaus with judgment enforcement administrations
5. Linking partial prosecution bureaus with their leaderships

SWOT Analysis

B. Internal Environment Analysis

1. Strengths

1. Availability of latest equipment for all the center's personnel
2. Availability of Internet lines
3. Needs immediate satisfaction (offering the center's technical support to external sites)
4. Having good relations with the higher administration



5. Availability of some reasonable services in the center
6. Availability of an assistant minister for information affairs can be one of the center's strengths contributing to the Ministry's fulfillment of the center's needs
7. The center's manager and personnel understanding during the course of business

2. Weaknesses

1. The center's personnel number is insufficiency compared to the escalating ongoing projects
2. Lack of previously announced training plan
3. Total income deficit compared to personnel number
4. The information center site inappropriateness
5. Lack of good communication service (such as telephones & mobiles)
6. Lack of coordination between the center's leaderships and external sites
7. Shortfall or misuse of resources for work purposes (such as vehicles)
8. the need for a comprehensive realization of the center's under-execution plans due to the lack of communication channels between managements
9. Lack of official chart determining the role of each position in the center according to personnel qualifications, experiences and seniority
10. Lack of sufficient awareness in using the center utilities (such as telephones & vehicles)

B. External Environnant Analysis

1. Opportunities

1. The growing relations between the center, the Ministry and other companies' personnel lead to experience acquisition. This experience is represented in recognizing either the course of business in the Ministry's different sectors, or the newly adopted technological progress in the companies in charge of the project's implementation through the center
2. The Ministry's concern for automation to keep pace with the technological progress prevailing in the rest sectors of state bodies and the outside world
3. Depending on the center to carry out information technologies technical aspects
4. Judiciaries resort to the center for benefiting from its services



2. Threats

1. Some relevant authorities and leaderships refusal of development
2. bids implementation procedures slackness leading to technology use delay resulting in technical insufficiency
3. Equipment maintenance contracts renewal slackness in different sites leading to service breakdown in some places
4. Local products purchase resolution issuance makes us deal with some internationally unknown companies that are not serious in implementing maintenance contracts
5. The center's affairs are subject to the Ministry (remunerations)
6. Changing the external sites trainees without recourse to the Ministry

The Fourth Group views that the center strategic targets are as follows:

1. Establishing an organizational chart for the center
2. Linking courts of appeal with those of first instance and subsidiary bodies
3. Linking prosecution bureaus with judgment enforcement administrations
4. Establishing a legal library
5. Developing and modernizing programs and equipment to match the new work volume
6. Increasing the center's technical team
7. Making a statistical study on breakdowns amount within 6 months

Establishing an incentive system for the center

Objectives	Steps and Procedures	Requirments for Implementation/ Resources (Material/Human)	Requirments	Time Frame
<p>Follow up and execution of the site reports received from different areas in a short and efficient way.</p>	<p>1. Designing a module including clear data about the site reports:</p> <ul style="list-style-type: none"> - descriptive data - the person responsible - the site - the results 	<p>Human Resources - Operations Operators.</p>	<p>Designing an exclusive model</p>	<p>7 days</p>
	<p>2. Collective data about the companies and end users</p>	<p>Operations Manager/operators systems analysts</p>	<p>Information from system analysts</p>	<p>30 days</p>
	<p>3. General and complete information about all site resorts and operating systems</p>	<p>Operations Manager - Operators Technical support, programmers \and end users</p>	<p>Information from technical support and programmers about site reports</p>	<p>30 days</p>
	<p>4. Follow-up for the site reports.</p>			
	<p>5. Site report systems</p>	<p>System Analysts/Programmers</p>	<p>Program to facilitate site reports</p>	<p>75 days</p>

	Objectives	Steps and Procedures	Requirements for Implementaion		Requirments	Time Frame
			Resources (Material/Human)			
1	<u>LAN</u> a. Speed access to information and data b. Integration of information and data between departments c. Control net access d. Internet availability to all units with high speed.	1. Ensure validity of all outputs 2. Fixing what is necessary and updating with the latest. 3. Connecting between switches with fibre cables. 4. Prepare lablesfor the nodes on the drawing of the network and conduct a draft layout for the connections of the paths. 5. Testing the network through the Test Flok. 6. To apply unit to control the network with all th enecessary software loaded on it. 7. Distributing IPS in a way to ease control and following up. 8. Increasing the speed of the current internet line from 64K to 128K	15000 L.E.	3 persons	Test Flok	30 days
			3000 L.E.	3 persons	Cables, Boxes, outlets	10 days
			1000 L.E.	2 persons	Fibre connectors	3 days
			100 L.E.	3 persons	Numbered Stickers	3 days
			--	3 persons	Test Flok	5 days
			15000 L.E.	3 persons	Suitable PC and S/W Network Management	30 days
			--	3 persons	A blue print of the distribution	3 days
			50000L.E.	2 persons	Contracting with Telecom and 2 DTU Units	60 days
2	<u>WAN</u> a. Connection between JIC and the external unit b. Decrease the rate of malfunctions c. Speeding the access of data from JIC d. Following the the work of those units connected to JIC e. The speed in fixing malfunctions	1. Change the type and service of the connecting lines from X.25 to leased line. 2. Provide organized and labelled RACKs for the connecting lines. 3. Providing modems that suit the type and speed of the lines. 4. Controlling the WAN through Network Management	200000 L.E.	2 persons	Contracting with Telecom	6 months
			5000 L.E.	2 persons	Frame and Rack	2 months
			150000 L.E.	3 persons	Modems	6 months
			--	1 person	Software to control the network	1 month

Abdel Meguid Sayed, Saied El Sayed Wasel, Mohamed Hamza

Objectives	Steps and Procedures	Requirements for Implementaion Resources (Material/Human)		Requirments	Time Frame

Nowal Fahmy Thabet

Objectives	Steps and Procedures	Requirments for Implementation/ Resources (Material/Human)	Requirments	Time Frame
<p>Statitilal study about the numbers of malfunctions within 6 months with the aim of reducing these numbers</p>	<ul style="list-style-type: none"> * Identify the number of malfunctions daily then weekly * Identify the types of malfunctions * Identifying the reporting sites and prepare a file for each to follow up accordingly * Complete survey for the PC's in all the sites * Complete survey for the applications in all the sites 	<p>Programmer</p> <p>Trained end user to be able to identify the exact problem</p> <p>Trained maintenance employee</p>	<p>A model combining all statistical data</p> <p>Analyzing the malfunctions and find out causes</p> <p>Preparing a simple model for the end users to determine the kind of malfunctiond</p> <p>A follow-up program</p>	<p>75 days starts 15/10/03</p> <p>60 days</p>

Objectives	Steps and Procedures	Requirments for Implementation/ Resources (Material/Human)	Requirments	Time Frame
<p>Programmw containing all info about the computers and hardware inside and outside of JIC to determine numbers, types and maintenance contracts.</p>	<ol style="list-style-type: none"> 1. Training programs for employees in maintenance departments 2. Identify all programme data: <ul style="list-style-type: none"> - Name of the company - Info about the computer <ul style="list-style-type: none"> - T.N.M.N./S.N. - Entry data - Start and ending dates for the warantee - Dates of maintenance contracts - PC's distribution <ul style="list-style-type: none"> - Location - Dates - no. of reports - kind of reports - maintenance company name - Warantee company name 	<p>Financial Resources:</p> <ol style="list-style-type: none"> 1. 2 computers for data entry 2. Identifying funds for purchasing maintenence requirements 3. Fincancial provisions for the employees to combine data from external sites <p>Human Resources: Employees in the maintenance Department: Soheir - Ahmed Zaki - Ahmed Foad Hany</p> <p>We need to increase the no. of employees</p>	<p>Maintenance program</p>	<p>6.5 months 15/10/2003 - 30/4/2004</p>

Nader Abdou
 Technical Support

Ser.	Objectives	Steps and Procedures	Requirments for Implementation/ Resources (Material/Human)	Requirments	Time Frame
	Establish a unit for research and development and experimental lab at JIC	Establish research unit Establish development unit Establish experimental unit	<u>Material resources:</u> location <u>Equipment:</u> W.S. 3 Server 1 Scanner 1 Printer 1 <u>Operating Systems:</u> Windows Unix <u>Software Packages:</u> Database Analysis Tools Network Tools Human Resources: 7 Highly Qualified personnel	Approval to allocate an equipped room for the unit Provide needed hardware and software Select the appropriate human resources for the unit	4 months

Ser.	Objectives	Steps and Procedures	Requirments for Implementation/	Requirments	Time Frame	Performance standards
			Resources (Material/Human)			
	(evaluate staff competence and skills)		system analyst	• data collection, analysis, then design	6 weeks starting Oct 15 and ending Nov 30	
			Programmer (Nahla)	• data-entry	4 weeks starting Dec 1 and ending Dec 30	
			data-entry specialist (Ibtissam)			
			<u>financial resources:</u>			
	Develop a system for the library to know the volume of books and CDs at JIC and detect their quality	<u>the library consists of:</u> 1- data related to the library 2- data related to borrowing the books	<u>Human Resources:</u> system analyst - programmer - data-entry specialist	1- collect the Tools Packages books and CDs at JIC 2- enter these data	2 months for collection one month for data-entry	1- staff using the books 2- capability of locating the books and CDs
	Develop a system for maintenance requests and problems reporting where type of problem and institution requesting it is defined	problem reporting	<u>Human Resources:</u> User (Iman Abdul Rahman) System analyst Programmer (Mohamed Shaaban)	1- data collection through the desk collecting reports 2- identify the needs 3- code the system 4- test the system	one month one month two weeks	1- minimize duplication of reporting 2- generate the form from the computer

Ser.	Objectives	Steps and Procedures	Requirments for Implementation/	Requirments	Time Frame	Performance standards
			Resources (Material/Human)			
			Data-entry (Nadia) <u>Financial Resources:</u> to special requests	5- implement		
	Project Follow-up	project follow up system analysis design coding testing monitoring	7 staff members 1 system analyst 4 programmers 2 data-entry staff forms for collecting the project data	prepare the project data on identified forms	120 days	
	Develop a system for maintenance where equipment in need for maintenance are identified and maintained at the same time	maintenance	<u>Human Resources:</u> user - systemanalyst - programmer - data-entry (Ibtissam)	1- collect the data	one month	1- the system helps standardization of information and eliminates duplication
			<u>Financial Resources:</u>	2- identify the needs		
				3- code the system	75 days	
				no special requests	4- test and implement	

Janette Atteya Nashed
Programming Dept.

Ser.	Objectives	Steps and Procedures	Requirements for Implementation/ Resources (Material/Human)	Requirements	Time Frame
	Staff technical evaluation, follow up, and performance assessment plan	1- Evaluation			
		2 - Follow-up			
		3- Performance assessment	1- Beshreya (each supervisor should monitor and assess his staff performance)	1- Job description to identify the responsibilities of each job	4 weeks (with assistance of Assistant to the Minister)
			2- Performance assessment tools	2- the current Ministry forms for performance assessment (to copy the suitable items from them)	one week
			• Nader (technical support group)	3- Performance evaluation forms from other information centers	one week
			• Ramadan, Hamdeya	4- develop a new form for performance assessment that meets the JIC's needs	one week
			• Abdul Hameed	5- identify the tasks required from the employee	four weeks
			• (Whoever wants to work with the group)	6- develop a plan to monitor performance	three weeks
			7- compare tasks achieved with required and identify if any training has been provided	8- motivation and orientation and studying implementation obstacles:	three weeks
			motivation in case of achieving more than required or expected, orientation to the job in case the achieved is less than required and study obstacles if tasks take longer than needed.		four weeks

Note:

The plan should be implemented within 6 months while assessing the plan every two months then a final report is submitted at the end of the six months period

Alyaa El Awady

Ser.	Objectives	Steps and Procedures	Requirments for Implementation/ Resources (Material/Human)	Requirments	Time Frame
	<p>plan for staff training and enhancing their skills</p> <p>1- in-house training</p> <p>2- Out-doors training</p>	<p>1- visit other highly qualified information centers</p> <p>2- compare the staff skills at those centers with the skills available at JIC</p> <p>3- provide training courses to the JIC staff to develop their skills</p> <p>4- provide different departments at the center with new courses to help them identify their needs</p> <p>1- identify the training needs for different system users</p> <p>2- prepare the training material</p> <p>3- prepare the training courses</p>	<p><u>Human resources:</u></p> <p>1- the Supervisor at each department to provide the training</p> <p><u>Financial resources:</u></p> <p>a budget to prepare the courses and impleement training</p> <p><u>Human resources:</u></p> <p>system analyst - technical support - network programmer</p>	<p>1- directory of hightly qualified information cetners</p> <p>2- identify the order to visit the centers</p> <p>• identify the training venue</p> <p>• prepare the equipment</p>	<p>2 months</p> <p>2 months</p>

Nader Abdou Technical Support
 Magdy Metwally Operating Systems Manager
 Waleed Farouk Archive Systems Statistician
 Moustaf Mohamed Ali Database Manager

Ser.	Objectives	Steps and Procedures	Requirments for Implementation/ Resources (Material/Human)	Requirments	Time Frame
	Establish a workshop for computers assembly and maintenance to serve automation at MOJ	1- Assembly of personal computers 2 - Maintenance of personal computers	<u>Material resources:</u> 1- provide a location for the workshop 2- prepare the facility for assembly and maintenance 3 - buy the appropriate hardware for computer assembly <u>Human resources:</u>	<u>Requirments for material resources:</u> 1- location of the workshp is a part of the computer ahll at JIC with an area of about 25 m2 2- equip the place with th efollowing : electricity and lighting communications and telephone furniture tools for assembly and maintenance tools for testing the computers air conditioner 3 - buy the needed for computer assembly a- main components for computer assembly b- affiliated material for packaging <u>Requirments for implementaion:</u>	preparation of the workshop: one month buying the components: 4 months

Ser.	Objectives	Steps and Procedures	Requirments for Implementation/ Resources (Material/Human)	Requirments	Time Frame
			1- technical qualified personnel with experience in this field	one workshop managers, one assembly personnel, and one maintenance personnel. 5 technical assistance in addition to mare to assigned to the unit in addition to their work at JIC	6 months
			2- technical assistants		
			3- technical management aware of the assesmbly and maintenance process		



WOKSHOP EVALUATIONS



DAILY EVALUATION FORM

Monday, September 22, 2003

	ITEMS	AGREE %	AGREE TO A CERTAIN DEGREE %	DISAGREE %
1	Objectives of the session were clear	81.25	18.75	-
2	I acquired new knowledge from the sessions	75	25	4.5
3	I acquired new management skills from the sessions	68.75	31.25	-
4	Facilitators created an interesting training environment	93.75	6.25	-
5	The topics introduced were of importance to me	81.25	18.75	-
6	Facilitators were able to facilitate the discussions in relation to the topics	100	-	-

Most thing that I liked:

- Conversations between the participants and the facilitator
- Identifying rules for managing the sessions (2)
- Gaining knowledge and new information (3)
- The excellent skills of the facilitator (4)
- The clarity of the objectives and the teaching and discussion styles (3)
- Exchange of ideas

Most thing that I disliked

- The reading material is rather general and does not really suit those working in the information field

Suggestions

- Increasing the duration of the workshop (2)
- Concentrating on the work methods of JIC whether related to planning or not
- More workshops (5)



DAILY EVALUATION FORM

Tuesday, September 23, 2003

	ITEMS	AGREE %	AGREE TO A CERTAIN DEGREE %	DISAGREE %
1	Objectives of the session were clear	100		
2	I acquired new knowledge from the sessions	100		
3	I acquired new management skills from the sessions	100		
4	Facilitators created an interesting training environment	100		
5	The topics introduced were of importance to me	100		
6	Facilitators were able to facilitate the discussions in relation to the topics	100		

Most thing that I liked:

- Dr. Gazia created a participatory atmosphere and understanding between the groups
- The facilitator in creating an excellent training atmosphere (4)
- The venue of the workshop
- The effective results of the objectives
- Participatory discussions for clarifying ideas and opinions
- The presence/assistance of Counselor Khaled in creating effective discussions
- The methodology used in presenting the topics
- The organization of the workshop
- The outcomes of the workshop

Most thing that I disliked

- Interruptions during discussions
- The short duration of the workshop (6)
- The distance of the venue (2)
- The food was not appropriate

Suggestions

- Increasing the duration/number of days of the workshop (2)
- Continuous training programs
- Conducting more workshops in similar venues which had a major impact on the success of the workshop (5)

CLOSING EVALUATION FORM

	Issues	Excellent %	Very Good %	Good %	Fair %	Weak %
1	How much the workshop met your expectations	75	25			
2	How much you benefited from the workshop	75	25			
3	Workshop material	43.75	56.25			
4	The topics of the workshop	62.5	37.5			
5	Teaching methodologies	81.25	18.75			
6	Opportunity for discussions and giving opinions	81.25	18.75			
7	Opportunity to discuss main issues and work problems	68.75	31.25			
8	Teaching aids	56.25	43.75			
9	Facilitators	93.75	6.25			
10	Relationship with your colleagues	62.5	37.5			
11	Relationship with the facilitators	87.5	12.5			
12	The training atmosphere throughout the workshop	56.25	43.75			
13	Administrative services	56.25	43.75			
14	Venue of the workshop	81.25	12.5	6.25		
15	Meeting rooms	81.25	12.5	6.25		
16	Accommodation rooms	81.25	18.75			
17	Meals	31.25	43.74	18.75		6.25
18	Hotel service	50	37.51	6.25		6.25

What were the strong points of the workshop?

- The participatory atmosphere
- Freedom of discussions and giving opinions (3)
- The material
- The opportunity to discuss work problems (7)
- The relationship with the facilitator
- The training atmosphere
- The venue
- The honesty during the discussions
- The effective and serious participation
- Reaching the identifies objectives
- The teaching methodology
- Identifying the weak points of JIC
- The facilitator and the team spirit of the work groups
- The good relations with our colleagues
- A good approach on how to prepare a pan
- Participation between different specializations and different opinions



What were the weak points of the workshop?

- The duration of the workshop was insufficient (7)
- The limited time in between the sessions
- The work load was heavy and tiring
- The interruptions during the discussions
- Changing the timing of the sessions
- Mental exhaustion resulting from having morning and afternoon sessions

T

Your suggestions for future improvements

- Increasing the duration (10)
- Continuing what was agreed upon during the workshop
- Giving the participants the opportunity to discuss the work at JIC
- Repeating such workshops that help in bringing the participants closer (2)

Any other comments

- Thanks to Dr. Gazia, the organizing team and the hotel staff
- The accommodation rooms were very far from the rest of the participants and the meeting room
- We thank the group for the exerted efforts and request more workshops with the same style
- We thank the AOJS team
- To have future workshops held in Cairo so as to be close to the work place