

**Access to Microfinance & Improved Implementation of Policy Reform  
(AMIR Program)**

**Funded By U.S. Agency for International Development**

**Implementation Plan for the MoICT  
Human Resources**

Final Report

**Deliverable for POL Component, Task No. 4.6.16  
Contract No. 278-C-00-98-00029-00**

*July 2001*

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## **1. Introduction**

HM Government of the Hashemite Kingdom of Jordan wants to improve the national economy and create jobs by attracting investment into the ICT sector.

### **Vision for ICT in Jordan**

A vision for the ICT sector in Jordan was prepared following a workshop, which was held at a Dead Sea resort during September 2000.

*“An Information and Communications Technology Sector in Jordan in which the free market is given the widest possible scope to contribute to the economic development of the country. It is the policy of the Government of Jordan to play its role by creating the legal, institutional, and commercial environment in which this market is nurtured, grown and sustained.”*

The central pillar of the government’s program is the creation and effective operation of the Ministry of Information and Communication Technology (MoICT) and recommendations have been made to re-engineer the existing Ministry of Posts and Communication to take on new responsibilities in relation to this role.

### **MoICT Mission**

In pursuit of the vision, a draft mission for the ministry has been prepared. The mission of the Ministry is to:

- Articulate the policy of the Government of Jordan (GoJ) with respect to post, telecommunications, and information technology (IT).
- Lead and sustain Jordan’s drive to become a regional info-com center and digital hub.
- Set sound policy, provide government support and work with the private sector to develop information and communications technology (ICT) within Jordan.

- Act as a catalyst to nurture a healthy and competitive market environment that stimulates private investments in the information and telecommunications sectors.
- Be a champion of the Jordanian IT/Telecom industry in the country, the region, and the world; represent Jordan's interests related to posts, telecommunications and IT at international organizations and events.
- Plan, execute and coordinate Jordan's eGovernment strategy in collaboration with other government agencies and serve as an example of effective exploitation of eGovernment.
- Serve as a model for "good governance" through adoption of private sector methods and as a "center of excellence" for ICT.

### Implementation Plan

An "Implementation Plan" for re-engineering the ministry was prepared by a previous consultancy, The existing Ministry of Posts and Communications (MoPC) is currently implementing the recommendations contained in the Plan.

## **2. Objective of the Consultancy**

In support of MoPC's Implementation Plan, the objective of this consultancy is to assist the Minister of Post and Communication in staffing the new ministry. An organization chart and series of job descriptions have already been prepared for the more senior positions in the new ministry. The next steps involve recruiting against the positions specified and developing the organization's operating procedures, management structure and methods, and enhancing the skills of those who will carry them out. The process will consist of an ongoing program to recruit and induct suitable managers, professionals and staff, to provide training for them in management skills, methods, techniques and practices, and to create a working environment in which performance against specific targets can be measured and each individual may be rewarded in accordance with his/her contribution.

This is the second of a total of six phases that have been specified for 2001. On successful completion of the six phases, the new ministry will have been recruited to its "interim" establishment. There will be a common approach to people management and performance management, a structured management development program and a succession plan.

The first phase of the ministry's human resource and management development program was completed in March 2001 and the remainder are scheduled for completion during the latter part of 2001.

### Phase II

The tasks for completion during phase II were as follows:

- Conduct interviews with approximately 25 staff of the old MoPC, followed by assessments and written recommendations as to their suitability for assignment to the corporatized postal operator, the proposed postal regulator or the re-engineered ministry.
- Prepare and supervise the issue of a Request for Proposals (RFP) for a recruitment firm to assist with the staffing of MoICT.
- Work in collaboration with senior Ministry staff to develop a schedule and work-plan for the HRD activities through to the end of the year 2001.
- The scope of work was expanded to accommodate interviews for a further 18 persons (11 MoPC directors and 7 candidates for positions within the ministry). As a consequence, the LoE was extended by 8 days to a total of 34 days (32 field + 2 travel).

### **3. Approach, Methodology and Findings**

All activities were carried out in close consultation with the Secretary General of MoPC.

#### **Focused Interviews with 36 MoPC Personnel**

A total of 36 candidates were interviewed during the period.

Candidates were assessed against a series of attributes supplied by the ministry in relation to suitability for appointment to “director” level within the proposed Postal Company, Postal Regulator and the Policy department of MoICT.

The interviews were carried out in English, however, because most of the interviewees had limited knowledge of the English language, a facilitator provided translation and clarification as well as elaboration in relation to social and cultural issues.

On completion of the interviews, a tabular report (Appendix 3) was prepared to illustrate the performance of each individual against the specified measures and interviewees were ranked in order of total markings on ALL attributes without weighting. It is possible that, if a weighting system had been employed, the ranking of those interviewed may have been slightly different. While a difference of a few marks between candidates is likely to be of little real significance, differences of more than this will be likely to represent increasing disparity in potential. It should be borne in mind that only “personnel” attributes were assessed during this exercise and that consideration for any position will also need to include an assessment of “operational” attributes including qualifications and the ability to carry out the specific tasks required. Nevertheless, since the attributes which were assessed are those which the ministry considers necessary for management of the future postal services, it is considered that the ratings, as presented, represent a useful guide to potential in this area of work.

## Notes

- Since candidates were not assessed against any job description, no firm recommendations for appointment to specific positions could be made.
- Candidates were assessed only on their responses to questioning.

## Prepare and Supervise the Issue of an RFP to engage a Recruitment Firm

The leading executive and management recruitment agencies in Jordan were contacted and a total of four identified as being capable of dealing with the recruitment of a large number of managers and executives for the ministry.

A Request for Proposals (RFP) was prepared, but, following discussions with MoPC tenders department, it became clear that, because it was not possible at this stage to specify outcomes, quantities and time scales in advance, we would not be in a position to invite tenders for a fixed-fee recruitment exercise. An alternative was proposed by which the ministry would issue a Request for Information (RFI) outlining the services to be provided but rather inviting those agencies bidding for the project to specify their own approach and methodology and pricing structure. In this way, MoICT would not be constrained by either methodology or price and could choose to employ whichever agency offered, on balance, the most professionally acceptable solution. It was agreed that MoICT would follow this route and a RFI was prepared and sent out to the four candidate agencies and responses received from all four. The RFI is attached at Annex 1

## Note

- Since a central component in establishing and consolidating the new ministry will be the recruitment of managers and professionals capable of operating effectively in a private sector environment, it is critically important that this exercise be carried out professionally and on time. It is therefore strongly recommended that recruitment be carried out by HR recruitment professionals with substantial experience and achievement in recruiting at management and professional level for the private sector.

## Develop a Schedule and Workplan for HRD Activities in 2001

A detailed workplan was prepared and presented to the Ministry and AMIR senior management for approval. Following minor amendments and clarification, this was approved and is attached at Annex 2.

The workplan provides a blueprint for

- Recruitment of managers and professionals.

- Development and organization of management training in both “fundamental skills and techniques” and “managing for performance”.
- Creation of some HRD forms and processes.
- Development of a succession planning process
- Design and implementation of a program leading to adoption of “good governance” practices.

The workplan (Annex 2) represents an extremely ambitious program of development, particularly for this region and for this type of organization. Nevertheless, if we are to achieve His Majesty’s vision for Jordan, such a program will be essential. Moreover, I believe that, given a fair wind and a calm sea, we can and will be able to carry out the program.

#### Ongoing tasks:

In addition to the tasks specified in the scope of work, the consultant participated as an integral member of MoPC staff, focusing on collaborative participation and transfer of skills and know-how to the Jordanian members of staff.

#### Additional Tasks:

Additional tasks related to the consultant’s qualification, capability and experience were carried out during this project period.

- Five interviews were scheduled out, with the assistance of the Secretary General’s Administrative Assistant, for the position of Executive Secretary to the Secretary General of MoPC.
  - Three were called off as the candidates did not attend for interview.
  - One candidate was considered to be possibly acceptable for appointment and recommendations were made to the Ministry that a further interview be carried out by the Secretary General.
- Four interviews were carried out for the position of IT Support Manager, MoICT with the following results:
  - Three candidates were considered unsuitable for appointment.
  - One candidate did not complete the interview process.
- Minor amendments were carried out to the Organizational Chart.

#### **4. Recommendations**

- It is strongly recommended that the professional recruitment exercise, which had been proposed and agreed, be implemented without delay.
- It is recommended that MoICT Senior managers receive training in operational assessment to enable them to play an effective role in the upcoming recruitment exercise.

## **5. Next Steps**

Next step will be the proposed third phase of the HRD/Management Development Program, to be carried out during the period 27 May – 23 June 2001. This will incorporate:

- Immediate recruitment of an HRD Manager for MoICT.
- Recruitment of Managers and Professionals for MoICT (Phase I).
- Induction of MoICT Managers and Professionals.
- Preparation of an outline management development plan.
- Design and Development of training in “Fundamental Management Skills, Methods and Techniques”