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John G. Johnston
End of Assignment Report
Egypt TAPR-II
16/02/06-12/05/06
Human Resources/Organization Design

Background

At the close of the Initial Implementation Task for Customs (IITC), Booz Allen Hamilton/USAID, in December, 2005, Ministerial approval had been received for the broad organization design for the Egyptian Customs Authority (ECA) along with Ministerial approval for the senior executive team as heads of Sectors in the new Organization. The Organization Design at that stage extended to the Central Directorate level and was, in effect, the “footprint” for the more detailed design task down to the General Directorate level.

From December/05 through March/06, the Customs Reform Unit convened a series of workshops on a Sector by Sector basis to secure ECA input into the detailed design of the new organization. Each of these workshops included General Directors from the specific Sector, representatives of the CRU and Technical Advisors from Bearing Point/Crown Agents. The workshops were sponsored by USAID.

These Sector workshops produced a series of reports and recommendations as to the proposed configuration of the New Organization at the General Directorate level and, in some cases, made recommendations as to modifications to Sectors. Part of the task of the HR Expert was to review and assess these recommendations in the context of the Minister’s direction to create a modern, best practice Organizational model.

Primary Task

The primary task of the HR Organization Design Advisor was to work with the ECA and specifically with the CRU to do the following:

1. Participate in the Organization Design Workshops still to be convened after arrival. The HR Advisor consequently attended Workshops for the Eastern and Middle and Southern Regions and the HR Workshop. The role in this respect was to provide advice and support focused on modernizing the organization structure
2. Review and assess the results of all the workshops to determine their acceptability and applicability to modern, streamlined criteria. At the same time there was a requirement to be cognizant of the need to accommodate in the New Organization Design, as many of the workshop recommendations as possible.
3. Design, down to the General Directorate level, a New Organization for the ECA. As mentioned in 2 above, this task required striking a balance between usable workshop recommendations and the requirement to create a modern, best practices design.

Design Task

From March to mid April, the HR Advisor completed a series of draft proposals for the New Organization Design. This included the headquarters infrastructure for all Sectors, Regional Core office structures and integration of applicable workshop recommendations, particularly at the Port Operations level. The design is Line/Staff in nature and segregates operational delivery from staff/functional support.

From early March to the end of April, this draft design was presented at a number of stages to senior ECA managers, the CRU and the Commissioner. As a result of these presentations and ensuing discussions, a series of modifications were made to the design and on April 29/06 the Commissioner gave his final approval to the New Organization Design and agreed that it was ready for presentation to the Minister. This development stage required a series of 23 modifications and redrafts to the original design proposal. The result of this process and of the preceding workshops is that there is significant ECA “ownership” of the New Organization Design.

The proposal for the New Organization Design includes full rationales, role and mandate statements for key Central and General Directorates, explanations of line and functional roles and a template for further development of Port Operations into a more modern configuration.

In addition, the HR Advisor worked closely with representatives of the CRU to complete Job Profiles for each position in the New Organization Design as part of the Decree Package to be presented to the Minister.

Executive Development

A critical element of implementing the Organization Design will be the training and development of managers at the senior and middle levels. This process was initiated through the Executive Development Program designed in conjunction with the EU TEP-C project. The first phase of EDP took place April 6-8 in Ain Sokhna where the HR Advisor presented the training modules “Management of Change” and “Working with the New Organization” to the new senior executives in the ECA.

Next Steps

Contingent upon approval by the Minister of the New Organization Design, the following Next Steps will be required for full implementation.

1. Development of Instruments of Delegation for HR, Financial, Administrative and Operational Authorities.
Development of these Instruments is essential in ensuring that the Regionalized Line/Staff element of the Organization Design works effectively and that decision-making can be devolved to the lowest possible level. The design task involves identifying key authorities for each Instrument, existing sub-delegation powers, recommendations for levels of delegation for each authority along with consultation with the ECA in the latter stages to ensure acceptance of delegation recommendations.
2. Assignment of Staff Levels to Organizational components down to General Directorate level.

Such staff level assignments will utilize existing information on volumes and volume patterns along with best practice experience

3. Apply Workforce Adjustment through natural attrition and Early Retirement Incentives
Incentives should be offered immediately subsequent to Organization Design approval and be coupled with a targeted staffing freeze.
4. Development of a phased Staffing and Re-assignment plan based on reverse order of merit
5. Staffing and Re-assignment should be implemented in the following sequence:
 - *Operations Sector and Regional Core Offices*
 - *Trade Compliance*
 - *Customs Regimes and Policies*
 - *Human Resources (excluding NCTI)*
 - *All other Sectors*
6. Begin implementation of Port Structures subsequent to implementation and staffing of Regional Core offices and on a Region by Region basis.
7. Train managers through the Executive Development Program model and specifically in the following key areas.
 - *Change Management*
 - *Working With the New Organization*
 - *Managing a Workforce*
 - *Performance Management*

Filing of Documents

All documents pertaining to this project phase have been filed with the Contractor, Sub-contractor, Client and Beneficiary as applicable. These include:

- Organizational Design Drafts and Final Organization Design

- Rationales, Role and Mandate Statements
- Progress Reports
- Next Steps Analysis
- Rationale for Special Operating Agency.
- Change Management and Working with the New Organization Course Plans
- Report on Executive Development Program
- Recommendation for Remote Work

Completed as per Project Employment Agreement.

*John G. Johnston
Human Resource/Organizational Design Expert
Alexandria
May 8/06*