

Ministry of Public Sector Development



The Quest for a Magical Formula

Amman-Jordan

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Main Challenges

- **Political will at all levels:**
 - Fear of initiating radical change
 - The need for commitment by the government and concerned governmental institutions to implement the pay reform
 - The willingness of all levels in the public sector

- **Rightsizing *vis-à-vis* Socio-economic ramifications:**
 - Government's assurances that no job losses will occur
 - Reallocation of surplus employees and resistance to change
 - High cost of retraining and rehabilitation of employees



Main Challenges

- **Voluntary Retirement Schemes (VRS):**
 - Risk of losing talented staff
 - Limited resources for golden handshake

- **Human Resource Planning:**
 - Lack of scientific methodologies determine HR needs
 - The absence of effective HRP models
 - Lack of information and accurate statistics
 - Underutilization of human resources
 - Some salary supplements are not recorded in the salary budget



Main Challenges

- **Pressure groups:**
 - Creating new allowances to cater for certain group of employees.
 - Interfering in the reallocation of the staff
 - Exceptional decisions for certain staff
- **Lack of configuration with other HR policies.**
- **5 Ls:**
 - Large size of the public sector employees
 - Low moral
 - Limited budget
 - Lack of competency assessment tools
 - Low performance and productivity



What do they Want

- **Government:** cut wage bill
no dismissal of employees
increase productivity
- **Employees:** increase salaries, pension and fringe benefits
- **Managers:** increase # of staff
- **Citizens:** better services and new jobs
- **HR specialists:** magical formula

The Magical Formula



That's what we have to come up with!!!





No Panacea for all remedies!!!!



The Magical Formula



Ingredients:

Articulate long-term vision

Initiate radical pay reform

Launch VRS for targeted group

Invest in people

Link pay reform to other HR policies

Commence streamlining

Reinforce oversight bodies

Adopt scientific methodology & link pay to job worth

T&D
HRP
Selection & Recruitment
Performance Appraisal
Succession Planning
Promotion



Thank You

