Meeting on Sharing of Best Practices and Innovation in Governance and Public Administration in the Mediterranean Region

Organized By: UNDESA

Case of the Hashemite Kingdom of Jordan

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Jordan Historical Background

March 2, 1921, the day Prince Abdullah Iben al-Hussein arrived in Amman, is regarded as the beginning of the establishment of a Jordanian state under the name of the “Emirate of Trans-Jordan”. The same year witnessed the formation of the first Jordanian Government, the Council of Chancellors. In 1928, the first Jordanian constitution was enacted, under the title of “Essential Law of Trans-Jordan”, in order to organize the affairs of the state and its three powers, namely the legislative, executive and judicial powers. It remained in force until 1946, when Trans-Jordan finally gained independence upon signing the Treaty of London in March 1946. On May 25, 1946, Prince Abdullah was proclaimed King, and in 1947, a new constitution was declared by issuance of Law No. (3) for the year 1947 under the name of the Jordanian constitution. On July 20, 1951, King Abdullah was assassinated in Jerusalem, and his oldest son, Prince Tall, succeeded to the throne. A year after his accession, King Tall stepped down in favor of his son Prince Hussein, who was proclaimed the King of the Hashemite Kingdom of Jordan in 1952, and a new constitution was enacted and promulgated. Its first Article stipulates that the Hashemite Kingdom of Jordan is an independent and sovereign Arab state, with a parliamentary and a hereditary monarchy.

Introduction

To increase the prosperity and well-being of its citizens, Jordan is pursuing a strategy of private sector led and public sector enabled economic growth. The King Abdullah II Award for Government Performance and Transparency illustrates His Majesty’s desire for sustainable, globally competitive public sector institutions. It also provides a valuable incentive to spur public sector reform. Without this strong national mandate, reform efforts would have little chance for success.

In many cases, however, outdated institutions, practices, laws, and regulations that govern government and quasi-government institutions will inhibit Jordan’s government institutions as they strive to improve. Jordan's best practice criteria represent a vision of what Jordan’s government and quasi-government institutions will increasingly look like as the country achieves its ambitious development goals.

Characteristics of Best Practice

The main characteristics of Jordan's best practice are geared toward three main pillars:

1. Citizen-centered.
2. Result-based.
3. Transparency.

Citizen-centered, results-focused, and transparent government are the three pillars of best practice in modern governance. The roots of these pillars lie in the adoption
of appropriate private sector practices for powerfully effective governance. The most efficient and successful governments today are implementing numerous self-improvement strategies with a focus on these pillars.

To ensure achieving the above three pillars, Jordan envisions the following reforms that intervene and/or link with each other to eventually reach a holistic approach in good governance and excellent public performance:

1. Administrative Reform.
2. Economic Reform.
4. Social Reform.
5. Juridical Reform.
6. Political Reform.

**Why Jordan’s Reforms are of Best Practices?**

Jordan believes that all reforms complete the loop to achieve the national goals, citizen's interests, and organizational objectives.

It is considered that such reforms are of best practices for the following reasons:

1. Support from the highest level leadership His Majesty The King;
2. Collaboration between all public institutions;
3. Integration of visions and missions;
4. Transparency and openness with the public;
5. Participation of all employees from the bottom to the top in the process of excellence in performance;
6. Institutionalization of efforts and continuity of implementation;
7. Challenge to make change happen regardless the expected resistance;
8. Rooting excellence in performance as a national, personal, organizational culture;
9. Accountability of performance at all levels;
10. Review of achievements based on strategic planning;
11. Monitoring of performance by different bodies; and
12. Deployment of results to all beneficiaries, stakeholders, and citizens.

Notwithstanding all the experiences of reforms, which concluded remarkable achievements and success stories, nevertheless such efforts and results were scattered and/or based on individual initiatives.

His Majesty King Abdullah II introduced and dialogued in depth and on continuous basis the concepts behind why good governance and excellence are amongst the main tools to reach an outstanding level on the international map.
**The King Awards for Excellence:**

Lately and in 2000, Jordan launched King Award for Excellent Performance in the Private Sector institutions, followed later in 2003 the launch of King Award for Excellent Performance & Transparency in Public Sector. To reflect the level of seriousness in this context, His Majesty formed a board and appointed his brother Prince Faisal to chair the Board of Trustees for Excellence & Transparency and submit progressive reports about the ongoing status of the efforts made.

It is strongly believed that an institutional excellence and governance program would not be beneficial unless collaborative efforts are incorporated and a sense of great demand are deployed and applied. For this reason, an excellent and good governance program has been tailored to reflect the Jordanian Initiative, which falls within the following main five criteria:

1. Leadership
2. People
3. Processes
4. Knowledge
5. Finances

Each of the above criteria are distributed into various factors as reflected in the below chart.

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- Vision & Statement
- Strategy
- Relation with National Goals
- Values
- Empowerment & Qualifying employees
- Achieving targeted outcomes
- Collaboration
- Risk Management

- Job Description & Classification
- Employment
- Performance Appraisal
- Incentives
- Forecasting
- Succession Planning
- Employee Training
- Management Development
- Employee Relations
- Employee Retention

- Design and Implementation of Processes
- Simplification of Processes
- Needs & Expectations of customers
- Customers’ Satisfaction
- Building Relations with Vendors / Suppliers
- Continuous Improvement

- Awareness & Commitment
- Planning & Implementation
- Deployment of Knowledge
- Review & Evaluation
- Internal Communications
- External Communications

- Revenues & Expenditures
- Projections
- Allocations
- Financial Management
- Procurement
- Inventory Management
- Audit
- Monitoring
- Measurement
- Recommendations

**Jordanian Model of Excellence**
**Benefits of the King Award of Excellence:**

Drawn on the above experience in adapting the model of excellence, Jordan witnessed several benefits and tangible results on the macro and micro level, some of these are:

(A) **At the macro level:**

1. Accelerate the rapid pace of multi-facet reforms.
2. Enhance the country's reputation in terms of transparency.
3. Encourage local, regional, and foreign investments.
4. Acquire additional citizens' trust toward quality of service.
5. Establish a climate of open dialogue between all authorities.
6. Create an atmosphere of continuous learning and creativity.
7. Institutionalize efforts for further modernization and development.

(B) **At the micro level:**

1. Create an opportunity for employee participation in the decision-making process.
2. Enhance the quality of providing services.
3. Adapt an approach that focuses on results rather than merely on processes.
4. Create an atmosphere, which encourages creativity and admits recognition.
5. Institutionalize the concept of accountability towards reaching results and achieving the national goals.
6. Focus on citizens and various beneficiaries being considered as main player in the modernization process.
7. Upgrade the level of awareness towards quality of performance.
8. Gain the sense of ownership amongst employees to enhance loyalty to work.
9. Activate collaboration and coordination strategies between public sector organizations.
10. Partnership with the private sector entities and local communities.
11. Establish the need to move forward in adapting and applying the e-government and knowledge.
12. Change the culture of work that based on fear and isolation.

A wide spectrum of beneficiaries witnessed and enjoyed the results concluded from the national reform processes such as:

1. The Government
2. Public Sector Institutions
3. Private Sector Organizations
4. Non-Governmental Organizations
5. Local Communities
6. Citizens
7. Civil Servants
8. Parliament
Jordan is aware that if such a transition in culture and performance will face difficulties and challenges at the political, social, economical, managerial, cultural, and personal level. So to speak, the most precedent challenge has been changing the culture of citizens and officials as well as the mindset of civil servant employees as well as the citizens to buy them into this new era of governance, transparency, knowledgeable society, and excellence.

**Approaches to Achieve Best Practices:**

In the above context, it is worth to mention that the Government has used various approaches to deal with the anticipated challenges, some of which are:

1. Design a communication strategy;
2. Conduct educational workshops;
3. Establish Board of Trustees for the Excellence Award;
4. Request all public sector organizations to form teams or committees to deal with the change in mindset and performance;
5. Tie up with the citizens through the field visits, media and dialogue;
6. Encourage creativity and opinions at all levels;
7. Adapt the notion of Accountability towards achieving results;
8. Incorporate Best Practice as a day-to-day deal in implementation; and
9. Consider the employees are the country's human capital.

In order to implement such best practices efficiently and effectively achieved, a close consideration and adaptation of necessary tools are required to make things happen. Although each country has its own culture beside other parameters, but learning rather than merely copying is essential, beside a space to tailor other issues according to the specific culture of that country. However, the following pre-conditions are essential for any transformational efforts:

1. Acquire support from the top level towards the transformation and reform processes;
2. Involve all stakeholders such as Private Sector entities, Non-Governmental Organizations, Local Communities, and Citizens in the change process;
3. Open channels with Parliament to bless the efforts and participate in accelerating the issuance of modernized legislation;
4. Identify the national goals and organizational goals to lead the strategic plans in achieving such goals;
5. Prepare a communication strategy to spread awareness about why, what, and how best practices can assist in satisfying all stakeholders at all levels;
6. Adapt a participatory approach whereby all civil servants can share in the transformation process;
7. Institutionalize the notion of best practice as a road to reach the targets and needs of all parties and bodies;
8. Enhance the principle of accountability and transparency to reflect seriousness and soundness to the public; and
9. Work parallel with different aspects of reforms to ensure the linkage of inputs, processes, and outputs and eventually the positive impact of all transactions.

In conclusion, all reforms efforts gear toward achieving national goals as well as the public needs and expectations. For this reason, Jordan considers the best practices as a driving force, which aim at reaching the anticipated objectives interpreted into plans and programs on the long, mid, and short term bases. Without continuous support and collaboration, it would be a waste of time, efforts, and money and above all a lack of trust and sense of belonging and loyalty.

Best practice is not a fashion, it is more like a continuous improvement and development road map to keep the pace of success an ongoing on, bearing in mind that such success will not be an easy one due to the challenges that any country will face and pay a price for it - in some cases. In comparison, whatever we spend, eventually the country and the public will feel of value, appreciation and satisfaction, which reflect on the overall of the country's reputation.

**Jordan's Best Practice in Human Resources**

The Human Resources criterion examines the organization’s efforts to build and maintain a supportive work environment that encourages excellent performance at both the personal and organizational levels. It assesses how effectively the organization:

- applies fair and transparent employment policies and implements reward/compensation schemes to motivate employees;
- plans workforce supply to meet current and anticipated demand;
- implements employee training and development programs that meet organizational needs; and
- designs and implements programs that promote employee satisfaction and retention.

Clearly written job descriptions are essential tools for recruiting and selecting employees, conducting fair and accurate performance appraisals, and identifying training needs. A fair, transparent, and accurate job classification system that grades positions according to an overall scale is crucial to effective human capital planning, transparent salary grading, and fair recruitment and promotion.

Excellent employment policies ensure that the organization’s staffing needs are filled in a timely manner by applicants whose talents, competencies, and skills match the job requirements, and that the process is in compliance with organizational goals and objectives as well as applicable legislation.
An accurate and transparent appraisal system that measures employee performance against reasonable, tangible objectives is essential to meeting those objectives. Regular, results-based performance appraisals provide feedback that the organization can use to improve organizational performance and employee satisfaction, and also helps identify opportunities for rewarding excellent performance.

Transparent, equitable, and effective compensation and incentive policies improve employee productivity and boost performance quality by motivating employees to strive for excellence in achieving the organization’s goals.

Forecasting helps the organization anticipate its future workforce needs by tracking developments that may lead to the creation of new positions or vacancies in established positions. These developments include promotions, retirement, and resignation among current staff, as well as changes or additions to the strategic plan that call for new skills or a different distribution of staff.

Succession planning is a method of identifying and cultivating leaders from within the organization to fill future vacancies among middle and senior management. By preparing individuals to assume leadership roles before the positions become available, succession planning programs ensure the availability of a competent workforce at the management level, ease the transition process, and minimize gaps in productivity.

Well-designed and implemented employee training programs enhance overall organizational and individual performance, optimize employee productivity, and help ensure continuous employee satisfaction and performance improvement.

Well-designed and implemented management development programs enhance overall and individual performance, promote improved relations between management and staff, and help managers fill current roles as well as prepare them to meet the organization’s future needs.

Caring programs and open communication channels improve employee welfare and maintain a healthy work environment, contributing to employee satisfaction, well-being, and motivation.

Maintaining a positive and supportive work environment that contributes to the wellbeing, satisfaction, and motivation of all staff is essential for reducing employee turnover. Retaining high-performing employees is critical to the organization’s continual improvement.
**Jordan's Best Practice in Service Delivery:**

The Processes criterion examines the design and implementation of processes that the organization uses to deliver key products and services. It assesses how effectively the organization:

- manages its processes to meet organizational goals;
- identifies customer needs and expectations and designs processes to meet or exceed them;
- gathers customer feedback and incorporates this information into process design to improve customer satisfaction; and
- manages relationships with suppliers and service providers to ensure efficient delivery of products and services that the organization needs.

By designing processes logically, testing them, and constantly monitoring their implementation, the organization can enhance its ability to deliver products and services in a timely, cost-effective way. Planning end-to-end processes comprehensively can ensure that related processes interact smoothly and without any delays across both departmental and organizational lines.

Streamlining procedures reduces the time, effort, and costs that go into the delivery of products and services by deleting or merging steps and eliminating red tape. Effective streamlining maintains customer satisfaction by facilitating process delivery and helping the organization to achieve targeted results and meet customer needs more efficiently.

In order to provide customers with excellent service, the organization needs an accurate understanding of customer requirements, expectations, and preferences.

Empowering staff to respond promptly and thoroughly to customer inquiries and concerns is key to customer satisfaction. Maintaining open channels of communication with customers ensures that their concerns are heard and understood, and helps the organization improve the level of service it provides.

**Case I: Best Practice in Human Resources**

**Jordan Institution for Standards & Metrology (JISM)**

The following example of best practice is for (JISM) who awarded number **ONE** of Award for Excellence in Public Performance & Transparency.

**Background:**

JISM established as an independent entity in 1994 was before it has been a department at Ministry of Industry & Trade. The total number of workforce is (240) employee.
The Objectives:

The main objectives of JISM are:

1. Adapting a national system for Standards & Metrology according to international practices;
2. Coping up with scientific development in the subject area and accreditation of laboratories;
3. Provide health, environment, and safety protection to citizens through ensuring that all productions and products comply with the technical rules issued by it; and
4. Ensure quality of national products by accrediting Jordanian measurable suitable standards to enable such products to compete in both local and international markets and eventually the national economic.

The Vision:

JISM is to be a center for excellence at the national, regional, and international level in the field of metrology and related areas by ensuring the provision of applying best practices, rendering excellent quality of services and products in response to the beneficiaries' needs and expectations.

The Mission Statement:

Goal: to play an initiative and active role aiming at protecting the interests and concerns, health, safety of citizens and environment, and enhance the competitive capacity of Jordanian products in the international markets which contribute in developing the national economic in compliance of national goals.

To achieve the above, JISM implements various functions in establishing and applying modern systems in the field of standards, inspection, testing, monitoring, and accreditation through available information and knowledge and developing and rewarding its human resources.

JISM renders services to its main partners and customers such as trade, industry, and services sector, general institutions and scientific research centers, citizens and other customers.

The Values:

- Creative and supportive leadership
- Transparency
- Teamwork spirit
- Rooting the culture of excellence amongst other organizational cultures
- Cooperation and Coordination
- Rendering best services to ensure their satisfaction
- Develop the skills and competences of the human resources, delegate and empower them with information and knowledge required to carry out a quick and accurate services
- Endeavour and considerable effort toward continuous learning that leads to modernization and sustainable development
- Adapting process-based and result-oriented approach

Case Analysis:

JISM had identified Training Needs for all job titles based on the organization structure and level of the job importance including managers and section heads whereby coverage of the managerial and technical skills, job nature, and tasks of each job title in conjunction of action plans stem from the organization's goals and objectives. Besides, employees participate in attending training courses publicized by various training institutes and centers. Additionally, employees nominated to participate in training courses based on the annual results of performance appraisal.

JISM prepares an annual Training Plan and nominate employees to participate in either individual training or group training related to the organization's functions and activities. Employees attend workshops to transfer knowledge and managers participate in such learning events. Educational gatherings carried out to enhance the organization's culture and values. Employees nominated to share learning and acquire new knowledge through attending various local, regional, and international conferences.

JISM planned and implemented in-house training programs to qualify the second level of employees aimed at empowering and upgrading the skills and competences of employees to enhance their performance and prepare them for future and further delegation of authorities. Additionally, such training courses aimed at bridging the expected and unexpected gap in supervisory positions to ensure the retention, transfer, and deployment of knowledge amongst all employees.

An annual performance agreement approved by the appraiser and appraisee whereby they both agree on the objectives and results they need to achieve and reach. Such an agreement is subject to periodical review to ensure commitment and provide any assistance, which the employee may need.

JISM adapts a modern human resources system linked with all processes starting from employment, placement, training, promotion, advancement, and succession. Training takes into consideration orientation of new employees, preparing future leaders, incentives, and termination of services. All processes are transparent and objective to ensure fairness and quality and employees are well aware of their rights and obligations according to the deployed bases, procedures, and instructions.

JISM provides opportunities and needs required to acquire higher university education to obtain Master or PhD degrees. Besides, JISM provides opportunities
for employees to enhance their competence in English language, IT skills based on e-government program.

JISM adapts career planning path, job development path, and training path for each job. All employees participated in TOT (Training of Trainers) program to carry out the in-house training and prepare them to be assessors in quality and environment systems both locally and internationally.

JISM offers tangible incentives to employee whose performance is graded “Excellent” enjoy the payment of an incentive equals to one month salary; annual increments based on their level of performance. Concurrent with tangible incentives, employees enjoy obtaining intangible incentives whereby JISM adapts the "competitive tests" to select the best employee in leadership, professional, administrative, and supporting jobs.

JISM encourages the concept of teamwork as an incentive for learning and participating in decision-making process, preparing instructions, and conveying feedback on further needed improvements. It also encourages deputizing some employees to work for other institutions to increase their personal and professional competences. In addition, JISM provides a supportive work environment to increase employee job satisfaction.

Relatively speaking, JISM adapts a new Personnel By-law in March 2003. The characteristics of the salary structure are fair and logical in the sense that it took into consideration the cost of living and market price of similar jobs. Nevertheless, JISM revisited the salary grading system based on modifications to the organization chart, job functions, and level of importance and complexity of jobs.

Employees who commit a violation are subject to disciplinary actions stated in the "Personnel By-law". Besides, JISM communicates with employees who violate or commit any unethical actions that have a negative impact on their performance to correct and adjust their behavior before applying the disciplinary actions.

**Results & Impact:**

- Equality and objectivity in dealing with the beneficiaries;
- Better Services;
- Quick and accurate transactions;
- Better customer satisfaction;
- Increased contribution in the national economic;
- High positive reputation in Jordanian standards, metrology, and accreditation;
- High motivated human resources;
- Exchange, deployment, and inventory of knowledge within the organization and outside;
- Cutting red-tape in rendering services;
- Enhancement of channels of cooperation and coordination with external environment systems; and
- Application of Information Technology and e-government initiatives.
**Case II: Best Practice in Service Delivery**

**Drivers and Vehicles Licensing Department (DVLD)**

The following example of best practice is for (DVLD) who awarded number **TWO** of Award for Excellence in Public Performance & Transparency.

**Background:**

(DVLD) established as an independent entity in 1968 whereby it was in 1946 part of Traffic Department. (DVLD) has 12 Sectional Units in the 12 Governorates, which cover the northern, middle, and southern parts of the Kingdom. The total number of staff is (857) representing different ranks.

**The Objectives:**

(DVLD) contributes in achieving the following national goals:

1. Protection of souls and assets of citizens through qualifying efficient drivers as well as ensuring the technical safety element of vehicles;
2. Securing a clean and quiet environment by focusing on the allowed percentages of gases produced from vehicles as well as the minimum level of noise;
3. Economic development through streamlining of processes and procedures rendered to citizens and investors, and revetment the General Budget with collected fees.

(DVLD) seeks to achieve the following departmental objectives:

1. Deepen the awareness of the community about traffic culture;
2. Enhance the cooperation and partnership with public, private, and local community sectors;
3. Develop theoretical and practical procedures of driving tests;
4. Develop the technical testing procedures of vehicles;
5. Institutionalize knowledge management of employees;
6. Upgrade and qualify the performance of employees; and
7. Investment in human and financial resources.

**The Vision:**

Rooting the institutional concept as well as ensuring the modernization and development of systems and techniques in rendering its services related to licensing drivers and vehicles to reach an advanced level in total quality service.
The Mission Statement:

(DVLD) seeks to reach an accessional level in rendering excellent services in the area of qualifying and licensing drivers and vehicles, transparency in providing services according to the acting legislation.

The Values:

- Creative and supportive leadership.
- Teamwork spirit.
- Rooting the culture of excellence amongst other organizational cultures.
- Equality, respect, and fairness in rendering services to all.
- Rendering best services to ensure their satisfaction.
- Deploy the best ethical standards in dealing with others.
- Carry out the work activities urgently and accurately.
- Preserve the reputation of the Department and the service honor.

Beneficiaries:


Case Analysis:

(DVLD) ensures the absence of duplication in providing services in all its centers through close application of the issued legislation already distributed to all sections and accordingly any employee cannot exceed or override the stated articles. Additionally, (DVLD) prepare a procedural manual and unified forms, and circulated them to all section involved in service delivery. (DVLD) also took care of training and qualifying employees authorize them to carry out the services promptly and accurately, computerize transactions including the fees system. All these attempts are subject to close monitoring, follow up, evaluation, and accountability to ensure the best quality of servicing.

Private Sector organizations contribute directly or indirectly through coordination for example (Driving Training Centers, Insurance Companies, Cars' Dealers, and Banks' representatives). In this context, (DVLD) adapts a "partnership plan" with related bodies in providing the services to the citizens who-the later- are also considered as partners in the sense they share in presenting suggestions and opinions and feedback which all treated promptly to develop working procedures.

Local Communities for example (universities, schools, societies) contribute with (DVLD) to enhance the servicing through various methods such as: traffic awareness lectures, studies and researches whereby the presented ideas and
recommendations are seriously considered, organized visits by students; and celebrations in international events and occasions.

(DVLD) prepared a strategic plan reflecting its vision, mission, national goals, and departmental goals which it seeks to achieve through implementing work programs at the short, mid, and long term. The most important strategies to develop its services are the following:

- Train and qualify human resources through various plans, such as Manpower plan, Succession plan, Incentives program, Employee Welfare plan, and Training plan in addition to carry out of surveys to measure the level of employee satisfaction.
- Modernize and develop systems and equipment.
- Establish licensing sections in all zones and construct necessary buildings to cope with the modern developments.
- Simplify procedures and provide electronic licensing service through the e-government project.
- Computerize the theoretical driving tests.
- Conduct surveys to measure the citizens' satisfaction.
- Increase the cooperation with related organizations aiming at facilitating services.
- Prepare Knowledge Management strategy clarifying the procedures and transactions and deploy it amongst all employees through seminars, meetings, and workshops.
- Prepare Communication strategy aiming at building cooperative relationships and bridges of trust with citizens and enhance the societal role.
- Prepare a financial plan for guaranteeing the investment in the available financial resources.
- Prepare Risk Management plan to be ready in anticipation for any possible risk that might affect negatively achieving goals.
- Prepare a follow up plan to ensure that servicing is up to the standard and take corrective actions or further improvements.

(DVLD) exchanges success stories with other organizations and the most upfront ones are the e-government license tracking system with Ministry of Communications & Information, violations project with Greater Amman Governorate, environment-cleaning project with Ministry of Environment.

(DVLD) ensures that timing schedules are suitable in the process of service delivery through making time available for citizens during the whole weekdays including Saturdays, which are a formal, holiday considering that civil and military employees cannot obtain the services during the official working hours. An extension of working hours is also considered.
(DVLD) followed various techniques to educate and deepen awareness of beneficiaries about services they need or expect such as distribution of brochures and pamphlets, meetings with the media channels, direct contacts, and the web site.

(DVLD) considers the needs and expectations of beneficiaries through distributing questionnaires, analyzing them and taking the necessary actions, forming a follow up committee to trace complains and submits recommendations to solve any problems, follow the open-door policy to listen and dialogue with citizens, and observe feedback through media channels.

(DVLD) ensures efficiency and effectiveness of both urgency and accuracy in providing services through empowering employees, motivating them and accountability, computerizing all transactions, simplifying procedures, follow up and evaluation, reporting system, and field surveys.

(DVLD) spent considerable efforts to streamline the procedures and activities through forming a special committee for simplifying procedures, decrease forms and signatures, and preparing flow charts for each process.

(DVLD) uses a complain system through applying a mechanism characterized as open, transparent, and sound in the following perspectives:

- It adapts the open-door policy to receive any verbal or written notes, suggestions, or complains;
- Complain boxes and front desk office is available;
- The public can also contact the various media channels to express their concerns about any difficulty they face in receiving or finalizing their needs;
- Document the complain to contact the person later on;
- The concerned officials studies the complain and search for solving it and/or justify the rejection action;
- Consult the legal advisor at (DVLD) to examine and provide a legal opinion;
- Transfer the complain to "Complains & Suggestions Committee" to find a solution; and
- Reach a solution and inform the person of actions made.

Thus, (DVLD) spent considerable efforts to decrease the volume of complains by taking the following actions:

- Forming technical committees to study thoroughly the reasons behind the complains;
- Forming a committee to monitor the quality of service;
- Forming a higher committee for follow up and evaluation;
- Conduct studies and field surveys to learn about the most pressing problems and complains and measure the positive and/or negative reaction concerning the
licensing service in order to take the required actions to improve the service and decrease the complaints:

- Computerize procedures and issue a clear manual for employees beside distributing brochures and pamphlets in the course of increasing the awareness of citizens;
- Empower employees to solve the problems promptly; and
- Increase the coordination with (DVLD) partners who are involved in rendering the services for the sake of eliminating any obstacle that may affect the smooth pace of servicing.

(DVLD) set indicators to increase the efficiency of providing the services by applying both the quantitative and qualitative indicators such as:

- Quantitative Indicators: increase of citizens to finalize their deals on time, increase of transactions finalized on time and according to identified time schedules, increase of staffing, and expansion of organization units at the governorates. The examination of indicators is done through daily statistics, reports, and inspection.
- Qualitative indicators: Facilitation of procedures, adapt the concept of "one window stop", quick finalization of transactions, computerized all deals, citizens' satisfaction, and availability of electronic service. These are examined through studies, field visits, thanks letters, articles in the newspapers, and agreements between (DVLD) and concerned bodies.

(DVLD) made tremendous improvements at the level of its functions and activities at one hand and at the national level from the other such as:

**At the Functional Level:**

- Simplifying procedures;
- Commencing the implementation of e-government project;
- Automating the theoretical tests;
- Computerizing most procedures;
- Rooting the excellence culture amongst employees in their course of providing services; and
- Privatizing the vehicles' testing stations.

**At the National Level:**

- Implementing the recommendations and decisions of the Higher Council for Traffic Safety;
- Contributing in the awareness campaigns to citizens and students through the media;
- Contributing in conservation of a clean environment;
- Contributing in the economic development through facilitating the procedures for investors, and revetment the general budget of collected fees; and
- Contributing in improving and developing traffic legislation.

(DVLD) adapts concepts and ideas that assist in solving problems and/or improving performance of servicing such as:

- Considering the needs and expectations of beneficiaries in the course of process design;
- Simplifying the procedures;
- Efficiency, transparency, and equality in proving services;
- Building bridges of trust between (DVLD) and the beneficiaries
- Continuous review of processes through specialized committees;
- Deploying information regarding the department's achievements; and
- Follow up, evaluate the employees' performance, and achieved results.

**Lessons learned:**

The lessons learned from all such activities in providing services are:

- Strategic Planning is crucial to achieve goals and reach results;
- Institutionalization of work and efforts is essential;
- Empowerment of employees is crucial as they represent a major asset of the department;
- Systems, techniques, and information technology are of paramount importance to develop the services;
- Coordination with public and private organizations is a successful factor for any institution;
- Transparent procedures is an essential pre-requisite to excellence in performance; and
- Monitoring, follow-up, and evaluation have major role in achieving the national and organizational goals.

**Results & Impact:**

- Qualified and competent workforce to provide efficient services and achieve results;
- Increased the quality of servicing;
- Better traffic culture amongst people and societal entities;
- Achieved shared national goals;
- Simplified procedures;
- Lessen traffic accidents, financial and human-life losses;
- Improved behaviors of drivers;
- Good technical vehicles;
- Decreased the percentage of contamination; and
- Establish awareness and commitment toward the exchange and deployment of knowledge across the employees and citizens.