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# **CHANGE MANAGEMENT SUPPORT TO THE ENFORCEMENT DEPARTMENT AT THE MINISTRY OF JUSTICE**

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# **CHANGE MANAGEMENT SUPPORT TO THE ENFORCEMENT DEPARTMENT AT THE MINISTRY OF JUSTICE**

SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND  
QUALITY (SABEQ)

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5A.1.1.3 TO SUPPORT THE ENFORCEMENT DEPARTMENT AT THE  
MINISTRY OF JUSTICE IMPLEMENT MODERNIZATION OF  
PROCEDURES THROUGH TRAINING THEIR STAFF ON CHANGE  
MANAGEMENT AND CUSTOMER RELATIONSHIP MANAGEMENT

## **DISCLAIMER:**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# BACKGROUND

The Ministry of Justice works in partnership with USAID-funded projects to increase the efficiency, transparency, and accountability of the judicial system in Jordan. Under this project, the Ministry launched a project to automate procedures at its Enforcement Department. The project involves replacing the manual entry and processing of cases with an automated system that registers, documents and monitors case progress process. This is expected to resolve many procedural and technical problems that previously caused case delays.

The Enforcement Department acknowledges that unless their staff buys in the modernization process from the beginning, it is doomed to failure. While some staff recognize the need to change, many do not. Therefore, to successfully implement change, training should be provided to staff at all levels. Such training is not only required for building the staff's IT capacity, but also to strengthen their business awareness and customer focus. It is particularly important to reinforce that system automations at the ministry is a tool to improve services for the citizen, not merely to improve the department .

To improve implementation of the computerized system, the Enforcement Department asked SABEQ to provide training on change management, customer relationship management, and select technological skills.

# MISSION OBJECTIVE

To provide change management support to the Enforcement Department at the Ministry of Justice during systems implementation. This program aims to provide training for forty (40) staff of the Enforcement Department in change management topics including; customer centric operations, value-added driven operations, leadership of change, and other management skills identified with the Ministry as key to enhancing current improvement efforts.

# ACTIVITIES AND RESULTS:

## TRAINING NEEDS IDENTIFICATION:

In coordination with the SABEQ InsTran solution, the consultant held several meetings with officials in the Ministry, as well as other consultants from development projects supporting the Enforcement Department. These meetings served several objectives:

- Discuss the Ministry's and the Department's mission, objectives and role in the judicial system of the Hashemite Kingdom of Jordan. Understand the current structure, operations and the different customers and partners, and the value that the Department is providing to them.
- Discuss with the different parties the challenges and the issues of concern that are facing the Enforcement Department. The discussion also extended to the expectations in terms of customers' needs, different partners' and stakeholders' needs, and the Ministry's expectations.
- Discuss improvement initiatives currently taking place in the Department. The discussion on this point focused on understanding the objective of the improvement project, the progress in the implementation of the project, and real or potential challenges in deploying the project. The discussion also sought to put the total projects under implementation or planned to be implemented in the context of the Enforcement Department's needs and strategy.
- Discuss the Department's environmental elements and challenges in terms of staff morale and motivation. The discussion included the needed and the expected role of staff in the change and how this involvement needs to be managed. Accordingly, gaps in current HR capacity, systems, motivation, and involvement were identified for discussion in the training.
- Discuss the expectation of the training and what impact it is expected to have on the participants; such as the improvement programs, the department operations, and the management of the department as well as the related operations partners.

## PREPARATION OF THE TRAINING WORKSHOP MATERIAL:

Based on the discussions and meetings, the outlines of the Workshop were defined in the following:

- The Workshop needs to include theory (knowledge building and concept presenting) and practice (working sessions and exercises).
- The workshop needs to be highly participatory, and get all attendees involved in the discussions and come forward to contribute with their points of view.

- The workshop is an opportunity to discuss the current improvement projects and to raise the commitment of staff to enhance the overall impact of these projects.
- The workshop aimed to have practical outcomes that reflect the department's strategy, change agenda, and action plan; current projects are needed to improve strategic development in the operations and services of the department.

Based on the above outlines the training program was developed. The main elements of the training can be summarized as follows:

- Theoretical presentation of the change concepts. This included the need for change, the process of change, the need for continuous change, the cycle of change, and the role of leadership in change.
- Case study for change. As part of the presentation cases of change were delivered and discussed, with a focus on the recognition for change, the challenges of implementing change, and the results of change
- Exercises (in session and homework). An additional aspect of the training was exercises to get participants involved in the change process taking place in the Department.
- Practical implementation on the department case. This was developed as a participatory exercise to develop documents that support the change of the department's system. These documents included: Mission statement, SWOT analysis of the department, change agenda, strategy map, and initiatives that are needed to carry out the improvement of the department in a comprehensive manner.

## **CHANGE MANAGEMENT WORKSHOP, DAY 1:**

A full day training session was conducted on August 25, with 30 employees of the Enforcement Department in attendance. The training aimed at identifying the concept of change and its relationship to the wider institution's strategy. The training also stressed that change is not simply a group of ad hoc actions; change is a well structured and focused process with clear objectives. Moreover, the training thoroughly discussed the concept of "Change Leadership" where leaders are not necessarily those who sit in the front seat of the institution; change leaders are those who are willing to take initiatives to make a difference regardless of their managerial level within the institution; to promote their ideas with the management through creating "Cases for Change"; and to pursue their ideas until they achieve change results.

In addition to the basic lecturing, the training was based on several tools to ensure full participation of the attendees, mainly through individual and group exercises. One such tool was an exercise to identify the strengths; weaknesses, opportunities and threats (SWOT) for each of the layers comprising the institution's strategy based on the Balanced Scorecard approach. These are: the outcomes, the customer perspectives, the internal processes, the learning and growth capital, and the financial resources. The results of this exercise are attached (in Arabic).

At the end of the session, the group was given homework. Each participant was asked to identify one or more change initiatives that are specifically related to his/her work. Also,

each participant had to identify his/her role in pursuing and implementing the initiative. It was agreed with SABEQ that the final certifications will be ranked according to the results of the homework. SABEQ has also pledged to provide the required support for implementing at least three initiatives, which are evaluated as the best three initiatives in terms of being customer focused, creative, and having demonstrated impact on the work environment at the department.

The consultant took responsibility for evaluating homework completed by the participants so that marks are reflected on their certificates.

## **CHANGE MANAGEMENT WORKSHOP, DAY 2:**

Following on the first training, a second full day training session was delivered to around 40 of the Department's staff members on Saturday, September 1st. The session aimed at drawing the wide picture of change required at the department through discussing the department's strategy map, and identifying change initiatives to implement the strategy. A presentation on the concept of the strategy map was delivered clarifying the five main layers of the map and how they relate to each other through logical cause-effect relationships. In a later stage, a draft version of the department's strategy map, developed earlier, was presented. It identified the main two value propositions that the department should pursue in order to create value for its stakeholders. The map was discussed thoroughly with staff members, and amended accordingly by identifying additional objectives that are crucial to achieve the department's mission.

Subsequently, through a group exercise that engaged the whole group of attendees, initiatives were identified to ensure achievement of the objectives identified within three of the map's layers. These are the internal processes, learning and growth, and financial resources layers. Around 62 initiatives were suggested by the group. A presentation was delivered by the head of the department on current Ministry initiatives (supported by the USAID/MASAQ program) to identify gaps that need to be addressed. The department's final strategy map, coupled with the initiatives, is attached (Appendix 1).

Towards the end of the session, an individual exercise was given to the group to identify how the proposed change initiatives are expected to affect each person's work. All attendees participated in the exercise, and results were reviewed and delivered to SABEQ.

## **WORKSHOP RESULTS DOCUMENTATION**

In addition to the two workshops mentioned above, the following activities were carried out during the period from August 25 to September 2, 2007:

**Workshops preparation:** the second workshop required intensive analytical work to develop the Department's draft strategy map. Developing the draft map required analyzing the internal and external environments related to the Department's business. This was accomplished through meetings and a focus group session involving the Head of the Department and selected staff members. It was also based on the results of the SWOT analysis developed during the first session. The workshop preparation and the required analysis were accomplished over two working days.

**Results documentation and revision:** following each workshop, the results were reviewed and documented in the form of power point presentations. Also, the results were discussed and reviewed with department staff in a meeting held at SABEQ's premises. The level of effort that was spent to document and review the workshop results amounted to three working days.

In addition to the results of the workshop exercises, the two homework sessions given to the participants were collected, marked, and submitted to SABEQ. Most participants completed the assigned homework. This indicates that commitment and buy in from department employees to the change promoted in this program is also high.

## NEXT STEPS

After a discussion with SABEQ, it was agreed that within two weeks SABEQ will organize a ceremony to deliver the Certificates to the Department's staff members in the presence of H.E the Minister of Justice. Meanwhile, SABEQ will discuss an agreement with the Ministry to support the long term transformation of the Enforcement Department. This will ensure continued momentum and follow up on the implementation of change initiatives.



# APPENDIX I STRATEGY MAP & SWOT ANALYSIS

## **APPENDIX II STRATEGIC CHANGE MANAGEMENT**

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