

## How human resource audits support better decision-making in Jordan's municipalities

Data is the compass for guiding decision-making, and municipalities are learning how to utilize data through human resources audits to improve their local governance.

For example, in 2018 through a human resources audit conducted by the USAID Cities Implementing Transparent, Innovative and Effective Solutions (CITIES) Project, it became evident that many employees at Al-Dhulail Municipality were due for retirement.

"We had been unaware of the importance of succession planning as a vital human resources tool, but after working with the USAID CITIES Project, we developed a succession plan that helped us identify necessary municipal employee skills for assuming leadership roles," said Ms. Fadia Al Saifi, Human Resources Manager at Al-Dhulail Municipality. In support of succession planning, Ms. Al Saifi added: "I worked with the USAID CITIES Project to train the Human Resources Assistant on our automated human resources system in coordination with the Ministry of Local Administration."



The USAID CITIES Project also has been helping municipalities to utilize data from human resources audits to compare similarities and variances among Jordan's municipalities. This data is helping to identify best practices and needs for improvements such as: academic levels of employees; gender distribution; age groups represented; payroll to budget ratio; and deficiencies in data collection.

Supporting improved human resources management is another way that USAID is partnering with municipalities and the Ministry of Local Administration to help municipalities better serve their communities.