

**A Development of Strategies for Effective Planning
and Successful Training Plan Implementation
In Saudi Public Service Agencies**

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ABSTRACT

This study examined the impact of use of participative planning in the Saudi public service. Currently, the Institute of Public Administration (IPA) provides integrated training services for the public services of Saudi Arabia, with mixed success. There is considerable debate over the effectiveness of the programs and the training process in general. This research focused on planning and plan implementation, including needs assessment and solution implementation as well as participative planning, to understand the function and needs of the IPA. A mixed methods approach was used for the analysis. This approach integrated information from documentary review and interviews of training managers or others at public service agencies (n = 7) with surveys of public service agency employees (n = 396).

Findings of the interviews showed that the IPA provided a wide range of training programs, including general and specific programs. However, it was uncertain they are being used for appropriate purposes, since the primary purpose for participation as revealed by the survey was career promotion. Participants rarely participated in active planning, including asking for programs that were not offered or selecting programs. Interviews indicated a scattershot approach to needs assessment and participative planning. Most agencies did not use metrics or refer to past plans when selecting training programs. The IPA has also not received any major revision to its facilities or resources, despite a significant increase in the public administration. The implication of this study is that the resources devoted to training are not sufficient to sustain program needs in future.

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Dedication

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List of Acronyms

| | |
|--------|---------------------------------------------------------------|
| CPVPV | Committee for the Protection of Virtue and Prevention of Vice |
| EFA | Exploratory Factor Analysis |
| ILO | International Labour Organisation |
| IPA | Institute of Public Administration (Saudi Arabia) |
| IT | Information Technology |
| PIE | Plan Implementation Evaluation |
| MAUT | Multi-Attribute Utility Theory |
| MCDA | Multi-Criteria Decision Analysis |
| MCS | Ministry of Civil Service |
| ME | Ministry of Education |
| MEP | Ministry of Economy and Planning |
| MH | Ministry of Health |
| MJ | Ministry of Justice |
| MMRA | Ministry of Municipal and Rural Affairs |
| POE | Plan Outcome Evaluation |
| OECD | Organisation for Economic Cooperation and Development |
| SMART | Simple Multi-Attribute Rating Technique |
| TINA | Transportation Infrastructure Needs Assessment |
| UNDESA | United Nations Department of Economic and Social Affairs |