

ADOPTING THE SOCIO-ECONOMIC APPROACH TO MANAGEMENT (SEAM) TO RESTRUCTURE THE FORENSIC MEDICINE DIVISION AT THE MINISTRY OF JUSTICE IN LEBANON

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ABSTRACT:

The proposed action research is intended to demonstrate that the adoption of the Socio-Economic Approach to Management (SEAM) as a tool for the development and change of the Forensic Medicine Division (FMD) at the Ministry of Justice (MOJ) in Lebanon will lead to upgrade the performance of this Public Entity.

The research will aim to identify the root causes of the dysfunctions and hidden costs within the FMD at the MOJ and define and develop change projects to address the identified gaps with an ultimate objective to develop the effectiveness and efficiency of the FMD work. A qualimetrics intervention-research process, transformative and participatory in nature, will be adopted.

The proposed research will provide a better academic and professional understanding about the value of SEAM as a management tool to induce organizational change and enhance performance within the public sector in Lebanon.

Keywords: Organizational Development; Action Research; SEAM; Qualimetrics; Public Sector.

I. DETAILED PAPER

1. Introduction

Since the early 19th century, several change models have been suggested to direct the main objective of the field of organization development (OD). This objective consists of planning and implementing change in order to foster organizational effectiveness. For the last twenty

years, the use of models to direct the OD consulting practice has been linked with improved organizational effectiveness through embracing one or a group of change intervention strategies. These strategies include: human process-based approaches; techno-structural approaches; socio-technical approaches; and organizational transformation approaches (Mulili & Wong, 2011; McLean, 2005).

The proposed intervention research will focus on change management in general and the adoption of the socio-economic approach to management (SEAM) in particular as a model for organizational development (OD). The research will aim at demonstrating the potential contribution of SEAM to directing overall sustainable performance in the Public Sector in Lebanon. The research will be part of an intervention program aimed at organizational restructuring of the Forensic Division at the Ministry of Justice in Lebanon.

2. Problem statement

Change is becoming a continual issue of organizational existence in view of the prevailing rapid technological development, the need for knowledge improvement among the human resources, and the witnessed changes in work practices (Burnes, 2004). But, although many organizations value the need for change, about 70% of the change initiatives fail to achieve their projected results (Balogun & Hope Hailey, 2004). Documented estimations of success level of change initiatives may reach as low as 10% (Oakland & Tanner, 2007). This limited level of success could be explained by the fact that change is a complex process that should be conducted in an efficient and effective way; and change must be based on structured approaches to achieve positive outcomes (Barnard & Stoll, 2010). The lack of employee engagement is also another reason leading to failures of organizational change (Conbere & Heorhiadi, 2015).

As revealed in the literature, Lewin, the father of action research, developed the three-step change model in 1952. For several years, this model was the dominant framework used to understand the process of organizational change (Todnem, 2005). This change model consists of three consecutive phases: (i) unfreezing existing behavior, (ii) shifting to the new behavior, and (iii) reinforcing the new behavior. However, despite its wide adoption as a model of change for many years, Lewin's theory is based on the assumption that organizations function under unchanging situations that can be accounted for. In response to that, the 'emergent approach' was developed.

The emergent approach to organizational change recognizes that change necessitates the adoption of a learning process during which the use of the top down approach for the change management ought to be avoided. Throughout this process, the organization should respond to the environmental changes that exist internally as well as externally (Barnard & Stoll, 2010).

Emergent theories emphasize the hypothesis that managers must have a profound understanding of the organization, its structures, strategies, human resources, and culture to achieve the requested change. Such in-depth

understanding will permit managers to select the most suitable method to change and pinpoint the associated change facilitating and limiting factors (Burnes, 1996). Within this holistic approach perspective, change is directly associated with the organizational development (OD) discipline that looks at the organization as a total system with associations among the different parts within this system. The OD discipline also examines how change in one aspect of the organization may influence all its other aspects (Holbeche, 2009).

The literature highlights that to achieve an effective and efficient change, strategies associated with communication, training, and reinforcement should be considered together with the adoption of a flexible approach that will react to changes as they occur. While planning these strategies, the type of the personal agreement the organization has with its staff and the way the introduced change could affect this agreement should be also considered. Such planning is essential to avoid staff resistance that could weaken the process of change (Barnard & Stoll, 2010).

Implementing change in public sector organizations, while taking all mentioned factors into consideration, is considered to be a challenging endeavor and becoming an increasing priority within the existing climate of socio-economic and political pressures. This is more evident in socio-politically unsettled countries like Lebanon.

The Forensic Medicine Division, affiliated to the Ministry of Justice in Lebanon, suffers currently from poor management systems and operations that affect directly its efficiency and productivity. This intervention research is substantial within the current period in view of the increased rates of crime as well as the social instability and aggressiveness in Lebanon. Hence, the improvement of the effectiveness and efficiency of the services of this division would, most likely, have a direct impact on national social stability.

3. Research aim and objectives

The research will respond directly to the organizational development needs expressed by key officials at the Forensic Medicine Division (FMD) within the Ministry of Justice in Lebanon.

The main aim of the research is to induce an organizational change and development within the FMD through the adoption of SEAM.

The specific objectives of the research include:

- To identify the dysfunctions associated with the work of the FMD-MOJ. (*Descriptive*)
- To detect the root causes of the dysfunctions and evaluate their effect on the work of the Forensic Medicine Division. (*Explicative*)
- To devise organizational change management projects within the Forensic Medicine Division. (*Prescriptive*)

4. Research body of hypotheses

Core hypothesis

Public sector organizations are requested to be more responsive to the needs and demands of the communities they serve. Thus, they are under the urge of being restructured with a purpose to provide better, quicker and additional services to their clients. However, in view of the accelerating pace of change at the society level, the latter requires from its government besides quality, quantity, and speed in service provision new solutions and approaches to respond appropriately to changing demands (OECD, 1993 & 2000). This will allow re-establishing confidence in the governmental sector.

In view of these prevailing challenges and demands, the public sector in Lebanon is interested of being an object of a restructure. Such a restructure will aim at introducing new principles and common grounds in Public Management.

In this perspective, organizational development and enhancement, learning and innovation should be a priority action for all public sector organizations, with a purpose to be high performance organizations, developed enough to respond to the noted challenges and demands.

Accordingly, the emphasis will be on increasing efficiency and effectiveness while providing the needed consideration to transparency, accountability, awareness of the delivery of the public service, as well as the condition and responsibility of the citizen who is the customer, in this case.

Based on the above, the research *core hypothesis* will be:

Enhancing the Forensic Medicine Division (FMD) management performance is essential to promote the efficiency and effectiveness of its services. (*Minimal Hypothesis*)

This improvement would likely have a positive impact on the management of crimes and social instability at the national level. (*Maximal Hypothesis*)

Descriptive hypothesis

Public sector organizations vary from the private ones in their culture, focus and work. Accordingly, internal and external change agents should understand and act according to the **culture of public sector organizations** in order to achieve a successful organizational change.

One of the most significant distinctions between the private and the public sector is their purpose of existence. Public sectors organizations' main job consists of providing significant public services that include health, education and security, among others; thus, their main goal is to fulfil a public mission (Barlow, 1996). Accordingly, they have a purpose to serve the community while maintaining national order, based on the relationship that exist between the state and citizen. Within this context, public sector organizations are value-based

entities, they do tasks that connect them directly to the ethical and emotional lives of people. This obviously differentiates them from business entities that principally aims at increasing profit (Hogget, 2006).

The 'community emphasis' of public sector organizations entails that governments and the concerned public officers should always recognize the individual's rights and needs while preserving those associated to the broader community. This must happen under the risk of changing policy preferences. This could be better explained by stating that the process adopted to produce and deliver a public good or service and the extent to which this process represents standards of justice, transparency and validity, is significant to the citizen as is the provided good or service (Hogget, 2006).

Compounded to the above, the literature emphasizes that public sector organizations are inclined to have a more bureaucratic culture in comparison to private businesses. Decision-making tends to be based on rules and regulations and driven by procedures. They are considered to be process rather than demand driven (Claver, 1999).

Based on the above, the research *descriptive hypothesis* will be:

The culture of the public sector organizations has a direct influence on their performance.

Explicative hypothesis

Based on what is mentioned above relating to what characterize the culture, focus and work of public organizations, it is important to consider how these characteristics influence the different public management approaches.

The literature reveals that public organizations have a more authoritarian style of management based on complying with hierarchies, top-down management and conformism. In addition, the management approaches of public organizations are also based on the division of management, assumed by public officials, and control, assumed by politicians; this is usually leading to less autonomy and flexibility in what relates to decision-making in comparison to private entities. Since one entity does not have complete jurisdiction over planning and implementation functions, ability to execute is restricted (Claver, 1999). This would ultimately affect public organizations effectiveness and efficiency.

Consequently, the research *explicative hypothesis* will be:

Public management approaches affect public organizations effectiveness and efficiency.

Prescriptive hypothesis

In view of the above, policy makers started more and more realizing, in the last two decades, that in order to respond effectively to a fast changing environment and citizen's anticipations, the public sector should be innovative in its management approaches through structuring its public services around citizen needs. Thus, innovative approaches to policy, work, supply and delivery of services are required.

In this outlook, Information Communication Technologies (ICTs) are gradually perceived to be an appropriate channel to initiate innovation in how public organizations design and deliver services to citizens as well as to alter the internal business processes adopted to produce such services. Likewise, information technology varies primarily from other kinds of technology since it also influences subjects like coordination, communication, and control both internally and in communicating with its external environment (McLoughlin & Wilson, 2004).

The need to decrease costs and increase efficiency at the level of public services provision and public sector operations have been additional significant features for the 'innovation initiative' in the public sector in the recent years. This has been even more obvious as a result of progressively harsher budgetary/fiscal restrictions. To address these challenges, governments have attempted to restructure the work and operations of the public sector (Mulgan & Albury, 2003).

The above noted factors, among others, should be referenced to the broader context in which the public sector has been operating recently. To emphasize within this context, the New Public Management (NPM) approach that has been prevalent for the last two decades. The NPM approach emphasizes the administrative reform of primary functions of the state as well as building the needed related capacity through guaranteeing that public employees and officials possess the necessary skills for today's environment (Karmack, 2004).

Based on the stated above, the research *prescriptive hypothesis* will be:

The adoption of an innovative and holistic organizational change and management approach, such as SEAM, would improve public organizations performance.

Body of sub- hypotheses

In order to be able to formulate and construct the provisional state of knowledge to be verified through this research, a set of body of hypotheses was developed based on the SEAM's different themes and sub-themes, as shown in the table below. The formulation of these sub-hypotheses emerged from three sources: (i) accumulated knowledge; (ii) literature; and (iii) field material.

TABLE 1: BODY OF HYPOTHESES

Descriptive Hypotheses	Explicative Hypotheses	Prescriptive Hypothesis
DH01: The FMD lacks up-to-date office equipment including ICT material (102)	EH01: The limited availability of adequate equipment and management information system (MIS) support material at the FMD due to the <i>limited Ministry budget</i> , has a direct influence on the division efficiency and productivity	PH01: The Ministry of Justice needs to consider increasing the budget allocated to the FMD to upgrade its equipment and MIS support material
DH02: Forensic doctors are not provided with the needed forensic material and supplies to properly conduct their work (102)	EH02: The lack of provision of the needed forensic material and supplies to the forensic doctors, due to the <i>limited Ministry budget</i> , could lead to poor job performance	PH02: The FMD should consider securing the needed funds to technically support the work of the forensic doctors
DH03: The FMD setting is very poor and not properly maintained, with no proper ventilation (104)	EH03: The poor physical work conditions at the FMD, due to the <i>limited Ministry budget</i> , affect the productivity and performance of its staff	PH03: The Ministry of Justice needs to consider increasing the budget allocated to the FMD to upgrade the physical conditions of its premises
DH04: Forensic Doctors put themselves in a risky situation while doing their work. They feel unsafe and not supported by any national body (104)	EH04: Forensic doctors operate in unsafe physical conditions in some situation and are not provided with the needed protection by concerned officials due to the <i>poor support provided by concerned officials</i>	PH04: The FMD needs to identify official means to secure the safety of the forensic doctors
DH05: There are no clear job descriptions for the Forensic Doctors. Thus, concerned doctors do both forensic pathology services and clinical forensic services and most of the times, their work depends on the requests of the concerned judges assigned for a specific case (201)	EH05: <i>The poor organizational structure</i> of the FMD explains the unavailability of clear job descriptions for forensic doctors which could affect their accountability to their duties	PH05: The FMD should consider developing clear and detailed job descriptions to the forensic doctors
DH06: If forensic doctors do not answer a call of duty they are not penalized accordingly (202)	EH06: The <i>absence of regulation for absenteeism</i> leads to poor responsiveness to the call of duty by the forensic doctors	PH06: The FMD should consider developing and enforcing regulations for absenteeism related to forensic doctors
DH07: The forensic doctors put a lot of efforts and many person days for each case. This includes investigation,	EH07: <i>The limited remuneration</i> forensic doctors receive for their work lead to a decrease of interest among	PH07: The FMD could assess the feasibility of developing new remuneration packages for the forensic

<p>reporting and attending the court.</p> <p>The remuneration received (65,000L.P./case and 100,000L.P. per dead body) does not cover at all the incurred expenses (203)</p>	<p>them to be responsive to the call of duty</p>	<p>doctors</p>
<p>DH08: A lot of forensic doctors respond to the call of duty in an event of a case only if they like the concerned Internal Security Forces (ISF) Members and the Judge who is on duty and that do not give them a hard time throughout the whole process of case investigation and reporting (203)</p>	<p>EH08: The limited responsiveness of forensic doctors to the call of duty is influenced by their <i>personal interaction with the concerned judges</i> and not by their obligations to abide to their duties</p>	<p>PH08: The FMD could reassess and facilitate the existence of predisposing conditions leading to increasing the interest of forensic doctors to do their work</p>
<p>DH09: Active forensic doctors face a workload since there are a lot of forensic doctors that are not active and efficient (205)</p>	<p>EH09: The workload imposed on active forensic is due to the <i>availability of non-active forensic doctors</i>, which might affect the performance and continuous response to the call of duty of the former group</p>	<p>PH09: The FMD should consider properly assessing the workload on active forensic doctors and enforcing some litigation measures on non-active forensic doctors</p>
<p>DH10: The technical committee that used to monitor the work of Forensic doctors during 2001 – 2003 is not active anymore (206)</p>	<p>EH10: The <i>absence of a technical committee monitoring the performance of forensic doctors</i> would lead to poor performance among them and poor quality of forensic work</p>	<p>PH10: The FMD should consider activating the work of the technical committee monitoring the work of the forensic doctors</p>
<p>DH11: By law, Forensic doctors are entitled to be provided with technical and legal support but are not benefiting from this entitlement (206)</p>	<p>EH11: <i>The non-adoption and application of the law</i> associated with the provision of forensic doctors with the needed technical and legal support lead to a decrease in the interest of forensic doctors to conduct their work which directly affect their performance</p>	<p>PH11: The FMD should consider re-examining the validity of the law aiming at the provision of forensic doctors with the needed support and re-activating its application accordingly</p>
<p>DH12: Not all Forensic Doctors fill the case Reports that they are supposed to fill and present to the Forensic Division (206)</p>	<p>EH12: The limited responsiveness of forensic doctors to filling the requested case reports and submitting them to the FMD is a reflection of <i>their limited interest in their work</i> and poor performance</p>	<p>PH12: The FMD should consider reviewing rules and regulations associated with filling the case reports by the forensic doctors and introducing new re-enforcement measures to</p>

		these rules and regulations
DH13: Forensic doctors submit on monthly basis a roster of the cases reports to the forensic division but have to wait for some time before being reimbursed. This might take 5 to 6 months period (206)	EH13: The <i>hierarchical administrative system</i> at the Ministry of Justice and other concerned public entities present a challenge to reimburse forensic doctors swiftly which decreases their interest in their work	PH13: The FMD should consider reviewing and proposing new mechanisms for the reimbursement of the forensic doctors
DH14: No clear rules and regulations are available for the Forensic Doctors. Most of the times, their work depends on the requests of the concerned judges assigned for a particular case (206)	EH14: The <i>absence of clear rules and regulations</i> associated with the work of forensic doctors would lead to poor and inadequate performance among forensic doctors	PH14: The FMD should consider developing clear rules and regulations associated with the work of forensic doctors
DH15: There is no organizational chart for the FMD (207)	EH15: The <i>poor FMD organizational structure</i> leads to the absence of a clear organizational chart with proper definition of lines of responsibilities which could affect the accountability of the concerned personnel	PH15: The FMD should consider developing a clear organizational chart to the division with well-defined lines of responsibilities
DH16: There is a very poor coordination between the Forensic Division and the Internal Security Forces (302)	EH16: The poor coordination between the Forensic Division and the Internal Security Forces is due the <i>absence of clear 3Cs mechanisms</i> between the two parties which affects the efficiency and quality of forensic work at the national level	PH16: The FMD should consider reviewing, reorganizing, and redefining the 3 Cs processes between the Forensic Doctors and the Internal Security Forces
DH17: The Forensic Doctors are not always responsive to FMD follow up calls (303)	EH17: The poor responsiveness of the forensic doctors to the follow up calls of the FMD is due to the <i>lack of clear 3Cs processes</i> between the division and forensic doctors	PH17: The FMD should consider establishing better 3 Cs approaches and processes with the forensic doctors
DH18: The General Directorate of the Ministry of Justice does not communicate directly with the FMD (305)	EH18: The <i>limited direct communication between the General Directorate of the Ministry of Justice and the FMD</i> could negatively influence the performance of the FMD	PH18: The FMD should consider proposing a new communication approach to the General Directorate of the Ministry of Justice

<p>DH19: The communication and coordination among the different concerned ministries in Lebanon in what relates to forensic medicine is very poor (305)</p>	<p>EH19: The poor communication and coordination among the different concerned ministries in Lebanon in what relates to forensic medicine is due to the <i>lack of a 3Cs approach</i> among them, which has a negative influence on the quality and adequacy of forensic medicine services at the national level</p>	<p>PH19: The FMD should consider proposing a new 3Cs approach to the General Directorate of the Ministry of Justice to propose it to all concerned ministries for consultation and adoption</p>
<p>DH20: Communication-Coordination-Cooperation occur currently among a limited number of active forensic doctors (307)</p>	<p>EH20: <i>The lack of a clear 3Cs system</i> among forensic doctors affects the efficiency and quality of forensic work at the national level</p>	<p>PH20: The FMD should consider establishing a 3Cs framework and system targeting Forensic Doctors</p>
<p>DH21: The Forensic Doctors' reports in relation to a case is based on three forms as per the type of the case:</p> <ul style="list-style-type: none"> • Hitting and Harm • Inspection of a Cadaver • Sexual Assault/Abuse <p>The content and format of these reports developed in 2000 is becoming outdated (308)</p>	<p>EH21: The <i>outdated content and format of the reports</i> submitted by forensic doctors could negatively affect the quality of information reported on a specific case which could influence directly the related legal decisions on this case</p>	<p>PH21: The FMD should consider reviewing and updating the content and format of the case reports submitted by forensic doctors</p>
<p>DH22: The FMD personnel cannot plan their work a priori since this is influenced by the number of reports they receive from Forensic Doctors that needs to be managed; the number of the received reports cannot be predicted(402)</p>	<p>EH22: The inability to properly plan the work to be assumed by the FMD personnel due to <i>the nature of their work</i> could affect their productivity and the quality of their work</p>	<p>PH22: The FMD should consider assessing the effect of the inability of planning and scheduling activities on the performance of its personnel</p>
<p>DH23: Some Forensic Doctors attended to a structured training on Forensic medicine in Lebanon and abroad. But there is a need for an additional clinical and pathology related training (502)</p>	<p>EH23: The <i>limited training</i> available to forensic doctors could influence their competencies to conduct quality forensic work</p>	<p>PH23: The FMD should consider devising structured obligatory training program targeting forensic doctors</p>

<p>DH24: There is a technical committee at the Syndicate of Medicine that provides input on any questioned medical report developed by any doctor but this committee is not particular to the work of forensic doctors (503)</p>	<p>EH24: The <i>unavailability of a particular resource/advisory technical medical committee for forensic medicine</i> could create a forensic work with poor validity and reliability</p>	<p>PH24: The FMD should consider forming a resource/advisory technical medical committee for forensic medicine</p>
<p>DH25: The Judges in Lebanon are not sensitized about Forensic medicine and they need to be so (504)</p>	<p>EH25: <i>The absence of awareness program on forensic medicine</i> targeting judges would influence related judicial decisions</p>	<p>PH25: The FMD should consider collaborating with concerned universities or training institutes to create a structured training on forensic medicine targeting judges</p>
<p>DH26: Forensic doctors in Lebanon are not trained on Forensic Evidence (504)</p>	<p>EH26: The <i>limited training on forensic evidence</i> among forensic doctors affects the quality of their work</p>	<p>PH26: The FMD should consider collaborating with concerned universities to create a structured training/formation on Forensic Evidence targeting forensic Doctors</p>
<p>DH27: The national universities do not have any structured academic training in Forensic medicine (504)</p>	<p>EH27: The <i>unavailability of a Forensic Medicine specialty in universities</i> in Lebanon does not allow for the formation of the needed qualified forensic doctors</p>	<p>PH27: The FMD should consider collaborating with concerned universities to create a structured program on forensic medicine</p>
<p>DH28: There are about 80 forensic doctors in Lebanon but only 20 or 21 of them are specialized in forensic medicine (504)</p>	<p>EH28: The <i>unavailability of a Forensic Medicine specialty in universities</i> in Lebanon lead to a low number of doctors who are specialized in forensic medicine since the concerned doctors need to travel abroad to get specialized in forensic medicine</p>	<p>PH28: The FMD should consider collaborating with concerned universities to create a structured program on forensic medicine</p>
<p>DH29: The FMD does not operate based on a strategic plan that govern its work (601)</p>	<p>EH29: <i>The absence of a well-defined strategic plan</i> governing the work of the FMD will directly influence its effectiveness and efficiency</p>	<p>PH29: A strategic plan for the FMD should be developed</p>
<p>DH30: The division falls under the directorate of Forensic Medicine and Crime Scene Evidence; yet nothing is being done at the level of Crime Scene Evidence (CSE) (601)</p>	<p>EH30: The FMD is not assuming properly its mandate through failing to conduct the required actions related to CSE due to <i>the lack of the needed resources</i>.</p>	<p>PH30: The FMD should consider reviewing and reconsidering its mandate</p>

<p>DH31: The latest reorganization decree for the FMD issued in 1983 is considered to be outdated (601)</p>	<p>EH31: <i>The delayed re-examination of the reorganization needs of the FMD</i> put the division in a management condition not matching the societal needs and demands</p>	<p>PH31: The Ministry of Justice should consider reviewing and updating the decree related to the reorganization of the FMD</p>
<p>DH32: There are about 80 forensic doctors in Lebanon whereas Lebanon does not need more than 30 forensic doctors (601)</p>	<p>EH32: The high number of forensic doctors in Lebanon does not explain whether the forensic related needs and demands are properly addressed or not. This high number is due to poor estimation of the needs from concerned officials.</p>	<p>PH32: The FMD should consider reassessing and studying the number of forensic doctors needed in Lebanon</p>
<p>DH33: Forensic doctors should be directly employed by the government and provided with incentives similar to the ones provided to judges in Lebanon (601)</p>	<p>EH33: Forensic doctors lack the incentive to properly assume their work since <i>they are not provided with any professional benefits from the government</i> which lead to poor forensic services in some instances</p>	<p>PH33: The FMD should consider reassessing and studying the feasibility of the employment of forensic doctors by the government and type of incentives to be provided to them</p>
<p>DH34: There is no Forensic Institute in Lebanon that regulate the national forensic work and ensure a related quality control (601)</p>	<p>EH34: <i>The unavailability of an institute that regulate the forensic work</i> in Lebanon and ensure a related quality control affects the quality of forensic work at the national level</p>	<p>PH34: The FMD should consider the establishment of an institute that would regulate forensic work in Lebanon and ensure a related quality control</p>
<p>DH35: There are no forensic centers in any of the 8 Mohafazat in Lebanon (601)</p>	<p>EH35: <i>The unavailability of forensic centers in any of the 8 Mohafazat in Lebanon</i> affects drastically the quality of the work of the forensic doctors and the responsiveness to the requested forensic services in the country</p>	<p>PH35: The FMD should consider studying the feasibility of establishing a forensic center in each Mohafazat in Lebanon with two main subdivisions: Medical and Administrative.</p>
<p>DH36: The Forensic Doctors are supposed to be employed by the forensic division at the MOJ, but they are not. They are assigned by a committee formed of:</p> <ul style="list-style-type: none"> • General Prosecutor • Director General of Ministry of Health • Director General of Ministry of Interior 	<p>EH36: <i>The process of employment of forensic doctors is not based on clear merit criteria</i> which has a direct effect on the quality of forensic work provided at the national level</p>	<p>PH36: The FMD should consider proposing new employment procedures and selection criteria to the Ministry of Justice</p>

With no specific criteria for their selection (607)		
<u>DH37:</u> There is a feel that a conspiracy exist between the Internal Security Forces and some Forensic Doctors whereby the latter get paid directly from any party concerned with a case without presenting invoices to the FMD (607)	<u>EH37:</u> The absence of a monitoring body considering the interaction between forensic doctors and internal security forces lead to abuse of powers and limited transparency	<u>PH37:</u> The FMD should consider the establishment of a body that would ensure the proper monitoring of the work of forensic doctors and their interaction with the Internal Security Forces

5. Thematic periphery

The research body of hypotheses allowed for the identification of the different peripheral themes that are illustrated in the figure below.



FIGURE 1: RESEARCH THEMATIC PERIPHERY

6. Research field

The Forensic Division at the Ministry of Justice in Lebanon (www.justice.gov.lb) - A Brief Overview

The division of forensic medicine was established on March 3, 1953 and is affiliated directly with the Ministry of Justice in Lebanon. FMD has a tremendous national value in what relates to the establishment of justice systems and in supporting justice achievement to all, at the national level. The mandates of the Forensic Medicine Division include: (a) assuming the responsibilities of all medical works required for the investigation of criminal accidents, (b) supervising forensics' works including all activities associated with the forensic medicine; (c) organizing scientific forums as well as cooperating and coordinating with all the parties concerned with the forensic medicine; and (d) coordinating with the governmental hospitals to equip and manage their morgues.

The FMD is headed by a government official appointed through a decree issued based on the recommendation of the Minister of Justice. This person is considered to be the director of the FMD and assumes responsibilities associated with the implementation of the laws that govern the affairs of the FMD and the supervision of the proper execution of the tasks of the forensic doctors. The director of the FMD is the direct administrative supervisor of the employees working for the FMD. These employees consist of (a) an editor who undertakes the administrative and office works, and (b) a secretary who maintains the FMD files in addition to other secretarial functions.

The director of the FMD is also responsible for maintaining the registers related to the work and tasks assigned to every forensic doctor (FD) in Lebanon. The number of these FDs is estimated to be 76 in total, of which 40 to 45 doctors are considered professionally active in the field. The director of the FMD also submits a periodic report, every three months, to the Minister of Justice through the director general (DG) of the Ministry. These periodic reports include information about the FMD activities, the examinations and work the forensic doctors conduct, and any violations committed against the FMD regulations.

Recently, the DG formed a committee in charge of the reorganization of the FMD. As illustrated in **Figure 1** below, the DG assigned the chair of this committee to coordinate the FMD work, the restructuring activities, and to be the middle person between the DG and the director of the FMD.

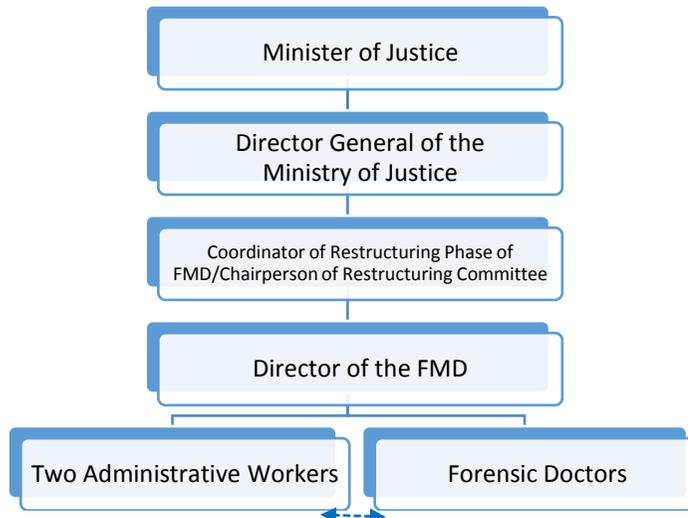


Figure 1: The Forensic Medicine Division (FMD) Current Organizational Structure

Since 2003, the Ministry of Justice has taken several actions to develop the organization and functions of the FMD and forensic evidence in Lebanon. Yet, despite these actions, organizational needs are still present and necessitate specialized and focused management interventions. The purpose of these interventions is to introduce a management change that would promote the effectiveness and efficiency of the division and align its performance to the international standards within the context of the prevailing socio-economic and political conditions at the national and ministry level.

7. Research method

The Socio-Economic Approach to Management (SEAM) is adopted in this research as a tool for organizational change and development.

SEAM is a recent innovative approach in management. SEAM is the basic intervention model that Henri Savall created in France in 1974; subsequently, Savall's team of associates and their international doctoral students disseminated the SEAM model (Boje & Rosile, 2002). Since its creation, SEAM was tested and evaluated through long-term experimentation consisting of 1,300 organizational interventions (Conbere & Heorhiadi, 2015). Theoretically, SEAM is based on the work of the creators of action research and organizational development, namely Kurt Lewin, Rensis Likert, Douglas MacGregor, and Chris Argyris (Conbere & Heorhiadi, 2011).

Furthermore, SEAM partakes many of the concepts and practices of different Organizational Development (OD) American schools of thoughts, but includes some applications that make it quite different and particular (Conbere & Heorhiadi, 2011). SEAM relates the social aspect of the enterprise with its

economic performance. SEAM also considers human development as the main factor for adding value to an organization (Conbere & Heorhiadi, 2015).

Particular characteristics in SEAM application relate to the fact that while examining whether the organization is performing properly or not its set of functions, five types of indicators of dysfunctions are assessed: (i) absenteeism, (ii) occupational injuries and diseases, (iii) staff turnover, (iv) non-quality, and (v) direct productivity gaps (Conbere & Heorhiadi, 2011). For each of these dysfunctions, qualitative and quantitative assessments are used to identify the estimated hidden costs.

The SEAM approach aims at helping organizations understand that there are possibilities to transform hidden costs into productive matters that may benefit the organization and its members; in addition to helping the concerned actors, at the different levels of the organization, to develop and execute projects aimed at transforming hidden costs into added value (Conbere & Heorhiadi, 2011).

Thus, as Conbere and Heorhiadi (2015) stated, the main SEAM principles are: (a) organizational dysfunctions generate hidden costs, (b) the duty of the organization is to improve human capacities, and (c) a limited management capacity is a substantial dysfunction.

This approach is different from the traditional management approach because it takes into consideration the cost of the five noted dysfunctions that are not usually featured in the financial statements of the organization (Conbere & Heorhiadi, 2015). Consequently, while adopting the traditional management approach, organizations tend to make decisions without taking into consideration essential factors that influence their financial status (Conbere & Heorhiadi, 2015; Savall, 2003). As Savall concluded, the socio-economic interventions included within SEAM may be considered as a mechanism for examining innovative solutions, while aiming ultimately at reducing the dysfunctions that the organization experiences (Savall, 2007). SEAM also emphasizes that the ability of organizations to associate classic management methods with the human and social aspects of their overall operations and sustainable performance has a direct influence on organizational effectiveness and efficiency (Savall, Bonnet, & Moore, 2002).

The SEAM process is thus a transformative process rather than a conventional action research. SEAM interventions are based on three **epistemological** principles: (1) **Generic contingency** that takes into consideration the individuality of each organization; (2) **Cognitive interactivity** that is associated with knowledge creation and can be improved through interface between the organization actors and the SEAM consultants; and (3) **Contradictory inter-subjectivity** that highlights that actors perceive truth in different ways based on their beliefs and perceptions. These principles permit consultants to accept different opinions without having to demonstrate who is right or wrong (Savall, 2010).

The methodology adopted in the SEAM research is the positivistic case study as defined by Yin (2014) (Conbere & Heorhiadi, 2011). The positivistic case study is different from the more commonly used interpretive case study that consists of exploring a case to see what is happening in a specific situation. Whereas in the positivistic case study research, a theory is constructed then tested to check if it is supported. With a positivistic case study, validity is demonstrated by analytical generalization to a theory rather than by statistical generalization to a population.

Thus, the more replications exist, the higher is the indication that the theory is valid. Consequently, the more than 1,300 SEAM interventions conducted since the development of the SEAM theory in the 1970s, may be considered replications of the original Savall SEAM theory as well as research case studies that contributed to the robustness of this theory. Some changes and explanations were made over time, yet the principal theory has been supported continuously (Conbere & Heorhiadi, 2015).

In view of the experiences accumulated through the application of the SEAM approach over the past four decades, while targeting private and public organizations in different countries in the world and the documented successes, the SEAM approach will be adopted in this proposed action research targeting the FMD-MOJ in Lebanon. The adoption of this approach is perceived to be relevant in view of its innovative and experimental nature.

8. Research contribution to available knowledge

The adoption of the SEAM as an approach for organizational change and development, within the public and private sectors, is not yet obvious and understood properly within the Lebanese context. This research will be undertaken to fill the stated knowledge gap within the public sector in particular, mainly in what relates to the adoption of SEAM as a tool of inducing change and enhancing performance and productivity. The acquired know-how and techniques through this research may be applied in other public and even private sectors while taking into consideration their context specificity and sensitivity. The findings will be shared with pertinent management professionals and academicians through direct exchanges and the publication of related learned experiences.

II. TIMETABLE OF REMAINING ACTIVITIES

YEAR	YEAR 2017				YEAR 2018			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Change Projects and Management Tools Development			X	X				
Change Projects Implementation			X	X				
Thesis Detailed Outline Development				X	X			
Management of Literature				X	X			
Peripheric Bibliography				X	X			
Thesis Write Up				X	X	X		
Final version of Thesis						X		
Thesis Defense						X		
Publications						X	X	X

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