



**USAID**  
FROM THE AMERICAN PEOPLE

# **ENHANCE GREEN COLLAR SKILLS AMONG UNIVERSITY GRADUATES WORKING IN INDUSTRIAL FACTORIES THROUGH COMPETENCY – BASED TRAINING**

Final Report

July 6, 2010

This publication was produced for review by the United States Agency for International Development. It was prepared by NADIM AKRAM ASAD TRAINER & CONSULTANT

# **ENHANCE GREEN COLLAR SKILLS AMONG UNIVERSITY GRADUATES WORKING IN INDUSTRIAL FACTORIES THROUGH COMPETENCY – BASED TRAINING**

**COMPETENCY AND ENVIRONMENT AWARENESS PROGRAM**

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM (SABEQ)

CONTRACT NUMBER: AID-2006-000-0055

DELOITTE CONSULTING LLP.

USAID/JORDAN ECONOMIC OPPORTUNITIES OFFICE (EO)

JULY 6, 2010

AUTHOR: NADIM AKRAM ASAD TRAINER & CONSULTANT

## **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.

# Table of Contents

<b>1.0 INTRODUCTION.....</b>	<b>1</b>
<b>2.0 PROGRAM DESCRIPTION .....</b>	<b>1</b>
2.1 CURRICULUM.....	1
<b>3.0 PROGRAM OBJECTIVES.....</b>	<b>1</b>
3.1 GENERAL OBJECTIVES .....	1
3.2 SPECIFIC OBJECTIVES.....	1
<b>4.0 TARGET GROUP .....</b>	<b>1</b>
<b>5.0 PROGRAM PREPARATION.....</b>	<b>2</b>
5.1 CONSULTATIONS .....	2
5.2 MEETINGS WITH FACTORY MANAGERS.....	2
5.2.1 MEETINGS WITH ACADEMITIANS .....	2
<b>6.0 CURRICULUM.....</b>	<b>2</b>
6.1 LEVEL I TRAINEES PREPARATION .....	2
6.2 LEVEL II BASIC WORK SKILLS .....	2
6.3 LEVEL III Advanced Management Skills:.....	3
6.4 PROJECTS.....	3
6.4.1 Level I projects .....	3
6.4.2 Level II projects .....	4
6.4.3 Level III projects .....	4
6.5 PROMOTION CRITERIA.....	5
6.6 EVALUATION.....	5
<b>7.0 PARTICIPANT SELECTION CRITERIA.....</b>	<b>5</b>
<b>8.0 PROGRAM IMPLEMENTATION .....</b>	<b>5</b>
8.1 8.1 ORGANIZING BODY:.....	5
8.2 8.2 LOGISTICS .....	5
8.3 8.3 DURATION.....	5
<b>9.0 PARTICIPANTS.....</b>	<b>6</b>
9.1 9.1 PARTICIPANT COMPANIES .....	6
9.2 TRAINEES.....	6
<b>10.0 SPECIAL FEATURES.....</b>	<b>7</b>
10.1 GUEST SPEAKERS.....	7
10.2 SUCCESS STORIES .....	7
10.3 FACTORY VISITS .....	7
10.4 TESTS .....	7
10.5 PROBLEM SOLVING WORKSHOPS .....	7

<b>11.0 DELIVEARABLES .....</b>	<b>8</b>
11.1 PPT PRESENTATION.....	8
11.2 TRAINERS' PORTFOLIO W/ LEVEL I HANDOUTS.....	8
11.3 TRAINERS' PORTFOLIO W/ LEVEL II HANDOUTS.....	8
11.4 TRAINERS' PORTFOLIO W/ LEVEL III HANDOUTS.....	8
11.5 TRAINEES' PORTFOLIO W/ LEVEL I HANDOUTS.....	8
11.6 TRAINEES' PORTFOLIO W/ LEVEL II HANDOUTS.....	8
11.7 TRAINEES' PORTFOLIO W/ LEVEL III HANDOUTS.....	8
<b>12.0 CONTINUOUS IMPROVEMENT.....</b>	<b>8</b>
<b>13.0 LESSONS LEARNED .....</b>	<b>8</b>
<b>14.0 GRADUATION.....</b>	<b>8</b>
14.1 TRAINEES' IMPRESSIONS.....	9
14.2 FACTORY MANAGERS' IMPRESSIONS.....	9
14.3 GENERAL IMPACT.....	9
14.4 PRESS RELEASE.....	9
14.5 MEDIA COVERAGE.....	9
<b>15.0 ACKNOWLEDGEMENT .....</b>	<b>9</b>
<b>16.0 TRAINING EVALUATION.....</b>	<b>9</b>
<b>17.0 APPENDICES:.....</b>	<b>10</b>
17.1 PPT PRESENTATION OF TRAINING MATERIAL 2400 SLIDES (attached CD). ....	<b>Error! Bookmark not defined.</b>
17.2 SIX PORTFOILIOS (NOT ATTACHED). ....	<b>Error! Bookmark not defined.</b>
17.3 PRESS COVERAGE OF LAUNCH EVENT AND THE GRADUATION CEREMONY.....	<b>Error! Bookmark not defined.</b>

## **1.0 INTRODUCTION**

The program targets factory employees recently graduated from universities, and aims at enhancing their managerial skills and encouraging them to deepen their ambition to build their professional life, in order to improve the sustainability and competitiveness of their industry, with special emphasis on social responsibility, environment and good work ethics.

## **2.0 PROGRAM DESCRIPTION**

The training package was devised to help young managers and the factories where they are employed to accelerate their advance towards becoming productive managers, through enhancing their skills and guiding them to adopt new work habits that will help them pursue a successful career and contribute to the competitiveness and sustainability of their industry.

### **2.1 CURRICULUM**

The training curriculum consists of three levels:

- Level I: Trainee Preparation, consisting of nine units and a project and 50 training hours.
- Level II: Basic Work Skills, consisting of eight units and a project and 52 training hours.
- Level III: Advanced Managerial Skills, consisting of eight units and a project and 58 training hours.

All units were prepared in a power point presentation in 2400 slides, and word handouts.

## **3.0 PROGRAM OBJECTIVES**

### **3.1 GENERAL OBJECTIVES**

To provide academic and professional support to the targeted group and help them to prepare themselves to assume higher positions in their organizations, benefitting them and their factories.

### **3.2 SPECIFIC OBJECTIVES**

Helping trainees to transform themselves into managers committed to the goals of their employing organizations and the needs of their societies, and able to implement plans and strategies by mastering the necessary skills and tools and adhering to good ethics.

## **4.0 TARGET GROUP**

The program targeted university graduates employed in factories who wills to attain higher positions in the future by enhancing their competence.

## 5.0 PROGRAM PREPARATION

The training material was prepared in phase I of the program, and consists of 25 units covering large areas of topics related to management, with special emphasis on personality transformation as far as methods, work ethics and relations with local society and environment. The contents of the training curriculum was reviewed after consultation with stakeholders.

### 5.1 CONSULTATIONS

### 5.2 MEETINGS WITH FACTORY MANAGERS

Four meetings were organized, two in co-operation with Al-Hasan Investors Association, and two in co-operation with Irbid Chamber of Industry. The program was presented to the audience, which consisted of factory employees and owners, then discussions followed.

#### 5.2.1 MEETINGS WITH ACADEMITIANS

Two meetings were held in Jordan University for Science and Technology and in Yarmouk University. The concept of the program was discussed. These discussions constituted a valuable feedback , which was used to improve the contents and the shape of the program.

## 6.0 CURRICULUM

### 6.1 LEVEL I TRAINEES PREPARATION

### 6.2 LEVEL II BASIC WORK SKILLS

No.	Unit Title	Duration /hours	Unit aim
1	Human resource management	7	Trainees shall learn the importance of HR management and development and working methods.
2	Operations	8	Trainees shall learn methods of building production operations.
3	Management tools	8	Trainees shall learn the benefits and how to use a large number of management tools.
4	Creative thinking	5	Trainees shall be exposed to methods and tools of creative thinking and how to use them.
5	Compliance	2	Trainees shall learn how to meet the customers' standards and requirements.
6	Supply chain management	5	Trainees shall be exposed to new approaches to supply chain management in a changing world.
7	Reports	5	Trainees shall learn how to deal with reports.
8	Social responsibility	2	Trainees shall be made aware of their industries' responsibility towards society and how to build and maintain good relations.

9	Project	8	Trainees in teams were asked to use certain tools to arrive at acceptable solutions to common problems
	Total	50	

### 6.3 LEVEL III Advanced Management Skills:

No.	Unit	Duration / Hours	Unit aim
1	Performance Measurement	6	Trainees were encouraged to measure and taught how to do that.
2	Corporate Culture	8	Trainees were acquainted with various elements of corporate culture and taught how to contribute to a positive culture
3	Leadership	6	Trainees were shown the methods of building leadership skills in themselves and others.
4	Organizational Structure	7	Trainees were taught the anatomy of organizational structures and its importance.
5	Quality Systems	5	Trainees were exposed to advanced quality systems such as six sigma, TQM and HACCP.
6	Continuous Improvement	5	Trainees were shown the importance of improvement and various approaches to achieve it.
7	Competitiveness	4	Various elements of competitiveness were explained to the trainees and methods to enhance them discussed.
8	Analysis and Prediction	4	Trainees were encouraged to think analytically and work on their prediction skill.
9	Project	8	Projects similar to those of level I were chosen and completed by most of the trainees.
	Total	58	

## 6.4 PROJECTS

### 6.4.1 Level I projects

No.	Name	Project Title	Remarks
1	Neda Yassin	Organization of retained sample store	
2	Hana Mistarihi	Impact of workers' resignation on financial performance	The trainee works for a textile factory which suffers from high turnover.
3	Ahmad Dagamseh	Improving the power factor	
4	Ahmad Lababneh	Determination of training needs for those working in AlHasan Zone.	
5	Areej Abu Leil	Organization of printed materials to reduce waste in paper.	

6	Basim Abu Zraiq	Reduction of waste in aerosol valves	
7	Husam Aazar	Computerization of insecticide plant	
8	Rula Farah	Revision of organizational structure.	
9	Ronza Abu Aashour	Building an incentive system.	
10	Sami Jahmani	Medical Services provided by factories in AlHasan Zone.	
11	Aesheh Rabab'eh	How to enhance employee satisfaction.	
12	Abdullah Abu Faris	Computerization of data entry as means to save paper.	
13	Ghada Jarrah	Automation of personnel.	
14	Fadya Zu'bi	Optimized use of specifications in production.	
15	Ahmad Tawalbah	Means of disposal of solid refusals.	
16	Mohammad Batayneh	Environmental situation in AlHasan Zone.	
17	Mohammad Thiker Allah	Reduction of production cost	

#### 6.4.2 Level II projects

No.	Names	Project Title
1	Neda Yassin/ Areej Abu Leil/ Abdullah Abu Faris/ Fadya Zu'bi/ Mohammad Batayneh	A brain storming session to discuss reasons why people prefer imported medicines
2	Ahmad Dagamseh/ Hana Mistarihi /Ahmad Lababneh/ Basim Abu Zraiq/ Husam Aazar/ Aesheh Rabab'eh	Reasons behind low efficiency in the industry using fishbone diagram.
3	Rula Farah/ Ronza Abu Ashour/ Ghada Jarrah/ Ahmad Tawalbah/ Mohammad Thiker Allah	Reasons behind high rate of absenteeism in factories using management tools..

#### 6.4.3 Level III projects

No.	Names	Project Title
1	Neda Yassin	Conditional release for a veterinary product before testing
2	Areej Abu Leil	Annual revision of products.
3	Basim Abu Zraiq	Support the "made in Jordan" products.
4	Rula Farah	Impact of cigarette smoking upon environment.
5	Ronza Abu Aashour	How to deal with chemicals
6	Aesheh Rabab'eh	The impact of incentives on performance.
7	Abdullah Abu Faris	Performance appraisal of employees.
8	Ghada Jarrah	The use of solar energy in heating water in factories.
9	Fadya Zu'bi	How to make Arabella Paint Factory environment friendly.
10	Aesheh Rabab'eh	The impact of incentives on employee performance.



## 6.5 PROMOTION CRITERIA

Promotion from one level to the next depends on the general performance of the trainee; attendance, participation in the discussions and other interactions and project evaluation.

During the pilot run these measures were not taken strictly, considering that the participants are busy and the course is very long.

## 6.6 EVALUATION

Form No.	Description	To Be Filled By	When
001	Trainees Skills before training	Factory Manager	Before Starting Training
002	Trainee self evaluation	Trainee	After Each Unit
003	Training Material Evaluation	Trainee	After Each Unit
004	Trainers' Performance	Trainee	After Each Unit
005	Trainees, Daily Performance	Trainer	During And After Training
006	Trainers' Transformation	Factory Managers and Trainer	After Course Completion

## 7.0 PARTICIPANT SELECTION CRITERIA

The following selection criteria were set :

1. Participant should be a Jordanian national.
2. Participant should be a university graduate .
3. Participant should have majored in a related subject.
4. Participant must be employed in a factory.
5. Participant should have graduated more than three years ago.
6. Participant should prove to be willing to benefit from the training program.

## 8.0 PROGRAM IMPLEMENTATION

After phase I was completed, it was agreed to run a pilot. It was agreed to run it in Al-Hasan Industrial Estate through Al-Hasan Investors' Association.

### 8.1 ORGANIZING BODY:

The training was organized by Al-Hasan Investors' Association, Al-Hasan Industrial Zone, Ramtha – Irbid.

### 8.2 LOGISTICS

The training was held the main meeting room of Al-Hasan Industrial Zone administrative building and in the office of the Al-Hasan Investors' Association.

### 8.3 DURATION

The training was commenced on January 24th, 2010.

The training was completed April 12, 2010.

## 9.0 PARTICIPANTS

No.	Company	Year Established	Production	Capital (JOD)
1	Mobedco	1992	Vet. Medicines	5000000
2	Cosmetics Co.	1993	Toiletries	1000000
3	Al-Arab Vet	1998	Vet. Medicines	500000
4	Irbid Filters	2003	Auto filters	250000
5	Century Standard Textile	1998	Medical and work uniforms	1000000
6	Al-Hassan Admn	1990	-	-
7	Arabella Paints	1992	Paints	150000
8	Mammoudeh Appliances	2008	Laboratory and hospital equipment	500000
9	Educational Tools Co.	2005	School and educational gadgets.	200000

### 9.1 9.1 PARTICIPANT COMPANIES

All are located in al-Hasan industrial zone.

### 9.2 TRAINEES

No.	Name	Company	Department
1	Areej Abu Leil	Mobedco	QC
2	Husam Aazar	Mobedco	Warehouse
3	Rula Farah	Mobedco	HR
4	Sami Al Jahmani	Mobedco	Nurse
5	Basim Abu Zreiq	Cosmetics Co.	Planning
6	Ronza Abu Aashour	Cosmetics Co.	Production
7	Aesheh Rababa'h	Century Standard Textile	Personnel
8	Abdullah Abu Faris	Al Arab Vet	IT
9	Ghada Al Jarrah	Al Arab Vet	Secretariat
10	Fadya Al Zubi	Arabella Paints	Production
11	Ahmad Tawalbeh	Irbid Filters	Production
12	Mohammad Bataineh	JIEC	Environment
13	Mohammad ThikerAllah	Arab Vet	Accounting
14	Ahmad Lababneh	JIEC	Administration
15	Ahmad Dagamseh	Irbid Filters	Maintenance
16	Neda Yassin	Mobedco	Laboratory
17	Hana Mistareehi	Century Standard Textile	Secretariat

## **10.0 SPECIAL FEATURES**

It was agreed from the beginning that this training program should not be a conventional one.

### **10.1 GUEST SPEAKERS**

A number of speakers were invited to share part of their life experiences with the trainees, who would ask questions and comment on the issues raised by the guest speaker.

Mr. Ahmad Theinat CEO, Irbid Electricity Co. and Dr. Mohammad Migdadi, writer, poet and contractor were invited. The sessions were found to be very interesting by the trainees, whose questions and comments proved that.

### **10.2 SUCCESS STORIES**

The trainees were given the opportunity to meet young people, who succeeded to build a successful career, and who can serve as role models for the trainees.

Eng. Abdul Halim Al-Natour, plant manager and Dr. Samir Marjeh, factory owner were invited to narrate the story of their life. The trainees asked questions and passed comments.

### **10.3 FACTORY VISITS**

Factory visits were organized by moving the venue of learning process to the factory premises, where the time will be utilized partly to carry on the daily workshops, then to listen to a lecture from the factory manager and then tour the factory.

The lectures from factory managers proved to be highly educating and of great interest. The idea of moving the venue, for such a long course, proved to be refreshing.

### **10.4 TESTS**

During the course a number of test papers were prepared and distributed. The trainees were asked to fill them and evaluate themselves in areas like communication and time management.

A performance evaluation form was designed and given to the trainees to acquaint themselves with idea of self appraisal, and of assessing other people's performance, this was conducted within the context of performance measurement unit.

### **10.5 PROBLEM SOLVING WORKSHOPS**

The training included problem solving workshops, where the trainees were taught to use a number of problem solving tools, and encourages to seek non-conventional solutions and to be more creative by thinking analytically and laterally.

## **11.0 DELIVEARABLES**

### **11.1 PPT PRESENTATION**

A total of 2400 slides were prepared and presented to the trainees.

### **11.2 TRAINERS' PORTFOLIO W/ LEVEL I HANDOUTS**

The trainers' portfolio was divided into three parts to include the three levels in order to avoid a cumbersome volume.

### **11.3 TRAINERS' PORTFOLIO W/ LEVEL II HANDOUTS**

Containing the word handouts for the level II units, in addition to the trainers' portfolio.

### **11.4 TRAINERS' PORTFOLIO W/ LEVEL III HANDOUTS**

Containing the word handouts for the level III units and the trainers' portfolio.

### **11.5 TRAINEES' PORTFOLIO W/ LEVEL I HANDOUTS**

The trainees' portfolio was divided into three parts, each one with the handout of one of the three levels attached. This was done to ensure that each trainee gets the materials he needs when he needs, and because some trainees may not qualify for the next level.

### **11.6 TRAINEES' PORTFOLIO W/ LEVEL II HANDOUTS**

Consisting of the trainees' portfolio, which contains the necessary information needed by the trainees in addition to word handouts of the level II units.

### **11.7 TRAINEES' PORTFOLIO W/ LEVEL III HANDOUTS**

Consisting of the trainees' portfolio and level III word handouts.

## **12.0 CONTINUOUS IMPROVEMENT**

The training program is to be subjected to a continuous process of improvement in training materials and training methods, as the training goes. The trainees and factory managers were involved in the improvement process.

## **13.0 LESSONS LEARNED**

1. Number of trainees should not exceed 15.
2. The training curriculum should be reduced in size.
3. More time and emphasis should be given to discussions and personality improvement.
4. More problem solving sessions should be held.
5. More joint manager/trainee sessions should be held.
6. Training venue should be moved more often.
7. Projects proved to be a good tool, they should be decided and discussed in each factory.
8. Promotion from one level to the next should not be granted liberally.
9. Means to grant certificates from some reputed institution should be sought.

## **14.0 GRADUATION**

Graduation ceremony was held on Sunday, May 9th, 2010. The ceremony was held under the patronage of HE Amer Al-Majali, executive manager, JIEC. Mr. Laith Al-Qasem and the president of HIA and vice-chairman of ICI attended.

### 14.1 TRAINEES' IMPRESSIONS

In a number of occasions the trainees expressed their thoughts about how they benefitted from the training and how they changed.

### 14.2 FACTORY MANAGERS' IMPRESSIONS

Factory managers, who hosted the training a number of times, cited examples about how their trainees changed; their attitudes, sense of initiatives and appetite for learning.

### 14.3 GENERAL IMPACT

In general, those who were exposed to the experience thought it is necessary to enhance the training efforts, and hold more workshops in Irbid area.

### 14.4 PRESS RELEASE

SABEQ issued a press release covering the event; it was distributed to the local press and other media.

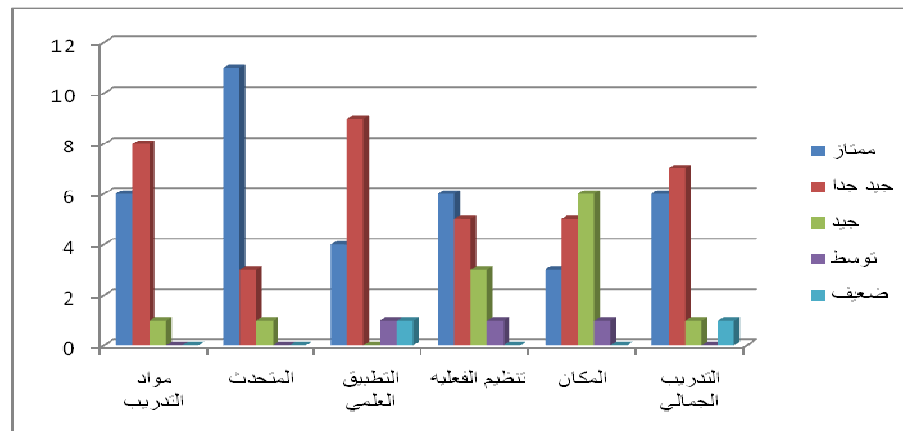
### 14.5 MEDIA COVERAGE

Local press and media correspondents who attend the inauguration and graduation ceremonies covered the events in their newspapers. See appendix.

## 15.0 ACKNOWLEDGEMENT

I would like to express my thanks to Dr. Raja Fayyad, Mr. Isam Mustafa, Dr. Hussein Al-Wedian and Mr. Khaled Hayagneh for their co-operation and valued inputs.

## 16.0 TRAINING EVALUATION



Total	ضعيف	توسط	جيد	جيد جدا	ممتاز	
15	0	0	1	8	6	مواد التدريب
15	0	0	1	3	11	المتحدث
15	1	1	0	9	4	التطبيق العلمي
15	0	1	3	5	6	تنظيم الفعليه
15	0	1	6	5	3	المكان
15	1	0	1	7	6	التدريب الجمالي

**17.0 APPENDICES:**

**17.1 APPENDEX A: PPT PRESENTATION OF TRAINING MATERIAL 2400 SLIDES  
(attached CD).**

**USAID Jordan Economic Development Program**  
**Deloitte Consulting LLP**  
**Salem Center, Sequleyah Street, Al-Rabiyeh**  
**Amman, 11194 Jordan**  
**Phone: + 962-6 550-3050**  
**Web address: <http://www.SABEQ-Jordan.org>**