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

July, 2011

This publication was produced for review by the United States Agency for International Development. It was prepared by Nadim Akram Asad Trainer and Consultant

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

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

CONTRACT NUMBER: AID-2006-000-0055

DELOITTE CONSULTING LLP.

USAID/JORDAN ECONOMIC OPPORTUNITIES OFFICE (EO)

JULY 2011

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DELIVERABLE NO.: 4.10.02

## **DISCLAIMER:**

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# 1.0 ACKNOWLEDGEMENT

I would like to express my thanks to Dr. Raja Fayyad, Mr. Ziad Abbasi, Dr. Hussein Al-Wedyan and Mr. Abdullah Madanat and Ms Surra Qatawneh for their co-operation and valued inputs.

My deepest gratitude goes to USAID Jordan Economic Development Program's team of drivers, who proved to be highly skilful, co-operative and capable of making the daily trip a memorable experience.

## 2.0 INTRODUCTION

The training program targeted recently graduated private and public sector employees, focusing on enhancing their managerial skills and encouraging them to deepen their ambition to build their professional life. The program sought to improve the participants' input and involvement in their workplaces with special emphasis on social responsibility, environment and good work ethic..

After phase I was completed, an agreement was reached to launch a pilot program in the Al-Hasan Industrial Estate in cooperation with the Al-Hasan Investor's Association. The second phase was conducted in Al – Karak city. Initially, the program's goal was to train 25 participants from the Karak region but due to the program's quality, 38 participants completed the 3-levels/120 hours of the Competency Based Curriculum training program. The Al-Karak Economic Development Association organized the training program with support from the USAID Jordan Economic Development Program. The training was held at the USAID Jordan Economic Development Program/ Karak office from March 10-May 11, 2011.

## 3.0 PROGRAM OBJECTIVES

The program's purpose was to bridge the skills gap between demands of private sector firms and skills of recent university graduates. Specifically, using existing competency based training curricula the program trained 38 university graduates who have been recently employed at a number of private and public sector's entities in the southern region of Jordan.

The training package was devised to help young graduates accelerate their advancement towards becoming productive and effective managers, through enhancing their skills and guiding them to adopt new work habits that will help them pursue a successful career. The project focused on:

- Training 38 public and private sector employees in Jordan's southern region using the competency based training model, which was developed in 2010.
- Raising the participants' awareness level relative to green related issues in factories.
- Sustaining this program by hosting it in one of the local institutions/associations. This will entail building the capacity of the selected institution to manage and run the training program in the future.

## **4.0 CURRICULUM**

The training curriculum consisted of three levels:

- Level I: Trainee Preparation, consisting of nine units, a project, and 40 training hours.
- Level II: Basic Work Skills, consisting of eight units, a project, and 40 training hours.
- Level III: Advanced Managerial Skills, consisting of eight units and 40 training hours.

All units were prepared in a power point presentation in about 2,400 slides, and Word handouts.

## **5.0 TARGET GROUP**

The program targeted university graduates employed in various governmental and private organizations to attain higher positions in the future by enhancing their competencies.

## **6.0 PARTICIPANT SELECTION CRITERIA**

The following selection criteria were set:

- Participant should be a Jordanian national.
- Participant should be a university graduate.
- Participant should have majored in a related subject.
- Participant should prove to be willing to benefit from the training program.

Trainees from various employment backgrounds were enlisted, about 15 participants were not having real full time employments.



## **7.0 PROGRAM PREPARATION**

The training material was prepared in phase I of the program, and consisted 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 were revised after consultation with stakeholders.

The training program was implemented in 2010 in Irbid. After the first implementation, the program curriculum was revised bringing about a number of improvements. Changes included making the program shorter, and giving more emphasis on certain skills, such as preparation of feasibility studies, building quality systems, and reporting system design.

### **7.1 DETAILED DISCUSSIONS OF NEW BUSINESS IDEAS**

The training program gave great emphasis to the need of the youth of Karak in taking initiative in the development of their governorate. Throughout the program, highly innovative ideas were discussed and their feasibility was investigated.

Participants were encouraged to come forward with problems of concern to them and to the society. Other participants gave innovative ideas as to how to solve these problems. This exercise was very beneficial and eye opening for them.

#### **7.1.1 TOUR OF FACTORIES**

The governorate of Karak is not industrialized as Amman, Zarka or Irbid. The public awareness in this regard is therefore nascent. During the course of training, emphasis was given to highlight the importance of industry in social and economic development. The idea of organizing a tour to Sahab industrial park was raised and well received by participants. Therefore, a tour to Sahab industrial city was organized.

## 8.0 CURRICULUM DETAILS

### 8.1 LEVEL I: TRAINEES PREPARATION

No.	Unit Title	Duration /hours	Unit aim
1	Leadership and Management	1	Learn the difference between leadership and management and their definition.
2	Resource, performance and results management	8	Get acquainted with methods, tools and types of management of resources, performance and results.
3	Career building	3	Learn how to manage their professional life
4	Work ethics	6	Learn positive and negative values associated with their work..
5	Quality	6	Learn the importance of quality and how to achieve it.
6	Team work	5	Learn the importance of team work and how to build teams.
7	Environment	3	Learn how to respect and be friendly to environment.
8	Accepting empowerment	4	Get awareness on the importance of empowerment in their career building.
9	Project	8	Learn how to write a project individually and in teams
	Total	44	

## 8.2 LEVEL II: BASIC WORK SKILLS

No.	Unit Title	Duration /hours	Unit aim
1	Human resource management	9	Learn the importance of HR management and development and working methods.
2	Operations	6	Learn methods of building production operations.
3	Creative thinking	5	Get exposed to methods and tools of creative thinking and how to use them.
4	Feasibility Studies	6	Learn how to conduct feasibility studies.
5	Reports	5	Learn how to handle reports.
6	Social responsibility	3	Get awareness on firms' responsibility towards society and how to build and maintain good relations.
7	Project	8	Conduct feasibility studies to business ideas.
	Total number of hours	42	

## 8.3 LEVEL III: Advanced Management Skills:

No.	Unit	Duration / Hours	Unit aim
1	Corporate Culture	8	Get acquainted with various elements of corporate culture and taught how to contribute to a positive culture
2	Leadership	6	Learn the methods of building leadership skills in themselves and others.
3	Organizational Structure	7	Learn the anatomy of organizational structures and its importance.
4	Continuous Improvement	5	Get awareness on the importance of improvement and various approaches to achieve it.
7	Competitiveness	5	Learn elements of competitiveness and methods to enhance them.
8	Analysis and Prediction	4	Think analytically and work on their prediction skill.
9	Project	8	Discuss level II projects
	Total number of hours	43	

## 8.4 PROJECTS

The list of the projects prepared by participants

### **1.Packaging Factory**

- Abdullah Madanat
- Ahmad Al Qatawneh
- Alia Al Majali
- Hala Al Majali
- Omar Al Majali
- Sura Qatawneh

### **2.Fattening calves**

- Turki Al-Saireh

### **3.Building a human resources**

- Rand Fayez Al Soub
- Shahed salem Al Majali

### **4.The Leadership**

- Sora Said Al Ma'aitah

### **5.Medical injection Factory**

- Sawsan Jamal Madanat

### **6.Sewing Factory**

- yosrya Amer Fagouseh
- Sabha Sewelm Al Sbehat

### **7.Gym for fitness**

- Safa' Abdal-hameed Al Sawalha

### **8.Mushroom farm**

- Safa' Taha Al Shmailah

### **9.Construction Company**

- Safa Dwia' Al-Mhadeen

**10. Mall**

- Odai Mohamed Al Duinebat
- Ala' Jamal Al Mbieden
- Wa'ed Waleed Al Duinebat
- Suod Amjd Al Duinebat

**11. Beauty Center**

- Olla Abdullah Al Madadha

**12. Improve the Quality in hospital**

- Fay Rokne Al Qusus

**13. Improve the financial management**

- Fadwa Awad Al Saraireh

**14. Preventive measures in a restaurant**

- Feryal Jamil Greisat

**15. The impact of quality on competitive advantage**

- Ashraf Mahmoud Al Nawayseh
- Ayman Matrook Al N awaiseh
- Mahmoud Ibrahim Al Qatawneh

## 8.5 PROMOTION CRITERIA

Promotion from one level to the next depended mainly upon attendance and participation in discussions, workshops, homework and projects. Not a single trainee was excluded or asked to discontinue the training program, except for two persons who could not continue because their new employment conditions would not allow their attendance.

## 8.6 EVALUATION: The following forms were used to evaluate the program

Form No.	Description	To Be Filled By	When
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

## 9.0 PARTICIPANTS

### 9.1 PARTICIPANT ORGANISATIONS (EMPLOYERS)

The following organizations have nominated one or more of their employees to join the program; all of them are located in Karak Governorate.

No.	Employer	No. of participants
1	Jordan Industrial Estates Corp.	1
2	Karak Governorate.	1
3	Karak Municipality	4
4	Agriculture Dept.	2
5	Finance Dept.	2
6	Karak Citadel Plaza Admin.	1
7	Agriculture Resource Center	4
8	Labour Dept.	1
9	Mu'tah University.	1
10	Social Development Dept.	1
11	Youth Upper Council	1
12	Women Committees Union	2
13	Karak Citadel Resthouse	2
14	Nameerah Mineral Salt Co.	1
15	Local Economic Development Dept	2
16	Sheehan Municipality	1
17	Mansheyat Association	2
18	Various	10

## 9.2 TRAINEES

The following participated in the program:

#	Name
1	Abdalwahab Habes AL Hamaideh
2	Abdullah Jamal Madanat
3	Ahmad Sameeh AL Qatawneh
4	Ala' Jamal AL Mbieden
5	Alia Mahammad AL Majali
6	Ashraf Mahmoud AL Nawayseh
7	Ayman Matrook AL N awaiseh
8	Belal Abdalhameed Dalain
9	Fadwa Awad AL Saraireh
10	Fay Rokne AL Qusus
11	Feryal Jamil Greisat
12	Hadeel Khaled AL Soub
13	Hala Faleh AL Jafriah
14	Hala Nawawi AL Majali
15	Jameel Suliman AL Haddadien
16	Mahmoud Ibrahim AL Qatawneh
17	Mohammad Afeef Ja'afreh
18	Nasser Foyad AL Ma'agbeh
19	Nihal Nabeeh Madanat
20	Odai Mohamed AL Duinebat
21	Olla Abdullah AL Madadha
22	Omar Naji AL Majali
23	Rand Fayez AL Soub
24	Sabha Sewelm AL Sbehat
25	Safa' Abdal-hameed AL Sawalha
26	Safa Dwia' AL-Mhadeen



#	Name
27	Safa' Taha AL Shamailah
28	Sawsan Jamal Madanat
29	Shahed salem AL Majali
30	Sora Said AL Ma'aitah
31	Suod Amjd AL Duinebat
32	Sura Sameeh Qatawneh
33	Thaer Emad AL Zayadeen
34	Turki Shaher AL-Saraireh
35	Wa'ed Waleed AL Duinebat
36	Wa'el Abdelmahdi AL Surafa
37	Wala'a Saleem AL Majali
38	yosrya Amer Fagouseh

## **10.0 SPECIAL FEATURES**

It was agreed from the beginning that this training program should not be a conventional one. An interactive method was used as an eye opener to current challenges and how to find solutions by using the project's curricula to achieve the maximum impact.

### **10.1 GUEST SPEAKERS**

Only one guest speaker could be arranged, Mr. Hussein AlTarawneh, President of AlKarak Association who shared with the trainees part of his professional and life experience.

### **10.2 TESTS**

During the training, 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 them with the idea of self appraisal, and of assessing other people's performance; this was conducted within the context of performance measurement unit.

### **10.3 INNOVATIVE PROBLEM SOLVING WORKSHOPS**

Throughout the training, problem solving sessions were conducted, where the trainees were taught to analyze available data, and encouraged to seek non-conventional solutions and to be more creative by thinking analytically and laterally. Special emphasis was given to local development. Many highly innovative ideas surfaced.

### **10.4 ENGLISH LANGUAGE BUSINESS TERMS**

Throughout the training, special emphasis was given to point out English language equivalent of relevant business and management terms. Though the training was in Arabic, the training program aimed at acquainting the trainees with the relevant English language terms; a glossary was prepared.

## **11.0 DELIVEARABLES**

### **11.1 POWER POINT PRESENTATION**

The training material was prepared in the form of power point presentation and was distributed to participants.

## **12.0 LESSONS LEARNED**

- Number of trainees should not exceed 15 to 20.
- The training curriculum should be reduced in size.
- More time and emphasis should be given to discussions and personality improvement.
- More problem solving sessions should be held.
- More joint manager/trainee sessions should be held.
- Training venue should be moved more often.
- Projects proved to be a good tool; they should be decided and discussed during the course of training.

## **13.0 GRADUATION**

Graduation ceremony was held on Sunday, June 6th, 2011. The ceremony was held under the patronage of H.E. the Minister of Culture, AlKarak Mayor and USAID representatives.

### **13.1 Comments by participants**

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

### **13.2 PRESS RELEASE**

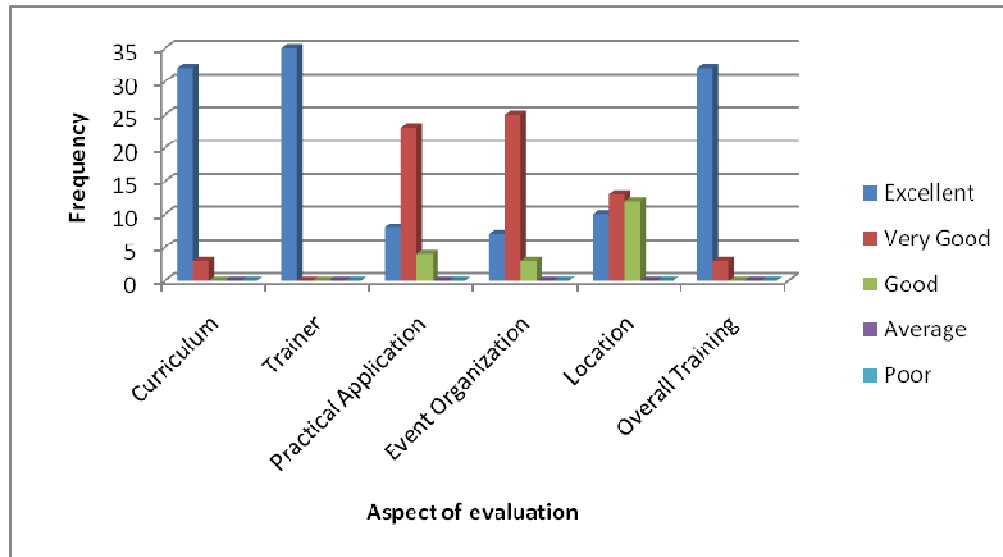
USAID Jordan Economic Development Program issued a press release covering the event; it was distributed to the local press and other media.

### **13.3 MEDIA COVERAGE**

Local press and media correspondents who attended graduation ceremony covered the events in their newspapers.

## 14.0 TRAINING EVALUATION

Evaluation forms were distributed to the trainees at the end of the training. The chart below shows the result of the evaluation.



## **15.0 APPENDICES: (ATTACHED ON A CD)**

## **15.1 Annex 1: Workshop Introduction**

## **15.2 Annex 2: Level One**

A1: Management and Leadership

A2: Resources

A3: Work Ethics

A4: Career Path

A5: Introduction to Quality Control

A6: Team Work

A7: Environment

## **15.3 Annex 3: Level Two**

B1: Human Resources

B2: Production Processes

B3: Creative Thinking

B4: Feasibility Study

B5: Reporting

B6: Relation with Society



## **15.4 Annex 4: Level Three**

C1: Estuation's Culture

C2: Leadership

C3: Hierarchy

C4: Improvement

C5: Competitiveness

C6: Diagnostic Studies

C7: Authorities

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