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LABOR DEMAND STUDY IN MAFRAQ

Final Report

March 25 ,2009

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FINAL REPORT

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ACRONYMS

MDC	Mafraq Development Corporation
KHBTDA	King Hussein Bin Talal Development Area
MDA	Mafraq Development Area
DOS	Department of Statistics
NCHRD	National Center for Human Resources Development
NEC	National Employment Center
VTC	Vocational Training Corporation
MOL	Ministry of Labor
CSB	Civil Service Bureau
GDP	Gross Domestic Product
MOU	Memorandum of Understanding
TVET	Technical and Vocational Education and Training

EXECUTIVE SUMMARY

The SABEQ program is supporting the KHBTDA in Mafrq in its efforts to attract new high quality economic investment, through providing technical assistance and consulting services. One of the critical factors affecting the decision of the investor is the quantity, quality and availability of labor force. In order to provide investors with valid information about the labor force, a scientific study of the labor situation reflecting labor demand is, required. Therefore, the SABEQ program contracted Dajani Consulting to conduct the Labor Demand Study (LDS) in Mafrq to identify the labor profile and the gaps within the labor market.

The first task of the study involved preparing a research design for the LDS. The methodology of this research, concentrated on collecting labor and employee recruitment data from potential investment companies in the KHBTDA, using a specifically designed questionnaire tool. Ten companies were identified as potential investors, and the survey successfully managed to collect information for the labor demand profile from six companies. The scope of the LDS covered all potential companies, as there are few of them at this stage.

The analysis of the LDS concentrated on the quantity and quality of the required labor in terms of position, skills, attributes, benefits, salaries and other factors. Due to the limited number of the target segment (companies), detailed research and analysis were carried out to describe the aspects of the labor demand profile in Mafrq based on the limited data available.

A total of 546 job opportunities are expected to be created in KHBTDA within the first year of operations of the six companies surveyed.

1. INTRODUCTION

Policy makers in the public sector are often faced with requests for support of investment projects and incentive schemes. Frequently, such requests are accompanied by economic evaluation or require economic impact analysis of some sort. Economic impact assessment of investment projects can be undertaken at various levels. At one level, decision makers are interested in the employment potential of the investment project, that is the ability of the project to absorb the local workforce. Taking a broader view, the challenge is to assess the impact of the proposed investment within the existing labor market in terms of reducing unemployment.

Often, a rather wild statements can be found in the media, arguing for example, that one job is created for a certain sum of money invested. Although such statements are appealing to the general public, decision makers need to go beyond these aggregate effects and extend the analysis to a more disaggregated level. For example, what will the effects be on the different economic industries? Will these jobs be created for highly skilled or unskilled labor?

Although commonly reported labor-related economic indicators, such as the unemployment rate, the level of employment, and new job creation, have been used to measure and track the local economy and trends in labor force participation, they often do not have direct utility for planning workforce development. The Labor Demand Survey (LDS) provides both an in-depth look into the current estimation of job vacancies of a particular sector or industry, within any given geographical area. The information can be used to direct the planning and allocation of technical and vocational education and training (TVET) resources to better prepare the local workforce to meet existing local demand in the different industries.

The Labor Demand Survey concentrates on the company and sector/industry in terms of establishment plan, departments, production capacity, human resources and employment trends. Secondly, the Labor Demand Survey provides an estimate of job vacancies. In addition, the survey also makes available focused information about reported occupations, including necessary skills, work environment, education, desired years of experience, required/desired personal attributes and recruitment methods.

The Labor Demand Survey is a useful tool to measure the shortage in labor market, which occurs when demand exceeds supply. A labor shortage occurs when jobs remain vacant, as there are insufficient numbers of workers willing to work at the offered wage or salary. Usually, we refer to an imbalance in numbers as labor shortage or workers gap, and to an imbalance of skills and quality as the skills gap.

The King Hussein Bin Talal Development Area (KHBTDA) in Mafrq governorate is a new kind of investment destinations that has already started to attract interested local and international investors. The two most important aspects that are vital to the investment are infrastructure and labor force. Mafrq Development Corporation (MDC) is the master developer of KHBTDA, and one of its mandates is to advise investors regarding the availability and relevance of the local workforce viz a viz the needs of the investors., SABEQ has an overall goal of expanding jobs for Jordanians and achieving economic growth through expanding the private sector. MDC, in cooperation with SABEQ, is fulfilling their mission by producing the labor force demand profile.

2. STUDY OBJECTIVES

1. The objective of the Labor Force Demand Study for Mafrq is to identify the quantity of job opportunities that may become available as a result of potential investors in the Mafrq development areas (KHBTDA).
2. This study aims to determine the different aspects of the required employment positions such as work environment, education, skills, salaries, compensations, benefits and recruitment policies. This in turn, will provide updated information for MDC to plan their support and coordination activities with the training providers in order to serve the investors' needs.

3. STUDY METHODOLOGY

The consultant followed the methodology described in the "research design" (appendix 1) in order to perform the Labor Demand Study in Mafrq. The implementation steps included:

1. Sources of data and information

- Secondary data: The Consultant collected and reviewed available reports, studies, and related documents MDC and other stakeholders provided previous studies and information about the companies, which contributed to the design of the research (appendix 1: list of references).
- Primary Data – Client and stakeholder meetings: The Consultant arranged meetings with MDC and stakeholders to agree on the contents and expected output of the study. MDC offered its support in contacting the potential companies (appendix 2: list of companies)
- Overview of similar activities: The Consultant arranged visits to similar companies and investments operating in the targeted sectors, in order to define the parameters and indicators of the actual level of labor force in terms of age, gender, education, skills, experience, attitude, training and job duties...etc. The consultant visited a representative company from each of the following sectors:
 - Food manufacturing
 - Logistics and warehousing
 - Light chemicals
 - Pharmaceuticals
 - Other manufacturing
- Survey Tool development: The Consultant reviewed the reports, international labor force demand studies, and compiled the results of the meetings (with companies?). The consultant identified major themes for the survey tool, and then developed the questions relevant to each theme. Supporting components were added to the Tool, including the instructions (?) and the standard optional answers to each question. The draft Tool comprises three main sections:
 - Basic Information
 - Labor Demand Profile
 - Labor Demand Factors

The Tool was developed as a general questionnaire in Excel format, and was then tested and customized to become sector specific. The Consultant presented the tool to MDC and the stakeholders for approval. The sector-specific versions included a cover page and instructions for completing the questionnaire. The questionnaire's design targeted the key person responsible for Human Resources in the investment companies. The questions were in the form of tables and drop-down lists which facilitated ease of response.

The Basic Information section contained the company's contact information, sector, status, activity, main processes, size of operations, main departments, sections and expected total staff number.

The Labor Demand Profile section contained the job titles according to department and the job description or profile including; type of work, location, workplace environment, gender, education level, experience, expected salary, technical skills, personal skills, benefits and

compensations. The Labor Demand Profile also included questions about recruitment process (duration, method, cost).

The Labor Demand Factors section contained a breakdown of the required human resources according to the recruitment plan of the company for the coming five years. It also included a ranking of the challenges faced by company regarding hiring employees when opening an investment in the KHBTDA.

The Labor Force Demand questionnaire form is included in Appendix (3).

2. Study Population

The list of MDC potential investors is included in appendix (3). The original list contained ten companies in KHBTDA that had already signed an MOU with MDC. The list was further revised as a result of contact by the consultant, and a short list of eight companies was prepared in coordination with MDC, and a schedule of meetings was planned to conduct the survey. (appendix 5: Scheduled meetings)

3. Study Procedures

- The consultant conducted interviews with senior managers or other key personnel at the investing companies in the area using the developed tools, to collect the labor demand information, and their perceptions regarding national and foreign labor. Several meetings were conducted with the same company on different appointments to complete the questionnaire. One of the difficulties of this survey was the unavailability of companies' key personnel. Meetings with few companies were not feasible, therefore, the consultant communicated with the key person via e-mails and telephone.
- The consultant assessed the collected information against the parameters and indicators of labor force demand. The questionnaire was audited to check the completion and reliability of data. Follow up telephone calls or meetings were arranged where possible, to complete any missing information.
- The consultant classified the labor demand into categories based on the job type, skill level and the other parameters. The collected information from different companies was combined into one questionnaire form for categorization and analysis.
- The consultant analyzed the results to provide a collective summation of the required workforce, and profiles of the different positions planned for forthcoming recruitment by the companies. Specific indicators were extracted from the available companies data.
- The consultant prepared a draft report of the labor demand profile, and submitted it to MDC and stakeholders for comments.

4. ACTION PLAN AND TIMEFRAME

The Labor Force Demand Study was conducted during the period October 2008 – March 2009. The detailed timeframe following.

Table 1						
Labor Demand Study - Timeframe						
Step	Oct. 2008	Nov. 2008	Dec. 2008	Jan. 2009	Feb. 2009	Mar. 2009
Prepare for the labor demand study						
Conduct interviews with selected companies						
Follow up with the companies to complete questionnaires						
Review and analyze questionnaires						
Classify labor demand into categories						
Prepare draft report						
Discuss the draft report						
Prepare final report						

5. MAIN FINDINGS

- 5.1 Five versions of the labor force demand questionnaire were developed during the project, as a response to the expected sectors of investment in KHBTDA. The main design of the questionnaires is constant, with minor differences related to each sector in terms of operations and departments.
- 5.2 Eight companies were contacted as recorded in the schedule, but only six companies cooperated and completed the questionnaire form. The responding companies include:
- a) MESC Fujikura
 - b) Al Hamad Contracting
 - c) Asian Petroleum
 - d) Munir Sukhtian
 - e) Aramex
 - f) Jordan Bahrain Paper Industries
- The remaining companies did not participate nor respond to the survey in spite of numerous reminders and follow up calls over the duration of the survey.
- 5.3 All responding companies took a significant period of time to complete the questionnaire due to:
- a) Unavailability for the interview, and substantial workloads of key people.
 - b) Questionnaire length and level of detail required.
- 5.4 Some questions remained unanswered due to their sensitivity (e.g. salaries) or difficulty to estimate (e.g. required number of labor for the next five years). In particular, it was difficult for companies to predict the human resources plan (staffing projections for five years) at this stage.
- 5.5 The total number of job opportunities that are expected to be created is **546 jobs**.

6. LABOR FORCE DEMAND PROFILE

6.1 The responding 6 companies were divided as follows:

Table 2 Responding Companies	
Sector	Number of companies
Logistics and warehousing	2
Other manufactured products	4

Only one of the companies is fully-established and operational, while the others are still under establishment or in negotiations with MDC.

6.2 The maximum and expected production capacity of the companies varied according to the sector and nature of the industry. Most of the companies will operate with 50% of their production capacity during the first year of operations.

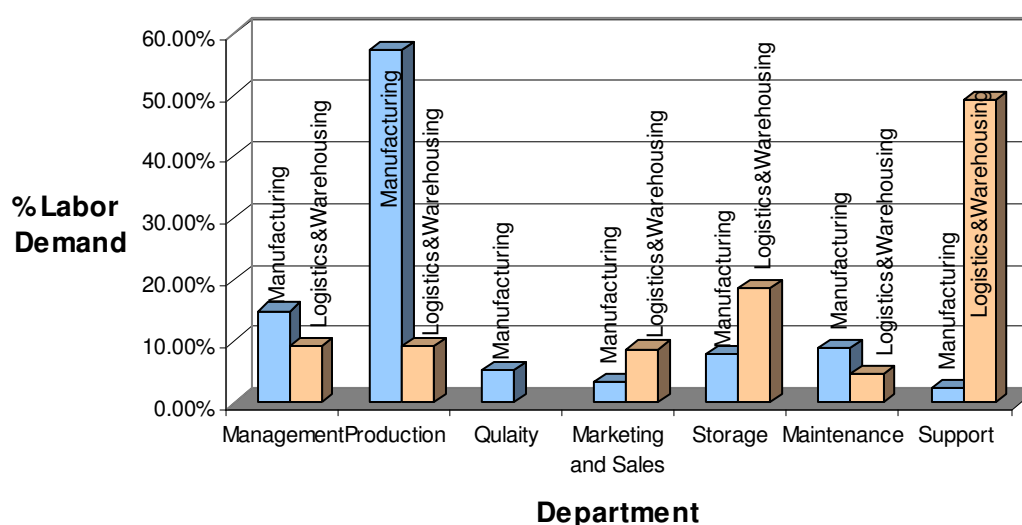
6.3 The total number of expected job opportunities for all companies combine is 546, distributed across the main departments as follows:

Table 3.1 Expected Job Opportunities by Department						
Department	Number of Expected Job Opportunities Generated by Companies					
	MESC Fujikura	Asian Petroleum	Munir Sukhtian	Aramex	Al Hamad Contracting	Jordan Bahrian
Management	29	7	11	3	9	14
Production	86	23	12	2	41	77
Quality	10	2	0	0	3	6
Marketing and Sales	4	1	13	0	5	3
Storage	19	3	18	10	5	4
Maintenance	20	2	7	0	5	8
Support	0	0	66	8	4	6
Total	168	38	127	23	72	118

Companies differ in their need for labor in the main departments and functions, depending on the sector and nature of industry. A comparison between potential manufacturing (industrial) companies and logistics and warehousing (service) companies in KHBTDA reveals the following results:

Table 3.2 Labor Demand Comparison between Manufacturing sector and Logistics and Warehousing sector						
Department	Manufacturing Companies = 4 Total Labor = 396			Logistics and Warehousing = 2 Total Labor = 150		
	Average	% of total	Job titles	Average	% of total	Job titles
Management	14.75	14.9%	13	7	9.3%	9
Production	56.75	57.3%	34	7	9.3%	3
Quality	5.25	5.3%	5			
Marketing and Sales	3.25	3.3%	3	6.5	8.7%	3
Storage	7.75	7.8%	6	14	18.7%	3
Maintenance	8.75	8.8%	7	3.5	4.7%	2
Support	2.5	2.5%	5	37	49.3%	3
Total	99	100%	73	75	100%	23

Figure1: Labor Demand Comparison among main Departments



6.4 The demand of certain positions in each department also varied depending on the sector and nature of the industry. There are also some differences among companies regarding the job title for the same position. The labor demand according to department and positions is illustrated in the following tables:

Table 4.1**Expected Job Opportunities (by position) in the Management Department**

Position	Number of Expected Job Opportunities in Management Department						
	MESC Fujikura	Asian Petroleum	Munir Sukhtian	Aramex	Al Hamad Contracting	Jordan Bahrian	Total
Board of Directors	7	3	0	0	1	5	16
Executive Management	8	1			1		10
General Manager			1			1	2
Asst. General Manager			1				1
Administration			1		1	1	3
Senior Operations Supervisor				1			1
Secretariat	1				3	2	6
Data Entry Staff				2			2
Human Resources	2		1		1		4
Personnel officer						1	1
Public Relations		1			1		2
Financial Management	4		1		1		6
Accounting		2	5			1	8
Accounting Manager			1				1
Receptionist/Tel. operator						1	1
Planning officer	2						2
Purchasing	5					2	7
Total	29	7	11	3	9	14	73

Table 4.2**Expected Job Opportunities (by position) in the Production Department**

Position	Number of Expected Job Opportunities in Production Department						
	MESC Fujikura	Asian Petroleum	Munir Sukhtian	Aramex	Al Hamad Contracting	Jordan Bahrian	Total
Initial reparations worker		3					3
Processing worker		6					6
Finishing worker		9			25		34
Technical Manager			1				1
Technical Officer			11				11
Operations supervisor				2			2
Packaging worker					6		6
Production Manager						1	1
Production clerk						1	1
Plate Maker/mounter						3	3
Die cut Maker/Sample Box Maker						2	2
Artist						2	2
Single Facer Operator						2	2
Assistant Operator						2	2
Double Backer						2	2

Table 4.2							
Expected Job Opportunities (by position) in the Production Department							
Position	Number of Expected Job Opportunities in Production Department						
	MESC Fujikura	Asian Petroleum	Munir Sukhtian	Aramex	Al Hamad Contracting	Jordan Bahrian	Total
Auto Slitter scorer/cut off supervisor						2	2
Down stacker						4	4
Labor/worker						16	16
Boiler operator / glue mixer						2	2
Grab lift operator						2	2
Forklift operator						4	4
Bailing press operator						2	2
Pallet maker						1	1
Waste collector						1	1
Operator						4	4
Manual stitchers						8	8
Auto stitchers						4	4
Strapping Machine operator						2	2
Creaser						6	6
ECC. slotter						2	2
Production Planner						1	1
Assistant Planner						1	1
Other: Production staff	86	5			10		101
Total	86	23	12	2	41	77	241

Table 4.3							
Expected Job Opportunities (by position) in the Quality Department							
Position	Number of Expected Job Opportunities in Quality Department						
	MESC Fujikura	Asian Petroleum	Munir Sukhtian	Aramex	Al Hamad Contracting	Jordan Bahrian	Total
Testing/Quality Control inspector		2				4	6
QC Manager						1	1
Production Quality Control officer					2		2
Ink Mixer						1	1
Quality Assurance officer	10				1		11
Total	10	2	0	0	3	6	21

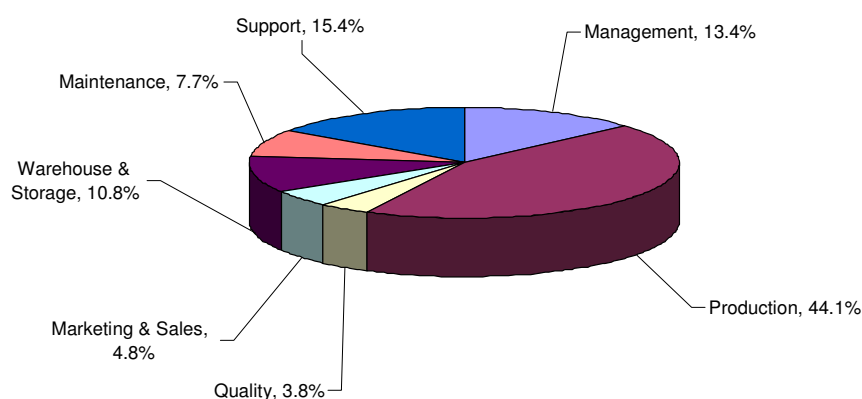
Table 4.4 Expected Job Opportunities (by position) in the Marketing and Sales Department							
Position	Number of Expected Job Opportunities in Marketing and Sales Department						
	MESC Fujikura	Asian Petroleum	Munir Sukhtian	Aramex	Al Hamad Contracting	Jordan Bahrian	Total
Export Manager/officer		1			2		3
Sales Manager			1			1	2
Marketing Manager			1				1
Sales team/executives/ reps.	4		11		3	2	20
Total	4	1	13	0	5	3	26

Table 4.5 Expected Job Opportunities (by position) in the Warehouse and Storage Department							
Position	Number of Expected Job Opportunities in Warehouse and Storage Department						
	MESC Fujikura	Asian Petroleum	Munir Sukhtian	Aramex	Al Hamad Contracting	Jordan Bahrian	Total
Raw materials store worker	3	1			1	1	6
Finished products store worker	15	1			2	1	19
Equipment and tools store worker		1					1
Rejected Products					2		2
Warehouse Manager/Storekeeper			1				1
Stores worker (general)			7	10			17
Store vehicles driver			10			2	12
Head of Stores Department	1						1
Total	19	3	18	10	5	4	59

Table 4.6 Expected Job Opportunities (by position) in the Maintenance Department							
Position	Number of Expected Job Opportunities in Maintenance Department						
	MESC Fujikura	Asian Petroleum	Munir Sukhtian	Aramex	Al Hamad Contracting	Jordan Bahrian	Total
Maintenance Manager			1			1	2
Maintenance supervisor						1	1
Maintenance technician			6				6
Diesel Mechanic						1	1
Boiler Tender						1	1
Mechanical engineer/technician	12					2	14
Electrical engineer/technician	8					2	10
Other: Maintenance worker		2			5		7
Total	20	2	7	0	5	8	42

Table 4.7**Expected Job Opportunities (by position) in the Support Department**

Position	Number of Expected Job Opportunities in Support Department						
	MESC Fujikura	Asian Petroleum	Munir Sukhtian	Aramex	Al Hamad Contracting	Jordan Bahrian	Total
Emergency staff					3		3
Security Guard			10	6		4	20
Cleaning worker			4	2			6
Driver						1	1
Office Boy/Pantry						1	1
Other support staff			52		1		53
Total			66	8	4	6	84

Figure2: Labor Demand by Department

- 6.5 In terms of labor demand profile, a number of criteria were used to define attributes of each position, depending on the sector and nature of company's activity. Based on these criteria, companies described the required capacities, capabilities, qualifications, traits and skills that should be available in their future labor. Most of the requirements were minimum or basic in this early stage of companies' establishment, but will be more specific once the operations are launched. The labor profile (job description) of the different positions is summarized in the following tables:

Table 5.1**Labor Demand Profile by Job Description Criteria (Work location and environment)**

Criteria	Percentage Labor						
Work Location	Production line	Office	Store	Laboratory	Office & Field	Outdoor / Field	
	67.9%	9.5%	9.2%	0.2%	1.5%	5.3%	
Work Environment	Comfortable	Fumes/ smoke	Noise	Vibrations	Warm	Cold	Other
	32.1%	3.7%	44.9%	0.9%	4.2%	12.6%	1.7%

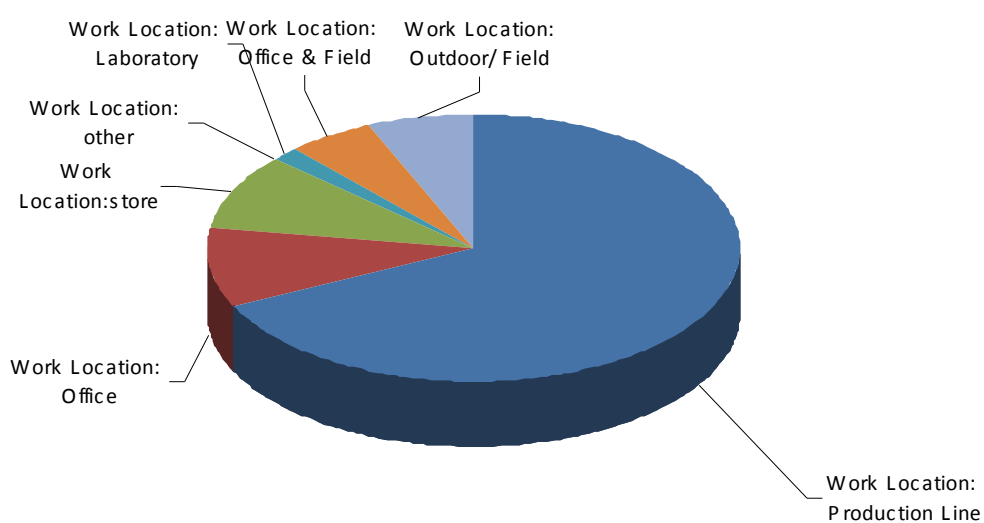


Figure3: Labor Demand according to Work Location

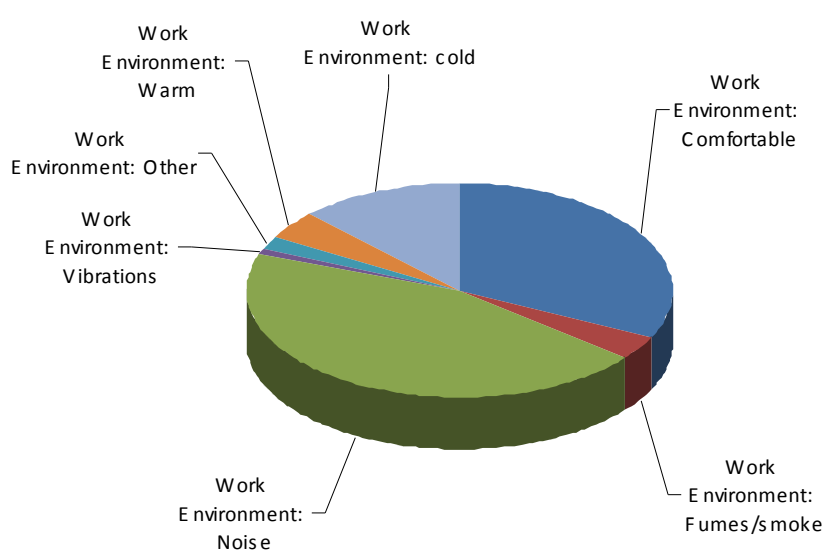


Figure4: Labor Demand according to Work Environment

Table 5.2							
Labor Demand Profile by Gender, Education Level and Experience							
Criteria	Percentage Labor						
Gender	Male	Female	Male/Female				
	96.2%	1.5%	2.3%				
Education Level	Literate	Basic/ Elementary	General Secondary	VTC	Training course	Diploma	BA / MBA
	17.5%	0.3%	24.8%	19.5%	3.7%	13.4%	20.8 %
Experience (years)	none	>1	1-2	3-4	5-7	8-10	<10
	23.5%	17%	21.2%	18.6%	16.5%	0.9%	2.3%

Figure5: Labor Demand Profile by Education Level

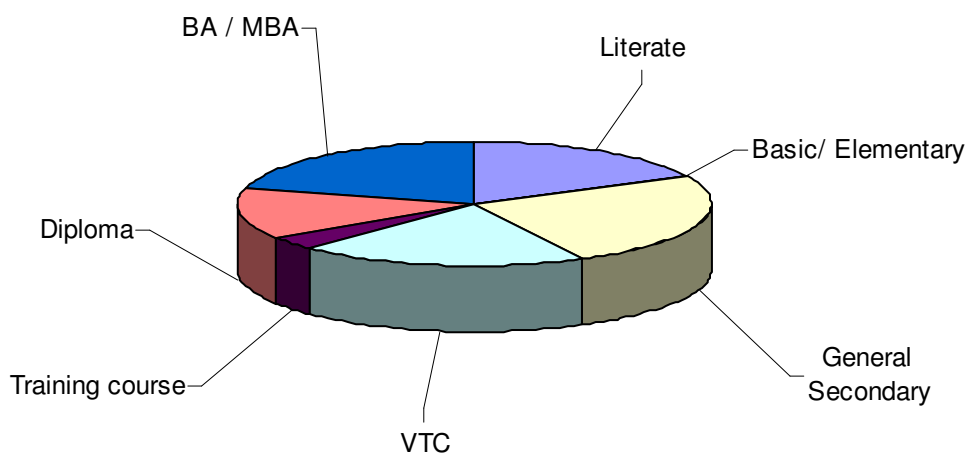
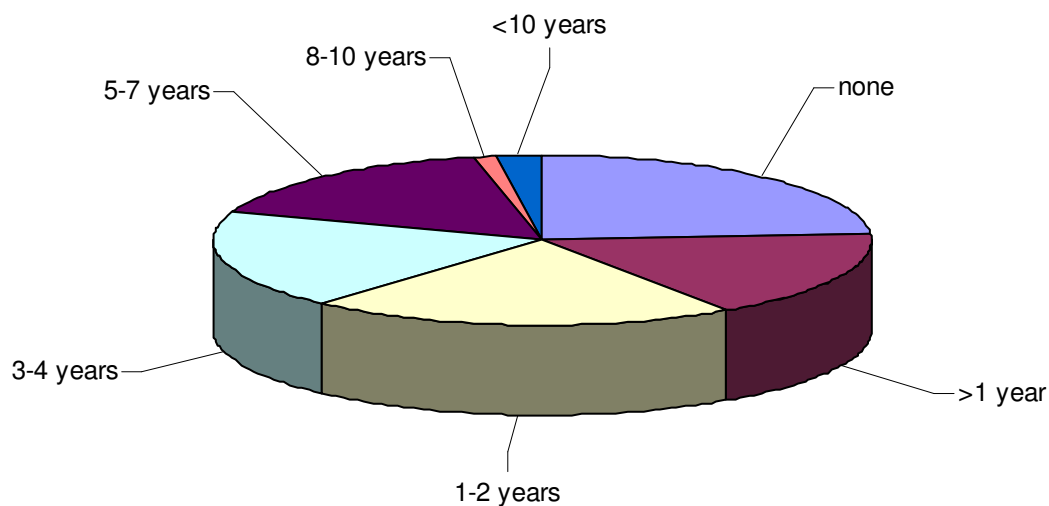


Figure6: Labor Demand Profile by Experience



6.6 The labor demand profile varied in terms of technical skills, but in general the logistics and warehousing sector focused on few technical skills (e.g. storekeeping, forklift driving, English language), while the manufacturing sector required more specific technical skills such as:

- Production management and planning
- Project management

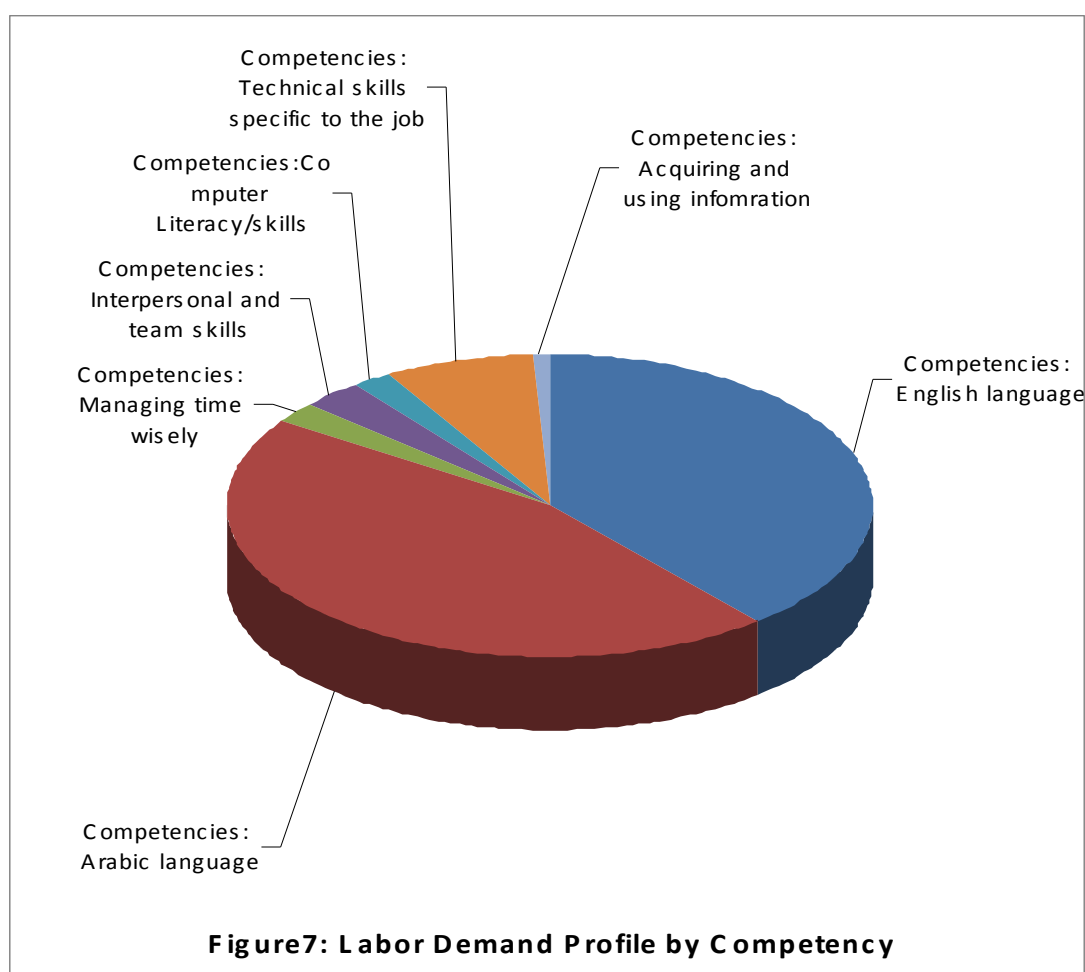
- Metal forming skills (fabricator, fitter, gas cutter, helper, CNC operator, shearing machine operator, plate binding, crane operator, blaster, painter, lathe operator).
- Industry knowledge and experience.

6.7 The labor demand profile included certain personal traits or attributes that are important for the job regardless of the required technical skills. Most staff are expected to have one or two specific personal skills that would ensure the successful performance of their work tasks. The personal skills are relevant to the position, where higher positions require more advanced skills. The common personal skills required, as stated by the companies, are shown in the following table:

Table 5.3	
Labor Profile by Personal Skills	
Personal skill	Percentage of Labor
Leadership	0.7%
Decision Making	2.4%
Report Writing	1.1%
Critical Thinking	0.9%
Listening/Following instructions	2.6%
Work under pressure	36.6%
Problem solving	1.3%
Understanding charts and graphs	1.7%
Communicating clearly	0.9%
Ability to learn new skills	13.4%
Customer care	2.8%
Work ethics	7.3%
Supervisory skills	16.6%
Other skills	11.6%

6.8 Another essential aspect of THE labor demand profile is competency. There are a number of competencies related to each job that enable the employee to fulfill the job's tasks effectively, and retain the position for long time. KHBTD companies classified their labor demand according to required competencies as follows:

Table 5.4	
Labor Profile by Competency	
Competency	Percentage of Labor
English language	38.9%
Arabic language	45.5%
Managing time wisely	2.4%
Interpersonal and team skills	3%
Computer literacy/skills	2%
Technical skills specific to the job	7.5%
Acquiring and using information	0.8%



6.9 In order to recruit and retain labor, companies comply with the Jordanian labor law, and offer additional advantages, rights, privileges, benefits and incentives. The job description of the different positions usually includes these points. The labor demand profile can be described as follows (in relation to the procedures and offers of these companies):

Table 5.5							
Labor Profile by Labor Procedures, Rights and Benefits							
	Percentage of Labor						
Probation period (month)	3	6					
	93.3%	6.7%					
Benefits and incentives	Medical insurance	Transportation	Housing / Accommodation	Social security	Training	Commission	Other
	33.1%	21.6%	0.1%	41.8%	1.2%	1.2%	0.9%
Recruitment method	Employment agencies	Newspaper	Universities & colleges	Referral	Contractors	Internal Recruitment	Other
	8.4%	52.4%	0.6%	33.8%	2.2%	0.4%	2.2%

6.10 Some of the factors affecting the labor market include availability of a qualified candidate, particularly for senior positions. The availability can be measured by the difficulty and duration of recruitment process. In general, it is difficult to find and

recruit qualified, experienced labor, especially in remote and rural areas of the country. The recruitment process takes longer, and at a higher cost when recruiting for an executive manager or director. The labor demand profile is characterized by the differences in the levels of recruitment difficulty as shown in the following table:

Table 5.6

Labor Demand Profile according to Availability of Workforce

Position	Evaluation		
	Recruitment Difficulty	Recruitment Duration	Cost of Recruitment
Top Management	Great difficulty	More than 6 months	300 - 2000 JD
Administration	No difficulty	1 month	Less than 100 JD
Executive Assistants/Secretariat	Some difficulty	1 month	Less than 100 JD
Financial and Accounting	Some difficulty	2 months	300 - 500 JD
Production Management	Some difficulty	2 months	300 - 500 JD
Production staff and operators	No difficulty	1 month	Less than 100 JD
Quality Control/Assurance staff	Some difficulty	2 months	300 - 500 JD
Storekeeping staff	No difficulty	1 – 3 weeks	Less than 100 JD
Maintenance Management	Some difficulty	2 months	300 - 500 JD
Maintenance technicians	No difficulty	1 – 3 weeks	Less than 100 JD
Marketing and Sales Management	Some difficulty	1 month	300- 500 JD
Sales team/Representatives	No difficulty	1 -3 weeks	Less than 100 JD
Support staff	No difficulty	1- 3 weeks	Less than 100 JD

6.11 Labor Demand Profile was also assessed in terms of salary scale. Only three companies shared their expected salary scale during the survey. Companies consider their salary scales as confidential information. The estimated salary scale of the labor demand profile is illustrated in the following table:

Table 5.7

Labor Demand Profile according to Estimated Salary Scale

Position	Salary Range (JD)
Top Management	1000 – 3500
Administration	500 – 1200
Executive Assistants/Secretariat	500 – 750
Financial and Accounting	600 – 1500
Production Management	750 – 1000
Production staff and operators	250 – 500
Quality Control/Assurance staff	350 – 600
Storekeeping staff	150 – 300
Maintenance Management	750 – 1000
Maintenance technicians	300 – 600
Marketing and Sales Management	800 – 1250
Sales team/Representatives	300 – 600
Support staff	150 – 250

- 6.12 The labor demand profile described above was accumulated by collecting the inputs of KHBTDA potential companies at the time of the survey; therefore, it is subject to modifications and changes upon the actual realization of the projects.

7. CONCLUSIONS

- 7.1 Manufacturing companies are labor intensive and usually employ a high number of staff, while warehousing and logistics have less employees and depend only on a few key staff. This is due to the need for technical staff with various experiences and skills in the manufacturing companies.
- 7.2 The production department has the highest labor demand in the manufacturing sector, while the support department has the highest labor demand in the logistics and warehousing sector. This is due to the numerous processes existing in the production department of the manufacturing sector, while the main function in the logistics and warehousing is support.
- 7.3 Most of the expected job opportunities will be on the production line, characterized by noisy a work environment and tough work conditions. On the other hand, management positions are associated with a comfortable work environment.
- 7.4 In general, males dominate the labor demand in the companies (more than 96%), with limited opportunity for females. Females are expected to work in administrative and clerical positions.
- 7.5 The labor demand profile is balanced in terms of the required educational qualifications. Even literate and general secondary certificate holders have good opportunities according to the labor demand profile of KHBTDA., but the demand as low for the workforce .
- 7.6 The labor demand profile of KHBTDA concentrates on the low to medium experience workforce (1 – 7 years), with an acceptable balance. Even non-experienced workers are expected to find job opportunities in the development area. Positions requiring highly-experienced staff (8 – more than 10 years) are limited.
- 7.7 In addition to the basic technical skills, the labor demand profile also showed a need for a workforce with specific personal skills, notably, "working under pressure", "supervisory skills" and "ability to learn new skills".
- 7.8 The most highly demanded competencies are English and Arabic languages in KHBTDA.
- 7.9 Companies of KHBTDA offer labor procedures and rights in compliance with the law, and provide a probation period of 3 months. Social security, medical insurance and transportation are widely provided as part of the benefits and incentives given to the workforce.
- 7.10 Companies use many methods to recruit and fulfill their labor demand. The most common techniques for recruitment are newspaper advertisements and referrals. On the other hand, companies are expected to face great difficulty when recruiting a general manager from Mafrq. Most of the labor is expected to be recruited within 1 to 3 months, and the recruitment process may cost up to 500 JD per employee.
- 7.11 Salary scale of labor demand is considered above average for most of the positions and jobs, therefore, it is expected to attract the appropriate workforce from within Mafrq.

8. RECOMMENDATIONS

- 8.1 MDC may decide to focus on attracting manufacturing companies to KHBTDA, due to their contribution to employment of all levels of labor. The labor demand profile of KHBTDA tends to be more industry-oriented, with a need for vocational skills.
- 8.2 The labor demand profile encourages the introduction of production and industrial vocational training to serve the need of the production and maintenance departments in the manufacturing companies.
- 8.3 Strict occupational health and safety measures should be applied to the companies in KHBTDA, due to the fact that most of the expected job opportunities will be in the production department, under difficult work environment conditions. The workforce should be educated in advance about issues related to work safety precautions.
- 8.4 Special attention should be paid to inclusion of more females in the workforce at KHBTDA, by providing incentives to companies to hire females, and conduct awareness activities to overcome the cultural barriers regarding female employment in Mafrq.
- 8.5 The limiting factor in matching the labor demand profile of KHBTDA to the workforce in Mafrq will be the skills level rather than the education level, since balanced proportions of all educational backgrounds are required by the investing companies. The same applies for years of experience.
- 8.6 It is highly recommended to upgrade the personal skills of the workforce in Mafrq to match the labor demand profile of KHBTDA. This may take the form of several initiatives carried out by national and local institutions such as universities, community colleges, civil society organizations and private institutes. There is an evident need to enhance the language competencies among Mafrq's workforce.
- 8.7 The minimum social and legal requirements for labor are committed by KHBTDA companies. MDC may intervene in order to improve the work conditions and the livelihood of workers.
- 8.8 MDC could play a major role in recruitment of a workforce according to the labor demand profile, by keeping a database of unemployed people and job seekers. This in turn could be provided to the investing companies, with a required commitment to priority employment.
- 8.9 The suggested salary scale by the KHBTDA companies is considered suitable and feasible for Jordanian workforce, therefore, MDC and other organizations should promote this aspect when assisting companies in fulfilling their labor demand in the labor market of Mafrq.

9. APPENDICES

APPENDIX 1

LIST OF REFERENCES

1. Labor Force Process: Labor Market Demand Assessment of Mafraq, SABEQ 2008.
2. King Hussein Ben Talal Development Area – Project Brief, MDC.
3. Needs Assessment Study of Mafraq, Development Unit, Jordan Hashemite Fund for Human Development, 2007.
4. Qualitative and Quantitative Training Needs Assessment of the trained workforce within the basic occupational levels in Mafraq governorate, VTC 2005.
5. Analytical Report for the Results of Employment and Unemployment Survey, DOS 2007.
6. Needs Assessment of Poverty Pockets in Mafraq, Ministry of Social Affairs 2006.
7. Results of the newly-created job opportunities survey, DOS 2007.
8. Projected number of establishments in KHBTDA, 2010 – 2029, MDC.
9. Projected Employment, 2010 – 2029, MDC.
10. List of potential investments, MDC.
11. Statistical Yearly Book 2007, DOS.

APPENDIX 2

LIST OF COMPANIES

KING HUSSEIN BEN TALAL DEVELOPMENT AREA – POTENTIAL COMPANIES LIST / OCTOBER 2008

Project	Nature	Estimated Jobs	Development Agreement	Stage
MESC – Fujicura	Cables Manufacturing	300	signed	Started Trial production
Petra Engineering Industries	Air-Condition Manufacturing	1000	Signed	Started Construction
Asian Petroleum	Tanks Manufacturing	100	Signed	Construction will start Dec. 2008
Bahraini Jordanian Group	Cartons Manufacturing	200	Pending Development schedule	
Al Hamad Contracting	Aluminum Extrusion Manufacturing	400	Pending Development schedule	Construction will start Dec. 2008
Al Hamad Logistics	Cold Storage and Warehousing	40	Pending Development schedule	n/a
Aramex	Warehousing Logistics	20	Pending Development schedule	Started Engineering Drawings
Sukhetian	Warehousing Logistics	50	Pending Development schedule	Started Engineering Drawings
Future	Electrical Appliances	110	Pending Development schedule	n/a
Future Logistics	Warehousing Logistics	20	Pending Development schedule	n/a
Al Taher Group	Electrical Transformers manufacturing	400	Pending Development schedule	
Diamond	Aircraft Manufacturing	Under discussions		

APPINDEX 3

LABOR DEMAND FACTORS QUESTIONER

Labor Demand Factors

13 Recruitment Plan

Department:

#	Job tilte/position	Total Demand	Demand/Year				
			1st	2nd	3rd	4th	5th
		0					
		0					
		0					
		0					
		0					
		0					

Department:

#	Job tilte/position	Total Demand	Demand/Year				
			1st	2nd	3rd	4th	5th
		0					
		0					
		0					
		0					
		0					
		0					

Department:

#	Job tilte/position	Total Demand	Demand/Year				
			1st	2nd	3rd	4th	5th
		0					
		0					
		0					
		0					
		0					
		0					

APPENDIX 4: KING HUSSEIN DEVELOPMENT ZONE INVESTORS – SCHEDULED MEETINGS

Project	Nature	Contact Person	Date & Time	Tel.	Estimated Jobs
Asian Petroleum	Tank Manufacturing	Moh'd Akeel	By Email	00971504410950	100
Bahraini Jordanian Group	Cartoon Manufacturing	Abed Al – Fattah Alzoubi	By Email		200
Al Hamad Logistics	Aluminum Extrusion Manufacturing	Adnan Sahawneh	Sunday 23 Nov. – 4:00 PM	0795562046	400
Sukhtian	Warehousing Logistics	Refat Zahran	Sunday 16 Nov. – 2:00 PM	0799066609	50
Aramex	Warehousing Logistics	Eyad Kamal	Monday 24 Nov. – 5:00-7:00 PM	0795521210	20
Future Logistics	Warehousing Logistics	Wael Laswe	Monday 24 Nov. – 1:00 PM	065677588	20
MESC Fujikura	Cables Manufacturing	Mohammad Al Jayaar	Monday 24 Nov. – 3:30 PM	065667205 0799261959	300
Petra Engineering Industries	AC Manufacturing	Osama Abu Bahaa Bilal Al Sheyab (HR)	By Email	0795588395 4050940 Ext. 1125	1000

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