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# STRATEGIC ALIGNMENT OF THE A/E BUSINESS COUNCIL

THE CASCADING OF THE COUNCIL'S BALANCED SCORECARD

04 September 2008

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# **STRATEGIC ALIGNMENT OF THE A/E BUSINESS COUNCIL**

THE CASCADING OF THE COUNCIL'S BALANCED SCORECARD

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HR ACTIVITIES ALIGNED TO ITS STRATEGY PLAN AND BALANCED  
SCORECARD

## **DISCLAIMER:**

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# INTRODUCTION / EXECUTIVE SUMMARY

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The A/E Business Council represents its members from the Architectural and Engineering services sector. The Council was established in 2005 and has had significant contributions to the sector most noted of which were the official re-introduction of FIDIC into the Jordanian scene; an issue that is benefiting A/E Business Council members and member firms of the A/E sector in Jordan alike. The council is also active with the Government in developing and modifying legislations for the benefit of the members and the sector as a whole. All in all the A/E Business Council is a seriously effective NGO supporting its members as best it can.

On the other hand, the A/E Business Council has developed its Strategy Map and Balanced Scorecard as the primary performance management system to ensure development and sustainability and continued success.

This report covers the development needed for A/E BC to become more streamlined in its processes and its operational capabilities to ensure that its operations are linked with its strategy map and it's Balanced Scorecard.

The report is organized in five chapters as follows:

- Chapter 1: The A/E BC Strategic directives
- Chapter 2: Committee dynamics
- Chapter 3: Operational procedures
- Chapter 4: Human resources
- Chapter 5: Reporting and communication

**Chapter one** contains the Strategic Essence, Strategy Map, the Balanced Scorecard (BSC) of the A/E Business Council and the clarification of the strategic objectives and initiatives.

**Chapter two** contains the number, job description, role and operational dynamics of the A/E BC committees.

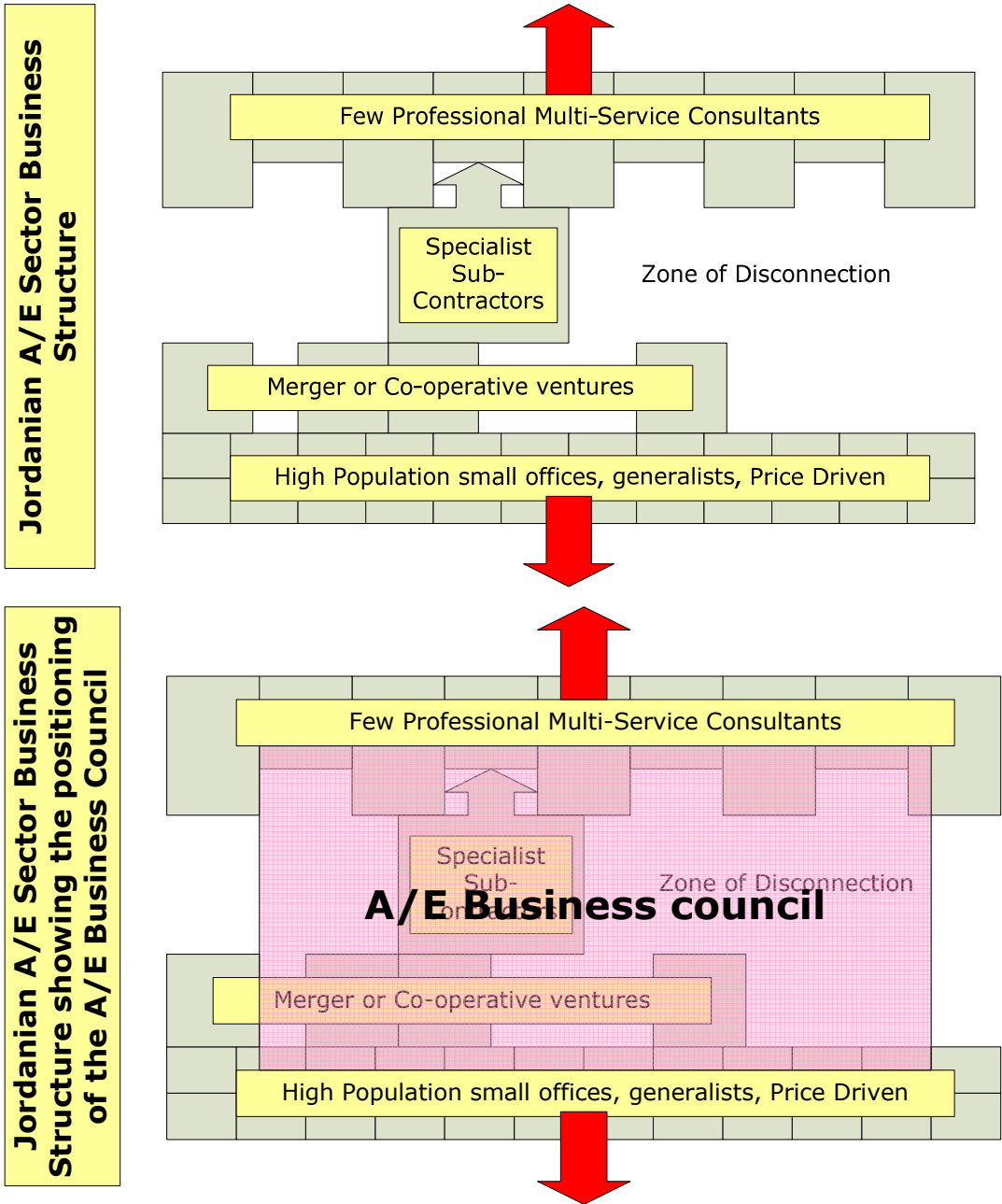
**Chapter three** contains the Process maps and operational procedures of the Council. This is done in graphical and narrative form to ensure ease of understanding and implementation.

**Chapter four** contains the A/E BC organizational structure and the Job descriptions of the key staff in addition to the operational policies and procedures needed to ensure compliance with the laws and regulations of the Government of Jordan

**Chapter five** contains the reporting methodology which will be used by the A/E BC in reporting on the activities of the committees in relation to the realization of the targets of the strategy maps of the council and committees. The same methodology will be used in communicating between the executive staff and the board in a manner that will ensure that effective and efficient reporting is maintained so as to minimize and optimize meetings such as committee and board meetings.

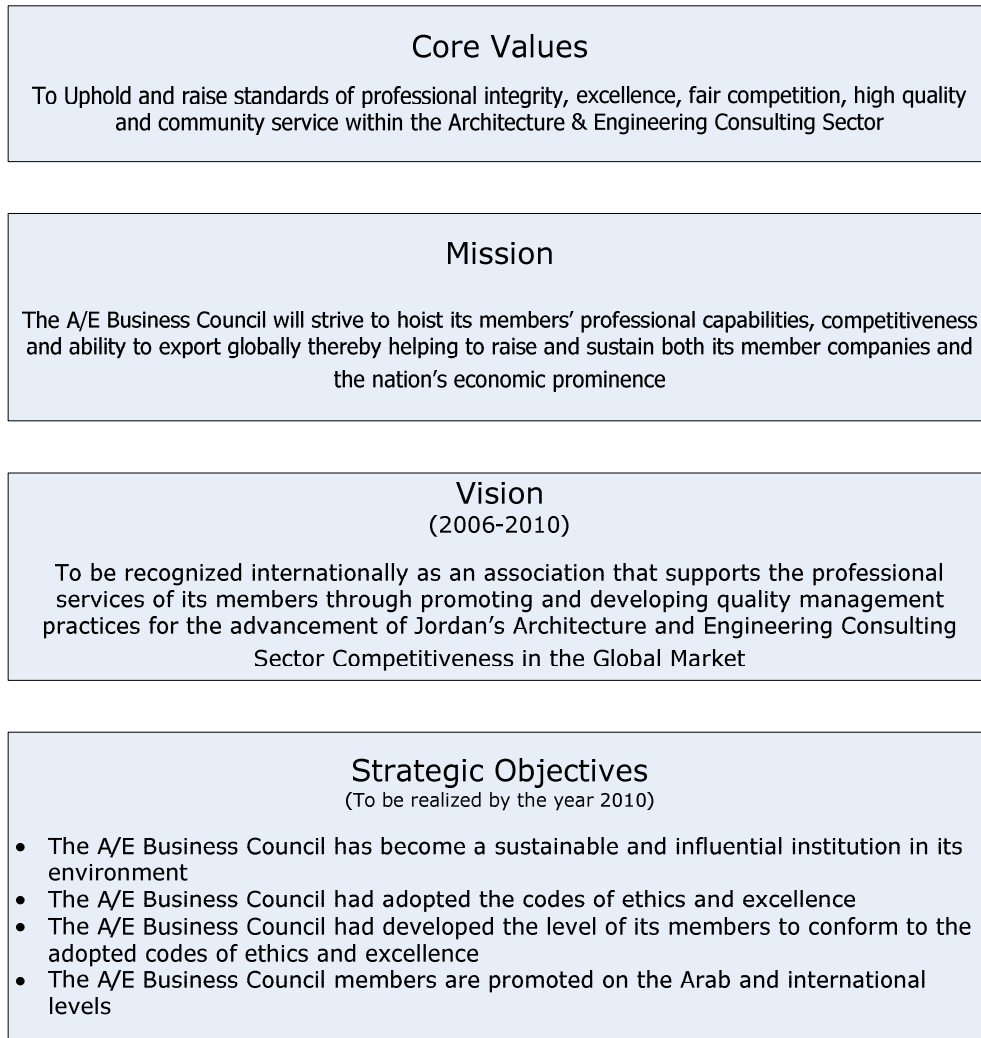
# CHAPTER 1 THE A/E BC STRATEGIC DIRECTIONS

The A/E Business Council has undergone strategic transformation from its inception as a Forum to becoming a Business Council. In that transformation a clear idea of the wants and needs of the members and the sector in addition to the strategic positioning of the Council in the overall Sector was identified and can be found clearly in the Council literature as follows:



In early 2006 the Council underwent a consolidation of strategic efforts into developing its own Strategic Map and Balanced scorecard.

However, in order to truly develop a strategic framework the Strategic essence had to be revisited and accordingly the figure below shows the Values Mission and Vision in addition to Strategic Objectives that need to be met by the year 2010.

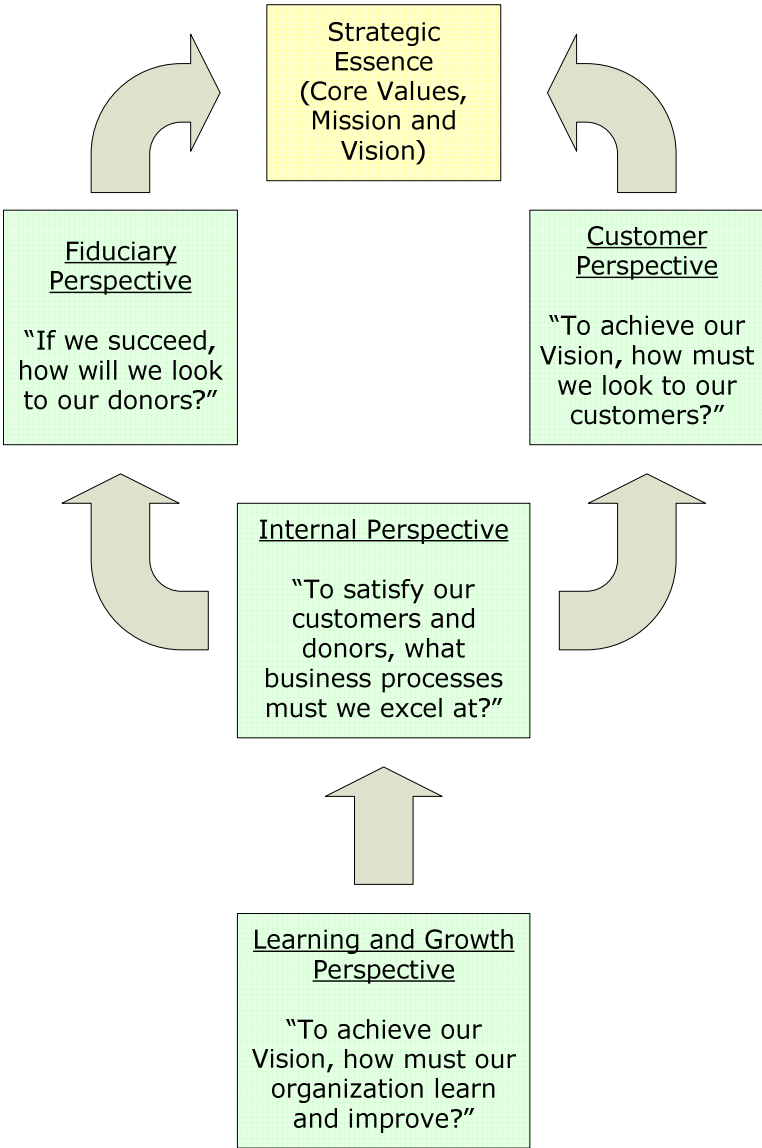


The next step was the development of the Strategy Map and the Balanced Scorecard of the Council.

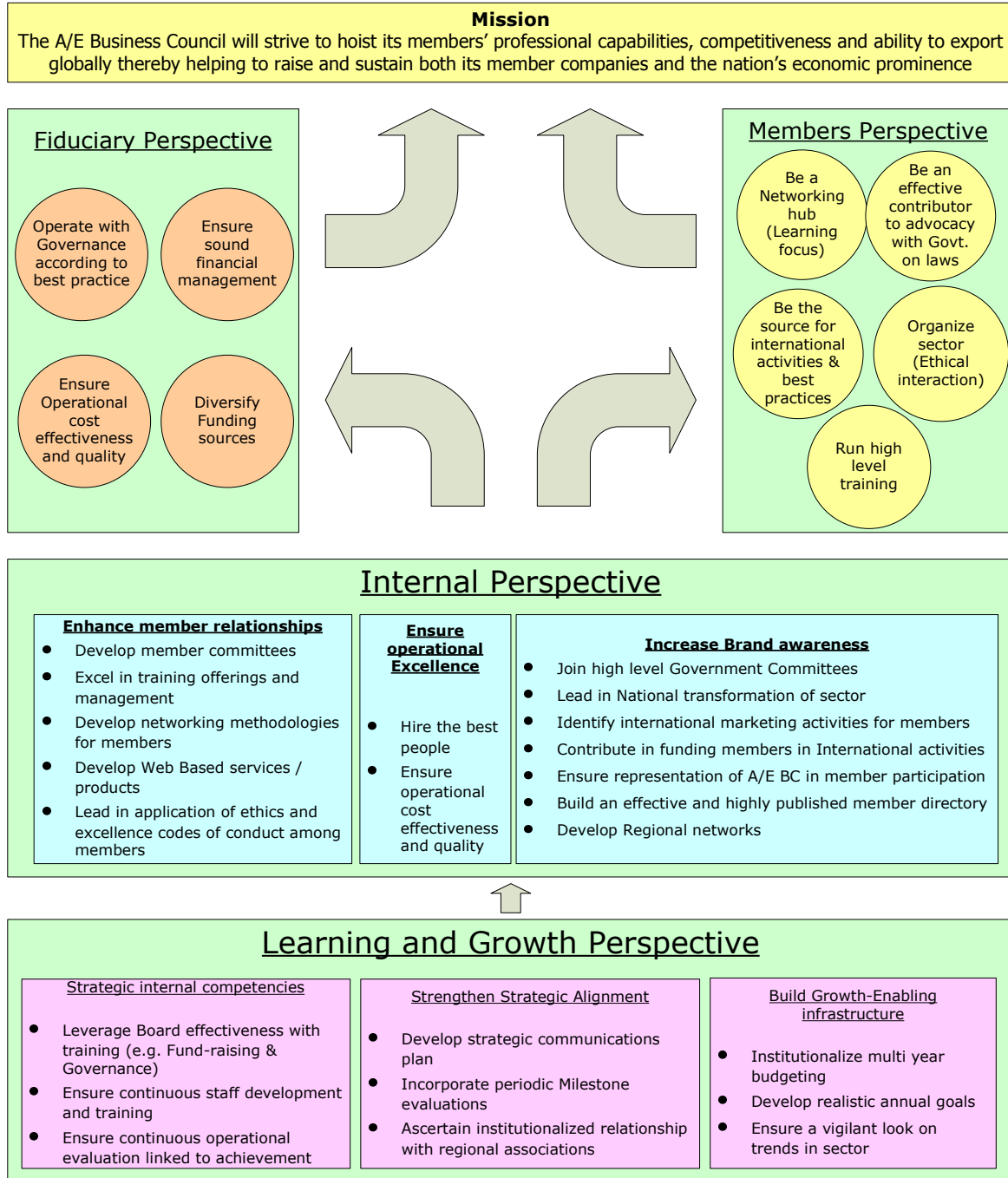
Just as a reference, The Balanced Scorecard was developed at Harvard University in the early 1990's. Since then it has become International Best practice in Strategy management, Strategy execution and Strategy measurement. In short, it is a performance Management program that puts strategy at the center of the management process and accordingly

developed a new management system, where strategy is a core competence. At the highest conceptual level, the Balanced Scorecard is a framework that helps organizations translates strategy into operational objectives that drive both behavior and performance.

The figure below shows the generic framework as applies to Non profit organizations such as the A/E Business Council.



The map is developed from Top to Bottom and the detail of each perspective is reflected further below in this chapter. However, the final result is the Strategy Map of the Council which looks as shown in the figure below.



Based on the above Strategy Map, the following **themes** have been identified and with the following strategic objectives:



## **1. Learning and Growth Perspective**

The Learning and Growth Perspective reflects the organizational systems and policies in addition to operational methodologies that need to be developed to answer the question “For our organization to continuously grow and develop, be able to best serve its constituents and realize its Mission, what systems, operational regulations and instructions and policies must it have”

**Strategic Internal Competencies** under which the following strategic objectives have been developed:

- Leverage board effectiveness with training, which reflects the role that the council will undertake to ensure the effectiveness of the board members through training on strategic competencies such as fund raising, governance and advocacy.
- Ensure continuous staff development and training, which reflects the role that the council will undertake to ensure that employees are always well trained and capable.
- Ensure continuous operational evaluation linked to achievement, which reflects the role that the council will undertake to ensure that operational excellence is continuously evaluated and staff evaluation is continuously done in a manner that will link it with achievement as related to the strategy map and BSC.

**Strengthen Strategic Alignment** under which the following strategic objectives have been developed:

- Develop Strategic Communication Plan, which reflects the role that the council will undertake to ensure all communication including that of the Brand identity is developed in a manner congruent with the Brand of the Council working towards the realization of the Strategic plan
- Incorporate periodic milestone evaluation, which reflects the role that the council will undertake to ensure that the operations are linked to the strategic objectives in the strategy map.
- Ascertain institutional relationship with regional associations, which reflects the role that the council will undertake to ensure that it is networking with relevant regional associations for the betterment of its members.

**Build Growth-Enabling Infrastructure** under which the following strategic objectives have been developed:

- Institutionalize multi-year budgeting, which reflects the role that the council will undertake to ensure that its financial health is viewed in a multi year timeline in order to develop valid fundraising and funding needs.
- Develop realistic annual goals, which reflect the role that the council will undertake to ensure that the annual financial and member goals are reasonable and that the council is able to meet them.
- Ensure a vigilant look on trends in the sector, which reflects the role that the council will undertake to ensure that it is always forward looking to incorporate

new trends that affect the sector in order that the members are up to date through a solid Knowledge Management system

## **2. Internal Perspective**

The Internal Perspective reflects the operational dynamics that will be used to answer the question “For our constituents to realize their value what operations must the Council excel in”. It is imperative to state that this perspective will be implemented by the Executive management and member committees.

**Enhance member relationships** under which the following strategic objectives have been developed:

- Develop member committees, which reflects the role that the council will undertake to excel in developing and ensuring the effectiveness of the member committees as the main support to executive management in the operation of the Council, which reflects the role that the council will undertake to excel
- Excel in training offerings and management, which reflects the role that the council will undertake to excel in identifying the member needs and the suppliers of the training courses and in developing an annual plan and executing the plan for the benefit of the members.
- Develop networking methodologies for members, which reflect the role that the council will undertake to excel in the development of networking activities based on member needs, in addition to hosting and executing these events.
- Develop Web-based services / products, which reflect the role that the council will undertake to excel in developing these services and products based on member needs and offering them through the council's website.
- Lead in the application of ethics and excellence codes of conduct among members, which reflect the role that the council will undertake to excel developing these codes and monitor their application by members

**Ensure operational Excellence** under which the following strategic objectives have been developed:

- Hire the best people, which reflect the role that the council will undertake to excel in identifying, interviewing, hiring, inducting and retaining the best people as related to the core values and Mission of the Council.
- Ensure operational cost effectiveness and quality, which reflects the role that the council will undertake to excel in maintaining a solid control on expenditures within the council to ensure the best utilization of the financial resources of the council.

**Increase Brand awareness** under which the following strategic objectives have been developed:

- Join high level Government Committees, which reflect the role that the council will undertake to excel in identifying and joining high level government committees, either as individuals on their own merit or as representatives of the Council and contributing positively for the benefit of the Council.

- Lead in National transformation of sector, which reflect the role that the council will undertake to excel in identifying and advocating on factors that will result in the development of the sector.
- Identify international marketing activities for members, which reflect the role that the council will undertake to excel in identifying international market potentials and disseminating the information ONLY to members as part of the Council value proposition of member service.
- Contribute in funding members in international activities, which reflect the role that the council will undertake to excel in identifying funding possibilities and contractual vehicles to ensure that their members are being supported in international marketing.
- Ensure representation of A/E BC in member participation, which reflect the role that the council will undertake to excel in developing material that will not burden members but will well represent the council to be used by the council members in their marketing activities that are being supported by the council.
- Build an effective and highly published member Directory, which reflect the role that the council will undertake to excel in designing, publishing, updated and disseminating a high quality member Directory to result in exposing the members to local, regional and international opportunities.
- Develop regional networks, which reflect the role that the council will undertake to excel in identifying regional networks and connecting with them for the benefit of its members.

### **3. Fiduciary Perspective**

The Fiduciary Perspective reflects the strategic objectives that answer the question “In order for the council to serve its donors and abide by the national regulations, what Good governance objectives must it implement”. There are no themes developed for this perspective but the following strategic objectives are the ones deemed necessary by the Council

**Operate with Governance according to best practice** which reflects the role the board of the Council will undertake to ensure that all governance requirements are met based on best practice, local legal requirements and association transparency to members.

**Ensure sound financial management** which reflects the role the board of the Council will undertake to ensure that financial systems and reporting is such that it reflects the actual situation of the council, in addition to the development of financial policies that ensure transparency and cost effectiveness.

**Ensure operational cost effectiveness and quality** which reflects the role the board of the Council will undertake to ensure that all operations are run in a high quality and financial cost effectiveness. This entails that the council will not embark on approving expenditures unless they serve the strategic objectives of the council in a highly efficient and effective manner.

**Diversify funding sources** which reflects the role the board of the Council will undertake to ensure that the council is not subject to a high risk funding situation by relying on a singular source of funding. Annually funding sources need to be evaluated and their individual efficacy and effectiveness investigated and anew ones developed or current sources relinquished if they are not effective.

#### **4. Members Perspective**

The members Perspective reflects the strategic objectives that answer the question “what do the council members want”. There are no themes developed for this perspective but the following strategic objectives are the ones that reflect the requirements of the members and that conform to best practices in association management. Moreover, these are the outcomes of the operation of the Council as articulated by the members. Accordingly the value proposition of the council shall be the summation of these different services. To that effect, the council will be viewed as a service and solution provider by its members through the following strategic objectives that have been deemed necessary by the members

**Be a networking hub** which means that the Council will be the hub and focus of all networking activities, whether they are between council members or between government officials or external parties and the council members themselves. This will act as a learning focus for the members through interaction and networking.

**Be an effective contributor to advocacy with Government on laws** which reflects the needs of the members in developing a solid and more effective business, financial and labor environment under which they operate. To that the council is viewed as the vehicle that represents the congregated need of the members and the comprehensive and collective change agent that will advocate government and officials and legislators towards realizing the objective.

**Be a source for international activities and best practices** which means that the members re looking for the council to become a source of knowledge and a source of marketing activities. This entails that the council develop a knowledge management system that serves the knowledge needs of the members.

**Organize sector** which means that the members are expecting from the council that it will play a role that goes beyond the members themselves through interaction and integration with sector representatives in a manner that will affect the development and ethical interaction within the sector on issues such as certification, Human resources development, tendering and pricing. The Council is aware that it cannot operate in a policing manner, but will develop the codes and standards needed to act as a guideline for its members in their interaction.

**Run high level training** which means that members, irrespective of their current level of organizational and technical sophistication are interested in attending high level and high quality training courses run by the council that will result in raising their competencies and capabilities on both the technical and organizational levels.

Based on the above strategy Map and the specific objectives, the following Balanced Scorecard has been developed. The Balanced Scorecard takes each objective and links to it measures and targets in addition to initiatives that need to be implemented to realize the target that is being measured showing the person responsible for implementation:

Strategy Map		Balanced Scorecard		Action Plan	
Perspective	Objectives	Measure	Target	Initiative	Owner
Members	Be a Networking hub (Learning focus)	Networking activities	5 activities/year		
	Be an effective contributor to Advocacy with Govt. on laws	No. of cases presented to sector rep	5 cases per year		
	Be the source for global activities and best practices	Availability of requested info.	90% available		
	Organize sector (Ethical interaction)	No. of issues handled	All presented		
	Run High Level (HL) training	No. of courses with HL Partner	7 per year		
Fiduciary	Ensure Operational cost effectiveness and quality	% overheads, members feedback	15%, 80% good	Develop Financial and accounting systems	ED
	Operate with Governance according to best practice	Governance document development	100% first year	Board initiative	Board
	Ensure sound financial management	Periodic reports	Quarterly reports	Develop a Financial Management system	ED
	Diversify Funding sources	source % breakdown	Equal dist. >3	Develop capacity in fund raising (SIYAHA), identify sources	ED,Board
Internal	Develop member committees	No. of committees	All first year	Develop committees regulations	Board
	Excel in training offerings and management	Feedback from members	90%+ Positive	Design, communicate and run training	ED
	Develop networking methodologies for members	methodologies	All first year	Networking committee	Committee
	Develop Web Based services / products	Available on Web site	Fully by 2 <sup>nd</sup> year	Part of the communication and membership services	Committee
	Lead in application of ethics/excellence codes among members	Codes developed and applied	100%	Board initiative	Board
	Join high level Government Committees	No. of HL committees	5 each year	Advocacy Committee	Committee
	Lead in National transformation of sector	No. of transformation activities	1 per year	Multi committee and board initiative	Board
	Identify international marketing activities for members	No. of activities per member	5 per member	Marketing initiative	staff
	Contribute in funding members in International activities	No. of campaigns funded	50% per year	Members marketing initiative	ED
	Ensure representation of A/E BC in member participation	No. of Co-branded materials	75% co-branding	Members marketing initiative	Staff
	Build an effective and highly published member directory	Directory built and updated	1 <sup>st</sup> month/year	Marketing initiative	ED
	Develop Regional networks	No. of networks benefited from	50% per year	Organizational Development	Staff
	Ensure Operational cost effectiveness and quality	% overheads, members feedback	15%, 80% good	Develop Financial and accounting systems	ED
	Hire the best people	360° evaluation	80% + positive	Part of the HR system	ED
Learning and Growth	Leverage Board effectiveness with Training (Fund-raising , Governance)	No. of workshops attended	2 per year	Organize courses with SIYAHA	ED
	Ensure continuous staff development and training	Training sessions	1-2 per year	Needs assessment, matching with available courses	ED
	Ensure continuous operational evaluation linked to achievement	360° evaluation	90% met target	Part of the HR system	ED
	Develop strategic communications plan	Plan developed	100% 1 <sup>st</sup> year	Develop the plan	ED
	Incorporate periodic Milestone evaluations	Evaluation during Periodic meeting	Quarterly eval.	Part of the HR system	ED
	Ascertain institutionalized relationship with regional associations	MOU's written	100%	Legal consultant to formulate the system	ED
	Institutionalize multi year budgeting	System in place	Q3 2007	Develop through a Financial system	ED
	Develop realistic annual goals	Annual meeting with ED	End Q3 annually	Special board meeting with senior staff	Board
	Ensure a vigilant look on trends in sector	Trends incorporated in systems	1 per year	Identify trends and incorporate	staff

Managing the balanced scorecard is the main responsibility of the Members Committees, the Executive Management and the Board collectively. This is done through the following mechanism:

### 1. Operations Reviews

These are periodic meetings preferably once a month between the committee heads the executive committee members and the Executive Director to evaluate the implementation of the operational processes as dictated by the Council's management system. The idea is to evaluate the problems and snags faced in the implementation and the best ways to correct these problems. The idea of these meetings is to have effective and efficient operational processes.

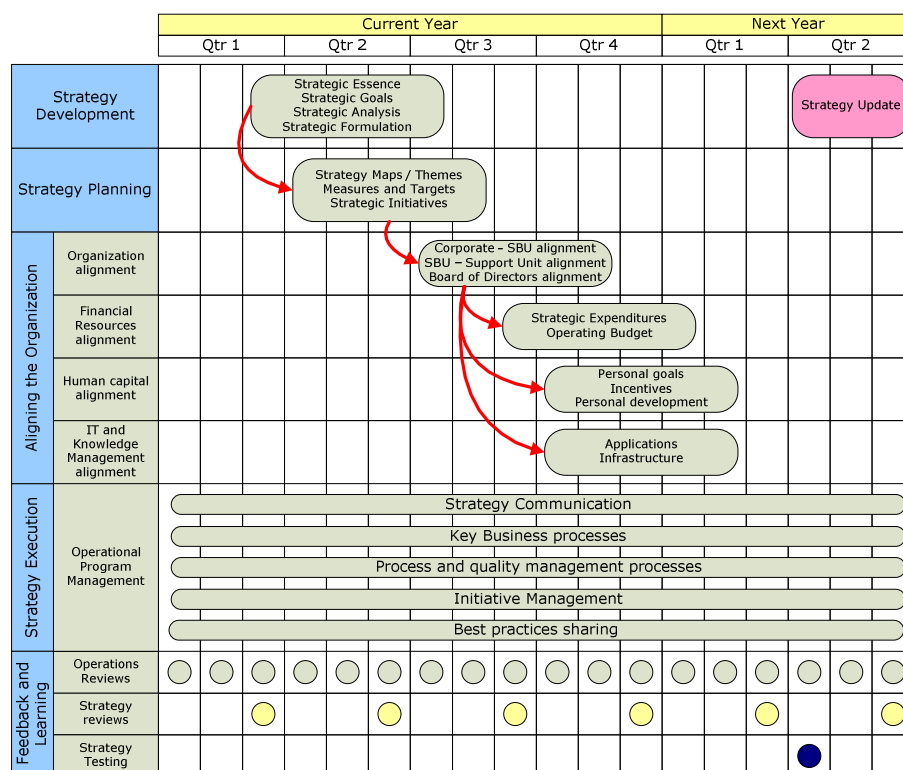
### 2. Strategy reviews

These are periodic meetings preferable once a quarter to evaluate how much are the operations resulting in realizing the strategic objectives that they supposed to serve. The targets and measures are evaluated and the benefit of the initiatives and operations are investigated in terms of serving the strategic objectives.

### 3. Strategy testing

This is an annual meeting to evaluate the effectiveness of the strategy and its implementation as regards to realizing the Mission of the Council. The idea is to look at things from the members perspective and evaluate how effective is the council in realizing its value proposition to its members. In this meeting the whole strategy map is under scrutiny in addition to the measures and targets.

The following schematic reflects the timeline for managing the design / update, implementation, execution and effectiveness of the strategy:



## CHAPTER 2 COMMITTEE

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This chapter contains the number, job description, role and operational dynamics of the A/E BC committees.

The starting point for the role and dynamics of committees was to look at the current situation in terms of what committees exist and the role they play in addition to the extensive literature available at the Council that was used in its establishment. In order to do the evaluation and then come up with a conclusion a half day workshop was facilitated by structure Consulting to evaluate the alignment and the members' understanding of the role of their respective committees.

From the half day workshop the following committee dynamics was used as best practice for the mission and vision of each of the committees on the generic form in order to establish a basis from which the committees to operate.

### **Committee Dynamics at NGOs**

This section outlines the rationale and dynamics of the organization and operation of the committees at NGOs. This outline applies to current committees and to any new committees that may be established in the future.

#### **Types of Committees**

Committees at NGOs are broken down into two categories:

1. Standing committees
2. Short term committees (Ad-hoc)

Each one of the above is identified in its particular manner as outlined below:

#### **1. Standing Committees**

These committees are long-term committees that have been identified as corner stones in supporting the operation of the NGO. The committees are manned by board and ordinary members and are considered the basis from which taskforces/subcommittees may emerge. These committees include:

- Public Relations Committee (PRC)
- Membership Services Committee (MSC)
- Public Policy Advocacy Committee (PPA)
- Education and Training Committee (Ed&T)

Structure of these committees should be developed to support the Executive Director and staff in the running of the NGO towards the fulfillment of the strategies and objectives set out by the Organization.

## **2. Short-term Committees (Ad-hoc)**

These committees are established with a pre-determined set of activities that need to be done. They are more short term and not related to the running of affairs of the NGO. They also DO NOT follow any of the Standing committees. They are brought about by members who see the need to establish a committee to work on an issue, such committees may be related to organizing conferences or special activities and they may be manned by the Board and ordinary members

### **Rationale behind the establishment of committees**

Due to the varying responsibilities of each committee, no one standard operation manual may be developed. However, the rationale behind the establishment of any committee is the same and the location of the committee in the hierarchy of decision making within the NGO has to be defined and adhered to. To that effect, the following rationale is suggested:

### **Committee Vision**

To support the NGO in reaching its Vision

### **Committee Mission Statement**

To complement and develop the operations of the NGO in a manner that will ensure that the NGO is executing its Mission

### **Committee Objectives**

- To suggest and design projects and programs in any given area in a creative manner to best serve the mission
- To support the actions of the executive staff member to best execute the programs designed
- To assist the Executive Director in assessing the capabilities of the organizations' executive staff and thus the capacity building needed in the investment in Human Resources
- To enhance the organizational structure of the NGO
- To be a constructive power in the operation of the NGO
- To increase the participation of the NGO members in the operations of the Association and get them more involved



Based on the above rationale the following reasoning applies to committee establishment: (This also applies to standing committees deemed necessary by the board with the exception of steps 1-3 below)

1. Committees are formed in whatever venue that any member sees fit, and it has to be approved by the NGO's Executive Director.
2. A document that describes the objectives and mandate of each committee has to be developed by the committee and the NGO's Executive Director, and presented to the Board of Directors
3. The committee suggested has to be ratified by the board
4. The committee structure has to have the following:

- **Committee Head**

To be selected by election, where the committee head will have the following responsibilities:

- Responsible for inviting the committee to meet
- Responsible in front of the Board on committee activities
- Responsible in informing the committee members of Board decisions
- Responsible for reporting to the Executive Director on a monthly basis
- Responsible for reporting to the Board of Directors on a quarterly basis

- **Committee Secretary**

To be selected by election, where the committee secretary will have the following responsibilities:

- Responsible for taking the minutes of meeting and disseminating them to the committee members
- Responsible for communications between the head and the members
- Responsible in communication with the executive staff member in the committee on committee decisions
- Responsible for following up on the execution of committee decisions
  
- Executive member (Usually NGO staff member)
  
- Committee members (NGO members)

**General directives**

1. The committee meetings have to adhere to the standard meeting methodology adopted by the NGO.
2. The committee can form subcommittees as it sees fit

3. The committee is **NOT** an executive body.
4. The committee is to play a supportive role to the executive staff member and **NOT** be the manager in running the daily operations of the staff member
5. The manager of the staff member is the Executive Director of the NGO.

### **Operational dynamics of committees**

The operational dynamics of any committee will have to adhere to an operational methodology that falls within the overall organization of the NGO. The NGO is an organized association and as much as possible a system of forecast and feedback is applied in its operations. Any committee has to work within these guidelines to better integrate its operations within the NGO structure in a positive manner so as not to disrupt the overall organization of the NGO. Accordingly, any committee has to work with the following framework:

- An annual plan has to be developed by the committee and the Executive Director.
- This plan has to be ratified by the board and integrated with the overall organization of the NGO
- The budget of operations has to be approved from both the Executive Director and the Treasurer, and then to be submitted within the NGO's budget, for Board final approval.
- This plan after approval by the board will be integrated in the overall annual business plan.
- The Executive Director of the NGO will organize the work plan with the executive staff member to best serve the committee.
- All correspondence between the committee and the executive staff member has to pass by or done through the Executive Director of the NGO. This is done so as to maintain the structure of authority and responsibility within the NGO. Otherwise the staff member will have more than one boss and this will be very counter productive.
- The responsibility of the executive staff member is to execute the actions for the projects undertaken and designed by the committee. However, the committee is also and primarily the safety net for the executive staff member as the committee is the resource of choice for new ideas for the executive staff member.
- The Executive Director is responsible for managing all committee activities. Accordingly, the Executive Director is responsible in front of the committee head on the quality of work of the executive staff member.

### **The resignation of Committee members**

If any of the committee members felt that they cannot contribute to the committee they are free to submit their resignation from the committee to the committee secretary, and the committee secretary needs to submit her/his resignation to the committee head, the committee head needs to submit her/his resignation to the Executive Director of the NGO.

### **Committee – Committee relationships**

- This relationship is identified, by the Executive Director, as it fits pending on the project under study. Even though any project that requires inter-committee cooperation has to be defined and coordinated by all committees involved in a plenary meeting in which all actions and responsibilities have to be defined. The reasoning for this is to minimize ad-hoc decisions and meetings that have no structure.
- For committees that have continuous contact with other committees the relationship has to be identified and distributed to all committees. This should be in the form of a flowchart of some sorts that identifies the steps needed for successful cooperation to take place.
- Committees should always identify a focal point or a liaison officer in dealing with other committees. That liaison officer will be empowered to represent her/his committee.

### **The conclusion of the situation at the A/E BC**

At the A/E BC committee strategic directives were neither fully identified nor consistent between the different committees. However, due to the high level of companies that comprise the membership of the Council and hence the high level of committee member experience and competency, committees were operating an acceptable level with one exception. Moreover, when the committee responsibilities were placed as an overlay on top of the strategic objectives, Networking was not to be seen anywhere and was either going to have to be established as a separate committee or added to an existing committees. Irrespective of the current situation, the following should be considered the basis for the A/E BC committees in terms of their strategic rationale, direction, essence, strategy map and hence their job description, responsibilities and role. All committees should follow the operational dynamics mentioned above in this chapter and hence the committees need to be looked at again from within the Council in order to re-establish them in the correct manner.

Moreover, this was pressed more and more, the more meetings with committees were held with extremely varied results of outcome.

### **The Committees of the A/E Business Council**

The A/E Business Council has the following standing committees:

1. Public Sector Consultation Committee (PSC)
2. Business Capacity Building Committee (BCB)
3. Business Opportunity Development committee (BOD)

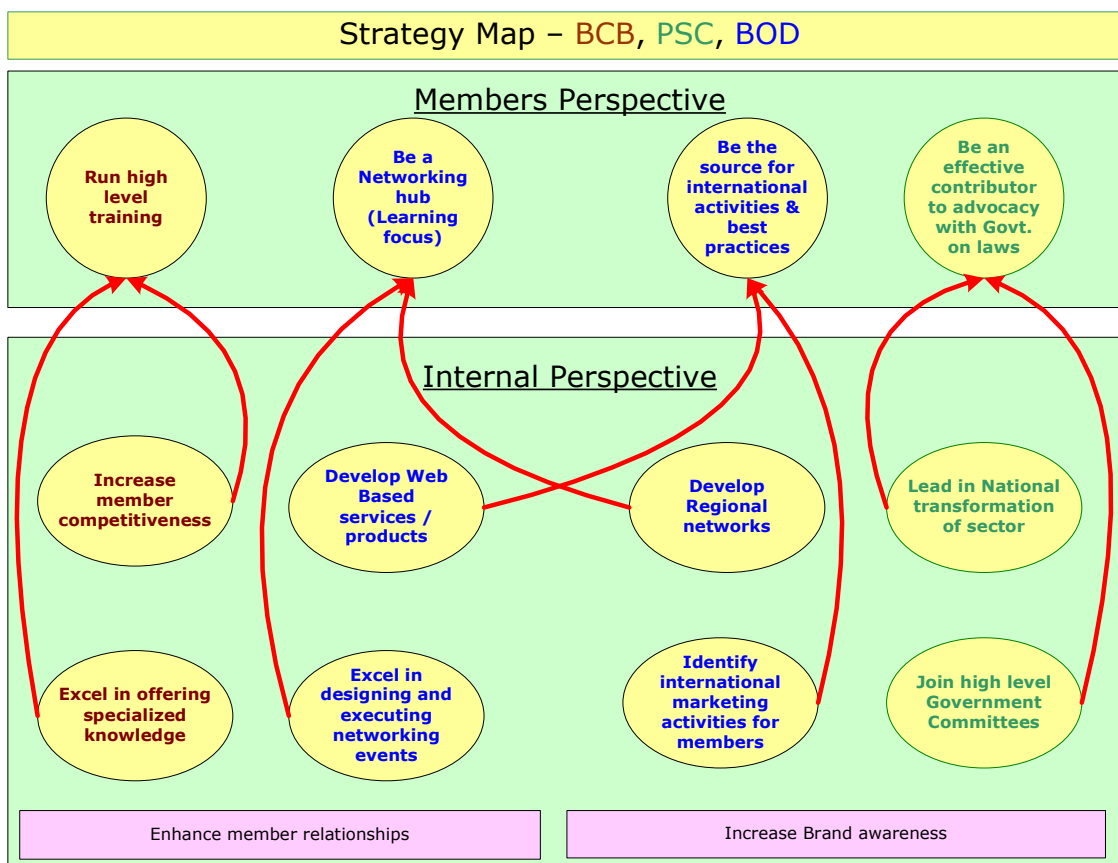
The committee names as articulated in original documentation have been kept although the names have been changed recently. However, the following table reflects the newly developed Mission and Vision of the committees

	<b>PSC</b>	<b>BCB</b>	<b>BOD</b>
<b>Mission</b>	To support the council in becoming an influential advocacy power for the benefit of its members	To support the Council in developing the business and professional capabilities of its members	To support the Council in its local and foreign networking leading to increased business opportunities for its members
<b>Vision (2008-2012)</b>	The A/E BC is the most prominent advocacy Business Council supporting its members	The A/E BC is the body most noted for increasing the competitiveness of its members	The A/E BC is considered the most effective vehicle for increasing business opportunities for its members

From the above Mission and Vision statements, it is clear that the strategic objectives of each committee are related to the original A/E BC strategic objectives as articulated in the strategy map as follows:

	<b>PSC</b>	<b>BCB</b>	<b>BOD</b>
<b>Committee members Perspective</b>	Be an effective contributor to advocacy with Govt. on laws	Run high level training	<ul style="list-style-type: none"> <li>- Be a Networking hub (Learning focus)</li> <li>- Be the source for international activities</li> </ul>
<b>Committee Internal Perspective</b>	<ul style="list-style-type: none"> <li>- Join High level Government Committees</li> <li>- Lead in National transformation of Sector</li> </ul>	<ul style="list-style-type: none"> <li>- Increase member competitiveness</li> <li>- Excel in offering specialized knowledge</li> </ul>	<ul style="list-style-type: none"> <li>- Excel in designing and executing networking events</li> <li>- Identify regional and international marketing activities for members</li> <li>- Develop web-based services</li> <li>- Develop Regional networks</li> </ul>

It is worth noting that the Council strategic objectives have in some cases been taken literally as the strategic objectives for the Committees as they will be the responsible body in supporting the Council in their execution and hence the realization of the relevant themes. Accordingly the following integrated Strategy map for all the committees has been developed



It is worth noting that the strategic objectives in black are those that the council management is responsible for as is the case in the growth and learning perspective. Moreover, the Fiduciary perspective is the responsibility of the board and Executive Director in addition to some of the internal perspective objectives not mentioned above and the sole objective of “Organize Sector” in the member’s perspective. This mainly shows that the role of committees is substantial in supporting the A/E BC in realizing its strategic plan.

Additionally, the following Balanced Scorecards were developed through meetings with each committee. Again the figure below shows the Strategic Objectives in the internal perspective with the relevant measures and targets and although some initiatives were developed it stands to reason that the committees upon re-establishment shall develop their own initiatives and budgets in addition to responsible individuals to realize them.

It is also worth mentioning that there exists a “Membership committee” which is formed from the board only and is used to evaluate new members as per the membership policy of the council. This has been removed from the dynamics as it is an operational committee only and accordingly shall be treated as such. To that effect, a process map has been developed for membership and accordingly its operational dynamics fully verified.

The following figure shows the integrated Balanced Scorecard for each committee, color coded as in the strategy map.

Balanced Scorecard - BCB, PSC, BOD											
Strategy Map			Balanced Scorecard						Action Plan		
Perspective		Objectives	Measure		Target				Initiative		
Internal	Enhance member relationships	Increase member competitiveness	Increase % of income from exported services		09	10	11	12	Stretch by 12		To be Developed by the committee
			% increase in local market share		5%	10%	10%	15%	50%		
			No. of Internationally certified engineers		09	10	11	12	Stretch by 12		
		Excel in offering specialized knowledge	Number of members using Council Knowledge base		1%	5%	10%	20%	35%		
			Increase in number of hits on knowledge part of website		To reach a minimum of 5% of company engineers by 2012						
			Develop Web Based services / products		80 members per month by EOY 2009						
	Increase Brand awareness	Excel in designing and executng networking events	Number of services / products per year		Annually positive increase						
			Events per year		10 new every year by EOY 2009						
			Develop Regional networks		Minimum 12 per year in 2009						
		Identify international marketing activities for members	Number of networks developed		2 new per year, every year						
			Lead in National transformation of sector		Number of activities per member		5 per member per year				
			Join high level Government Committees		Percentage Reduction of individual firm of total		5% reduction by 2010, 50% by 2018				
				Increase in number of mergers per year		Positive trend					
				Number of committees joined		5 per year					
				Number of cases presented to Government		5 cases per year					

As mentioned earlier and in reference to the committee dynamics each committee is to develop its initiatives, programs and activities to support the leadership and management of the Council in realizing its Mission.

### **Increasing commitment and participation of committees in the A/E BC**

Getting volunteer members to join the committees and be effective in the case of the A/E BC is a very important factor. In general it is a reality that committees start strong and then dwindle into a few members who attend and contribute; most likely some are board members who are still committed. This reality is due to many reasons as follows:

1. The A/E BC is NOT a priority in relation to the actual member business. Hence if a member company employee is to attend, then s/he better have nothing better to do. The solution to this problem is that each member firm employee who joins has to be empowered by his company to attend and NOT place company business before A/E BC business. Moreover, contribution may be added to annual employee assessment and employees are given incentives to attend. On the other hand, meetings have to be preplanned, organized, concise, efficiently run and focused on a business and action plan. To that effect, the structure of committees has to change as per the previously developed committee dynamics in a manner that will empower the committee chairperson to be able to manage the committee and report success to the Executive Director and board in periodic meetings. It has been my experience that agendas are not organized, minutes are very poorly written and meetings are not timed, focused or efficient.
2. There is the wrong impression that committees are not effective and are marginalized with all benefit going to board members. This case can be refuted by ensuring that proper communication between board and committees is done. Moreover a transparent communication channel throughout the council should be established to celebrate committee successes; an issue that will create committee rivalry which is positive in motivating members to join and contribute.
3. There is weak follow up from the Executive Director due to being overwhelmed with so many different micro level issues. This should be resolved immediately to give the Executive Director the space and time needed to execute the strategy and hold each committee accountable.
4. There is a lack of clarity on the role and responsibility of the committees. The solution of that is the development of the operational dynamics and restructuring in addition to aligning the committees with the council's strategy map and Balanced Scorecard. It is expected that by re-establishing the committees with their assigned Mission and Vision and Strategic Goals then they can be focused on realizing the targets and ensuring that they are able to create successful closure on programs and projects through the initiatives in a manner that will create small scale successes which will motivate and support the sustainability of the committees

5. There is no consistent documentation of minutes and decisions of the meetings of committees stemming from the committees themselves. It is only when the ED attends do the minutes get written properly. This will be resolved with the suggested system at the end of this report which will create a rolling roster of decisions to be continuously checked in every meeting to ensure that meeting decisions are being executed.
6. If a committee member is absent three times in whatever order, the committee chair has the right to ask the delegating member company for explanations and even ask for changing the member with another one who will be more effective.



## CHAPTER 3 OPERATIONAL PROCEDURES

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This chapter contains the Process maps and operational procedures of the Council. This is done in graphical and narrative form to ensure ease of understanding and implementation.

The current processes have been reviewed and new process maps have been suggested. The processes that have been studied and re-engineered are as follows:

1. Training
2. Advocacy
3. Events
4. Finance
5. Membership
6. Recruitment

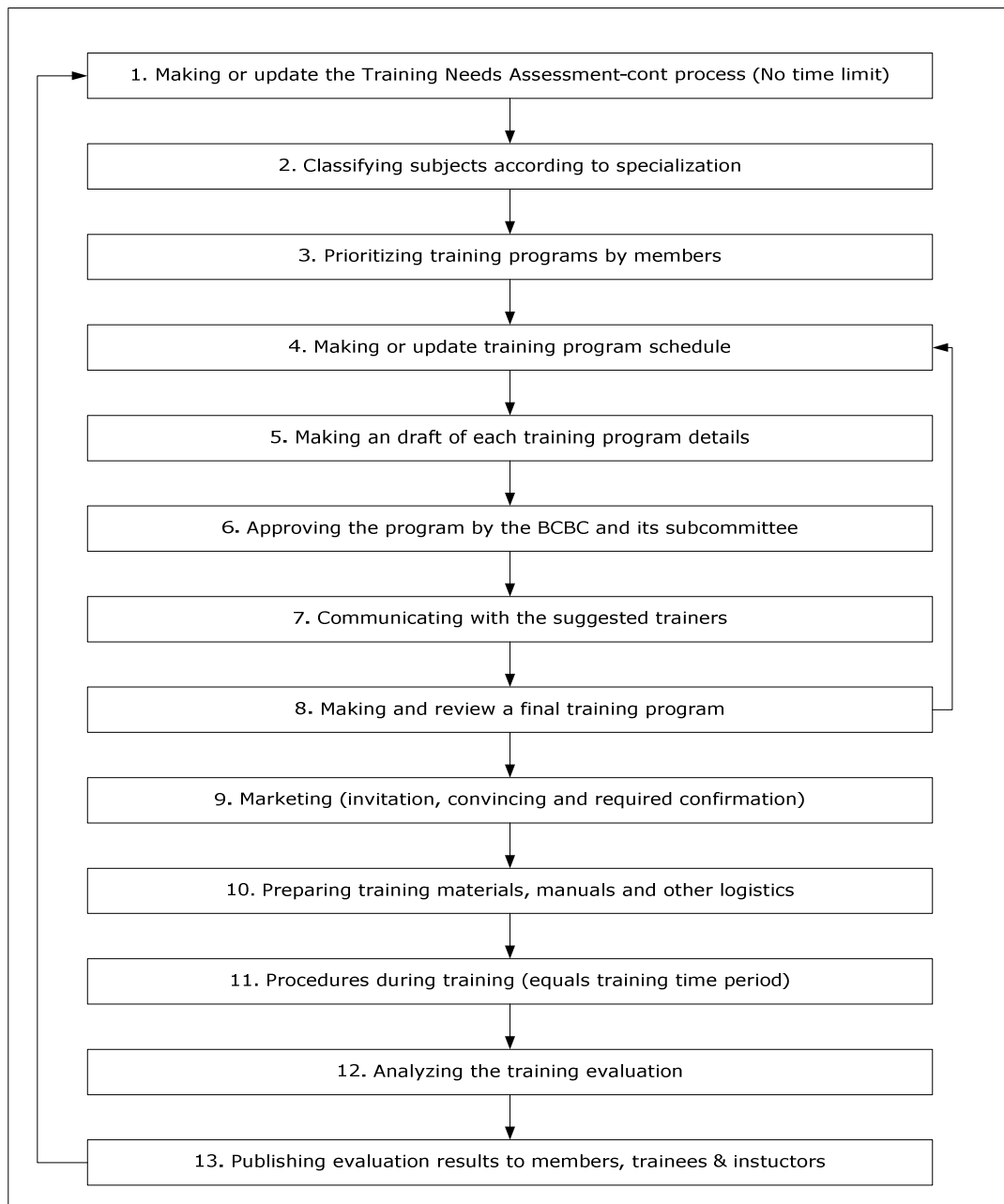
In addition Quality operational procedures have been developed to add clarity on the level of operation.

The results are as follows:

### Current procedure

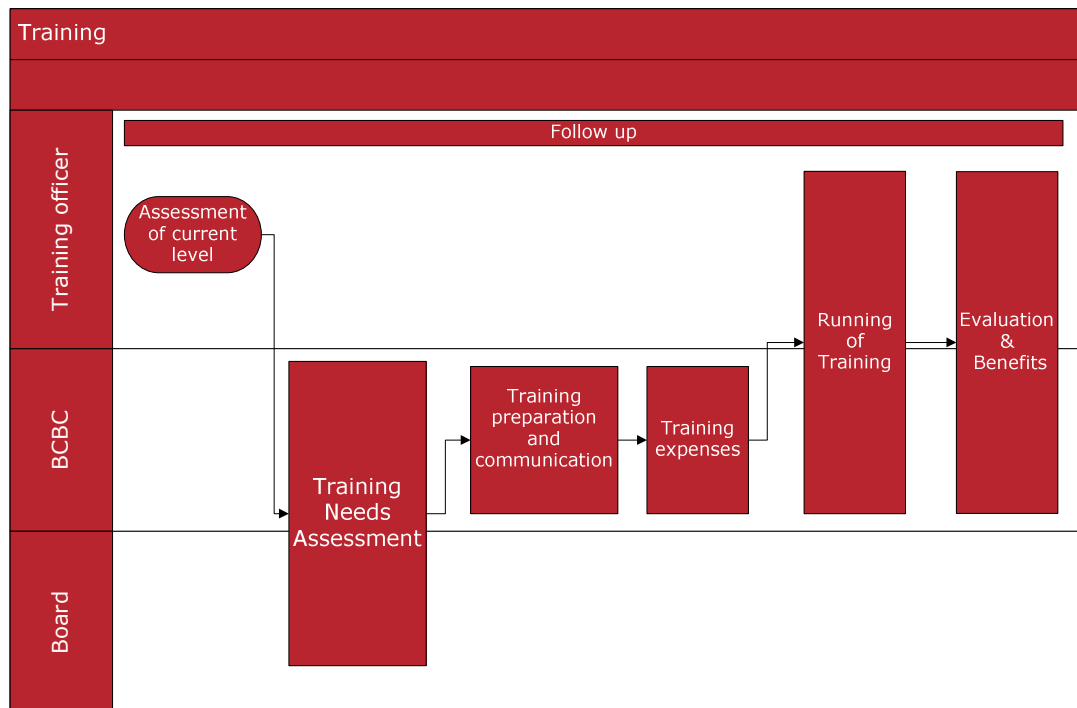
The current procedure is as follows:

1. **Assessment of current level:** At the end of the year, BCB prepares Training needs assessment. The Admin receives and sends the Training needs assessment to members.
2. **Training Needs Assessment:** The Admin studies the feedback and classifies the Subject of training programs according to specialization (General, Management, Architecture, Civil Engineering, ECT...) and prioritizes the most needed training subjects. The Admin discusses with the BCB suggested training program details including (Initial time, trainers, venue, budget, period, training subjects and materials). The Admin prepares the Draft Training Agenda and sends it to the BCB to review and approve it.
3. **Training preparation and communication:** The Admin Communicates with the suggested trainers, whether they are local trainers, freelancers or training center to discuss training program. Admin checks and makes a final review of the Draft Training Agenda, and sends it to BCB to be approved. Admin sends invitation to members which includes full details about training program title, covered subjects, time, fees...etc
4. **Training expenses:** If the trainer is local the expenses of training is covered by the registered members, otherwise if the trainer is international, external sponsors support the training.
5. **Running of Training:** The Admin checks the training Venue and prepares training materials, manuals and other logistics. In the Training, Admin passes around the attendance list, and at the end of the training, Admin gives evaluation Form to the attendance.
6. **Evaluation & Benefits:** The attendance fills the evaluation form and gives it to the Admin. The Admin analyzes Training Evaluation and sends the results to all members and instructors.



In the training process, the current procedure is in tandem with the recommended procedure, the process map below is done to further clarify the training process.

### Recommended procedure



#### 1. Assessment of current level

- 1.1 During the first week of September, The Membership Services officer sends the Training needs assessment to all members to fill it.
- 1.2 The members fill Training needs Assessment Form and send it to the Membership Services officer by the end of the third week of September.

#### 2. Training Needs Assessment

- 2.1 The Membership Services officer with BCB study the feedback and classify the Subject of training programs according to specialization (General, Management, Architecture, Civil Engineering,...etc) and prioritize the most needed training subjects and prepares a tentative List of subjects and trainers.
- 2.2 BCB develops its Annual plan including budget and resources needed in addition to the expected benefits from its work.

- 2.3 BCB sends their annual plan to the Board during the first week of November to be ratified.
- 2.4 Board finalizes its decision and informs BCB.

### **3. Training preparation and communication**

- 3.1 BCB communicates with trainers to discuss training program and asks the trainer to send his/her profile.
- 3.2 BCB receives the profile and finalizes the Training Agenda
- 3.3 BCB designs the training booklet.
- 3.4 Membership Services officer sends the invitation to members.

### **4. Training Expenses**

- 4.1 The admin communicates with sponsors for international training (if needed).
- 4.2 The Admin sends payment request for registered members.

### **5. Running of Training**

- 5.1 BCB and Membership Services officer prepare training materials, manuals and other logistics.
- 5.2 The Membership Services officer checks the venue.
- 5.3 The Membership Services officer fills the Attendance list.
- 5.4 The Membership Services officer gives to audience the Agenda with Evaluation Training Form, and ensures that everything is running according to what planned.

### **6. Evaluation & Benefits**

- 6.1 Attendance fills Training evaluation form and sends it to the Membership Services officer.
- 6.2 BCB analyzes Training Evaluation forms and prepares Training Report and sends it to the Membership Services officer.
- 6.3 The Membership Services officer sends the Training Report to all members and instructors.
- 6.4 BCB calculates the Benefits from the training.

- 6.5 BCB prepares the Final Training Report which includes Evaluation Results and Benefit of the training, and during BCB meeting the report discussed, and the Membership Services officer keeps a copy of the training in A/E BC.

## **Advocacy**

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### **Current procedure**

The current procedure is as follows:

**Issues Identification:** The Advocacy issues determined according to members needs. Depending on the importance of Advocacy issue, ED decides how to solve this issue, either the Admin takes the decision and solves it directly, or the Board takes the responsibility or the Admin distributes the Issue to the relevant committee. The Admin sends the advocacy issue attached with the all official letters to all members. The relevant entity follows up the issue status.

Accordingly the following issues are not according to best practices and reasonable streamlining:

### **The Advocacy issues determined according to members needs but in random way.**

The problem here is that there is no specific method for generating ideas about what issues affect members.

Accordingly, in the new process map, during the first week of September, the PSC prepares and sends a questionnaire to all members to generate ideas about Advocacy issues.

#### **1. The PSC does not play a big role in Advocacy work.**

The problem here is that the PSC does not play a big role in Advocacy work, thus ED classifies Advocacy issue according to its size and importance.

Issues can be adopted directly by the Admin, or either by members (including Board and committees) and not always or necessary by PSC, which is not correct the presence of PSC is important, and it has the big responsibility for Advocacy work, it can cooperate with other members if needed.

Accordingly, in the new process map, PSC is responsible about advocacy work from issue identification, developing annual plan, execution and to monitoring and evaluate their work.

2. **At the beginning of the year, PSC does not develop annual plan to be followed during the year.**

The problem here is that the PSC does not develop or depend on a plan. Explicit plan is essential to measure progress and appoint timelines in order to reassess and build upon their advocacy plan as necessary.

Accordingly, in the new process map, the PSC develops its Annual plan including budget and resources needed in addition to the expected benefits from its work.

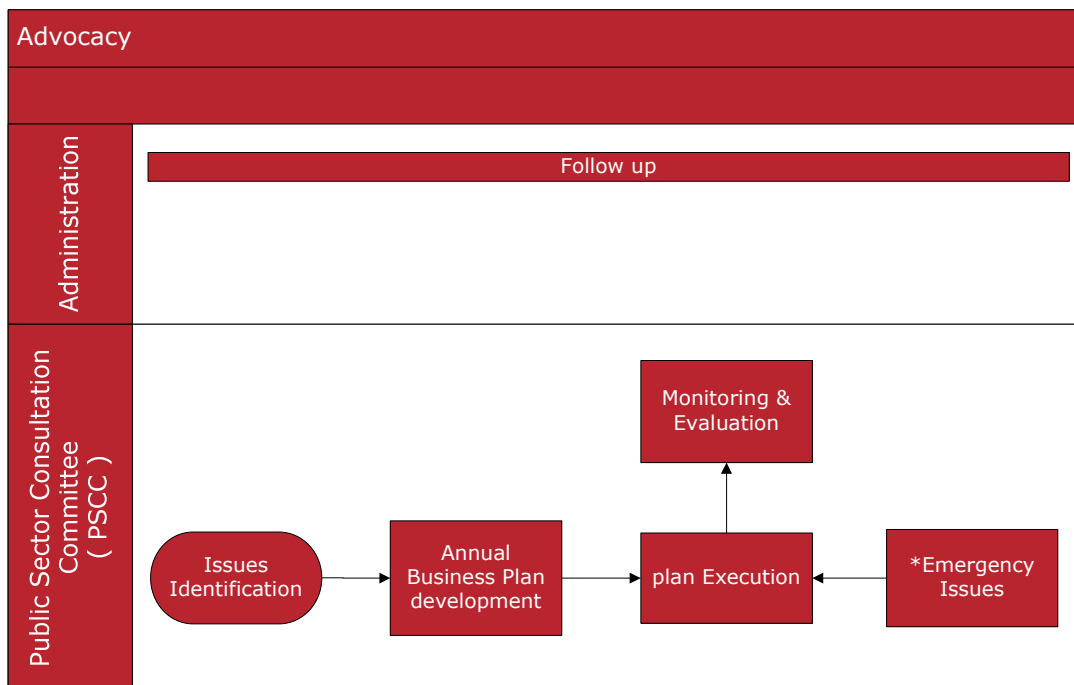
3. **At the current process, PSC does not monitor and evaluate its work.**

The problem here is that the in the current process, PSC does not monitor and evaluate its work.

Accordingly in the new process map, PSC records the date, time and outcome of the meeting in Advocacy Form. Recording is important to ensure that knowledge of achievement is available regardless of staff turnover. And

PSC evaluates its efforts on regular basis and fills Evaluation report, to ensure that it follows its plan.

### Recommended procedure





## **1. Issues Identification**

- 1.1 During the first week of September, the PSC prepares and sends a questionnaire to all members to generate ideas about Advocacy issues.
- 1.2 Members fill the questionnaire and send it back to the PSC by the end of the third week of September.
- 1.3 The PSC studies the feedback, prioritizes and prepares a tentative List of Advocacy issues.

## **2. Annual Business Plan development**

- 2.1 PSC develops its Annual plan including budget and resources needed in addition to the expected benefits from its work. It is important to ensure that the plan is congruent with the strategic plan of the Council.
- 2.2 PSC sends its annual plan to the Board during the first week of November to be ratified.
- 2.3 Board finalizes its decision by the end of November and informs the Committee.

## **3. Research and plan Execution**

- 3.1 PSC conducts the relevant and needed research to frame the main issues. As a guideline you can use focus groups, interviews, surveys, direct observations, internet research or secondary sources of information such as government, periodical and magazine publications or others.
- 3.2 PSC creates Advocacy materials such as position papers, impact studies and other materials to act as the information package to be communicated.
- 3.3 PSC creates an Advocacy plan that identifies the overall goal, intermediate targets, performance indicators, activities and the time line.
- 3.4 PSC creates a focused message and educate, motivate and empower members for successful Advocacy.
- 3.5 PSC creates other materials such as Brochures, pamphlets and other materials to communicate and direct the targeted audience.
- 3.6 PSC executes the plan.

\* There are some issues that affect members, which are considered to be a crisis situation. PSC enacts emergency procedures to immediately inform members of crisis and takes the necessary action.

## **4. Monitoring & Evaluation**

- 4.1 PSC communicates with the relevant entity to meet.

- 4.2 PSC meets with the entity, and records the date, time and outcome of the meeting in Advocacy Form. Recording is important to ensure that knowledge of achievement is available regardless of staff turnover.
- 4.3 PSC evaluates its efforts on regular basis and fills Evaluation report, to ensure that it follows its plan.

### Current procedure

The current procedure is as follows:

1. **Events and speakers selection:** At the end of the year, the Board meets to suggest some events subjects and speakers for the next year and sends the suggested list to the Admin, and during the year in the committees meetings other events subjects and speakers suggested. Board and ED prepare tentative List of events and speakers then set the budget for that.
2. **Event preparation and communication:** The Admin communicates with the speaker to set suitable time and date for the event. Admin selects the venue, and studies the cost per participant. ED and Board prepares the event agenda and send it to admin to design the Event booklet, Admin sends the booklet to members, and follows up with them in order to register the interested members. Depending on the number of registered members the Admin decides if it is feasible to held the event
3. **Event Hosting:** The Admin checks the venue and ensures that everything during the event is running according to what it has planned.

Accordingly the following issues are not according to best practices and reasonable streamlining:

1. **The tasks of the events program are running by the Administration of A/E BC**

The problem here is that all the responsibilities for running events done by the Administration of the A/E BC, there is no relevant committee for running events. The idea is there should be a committee responsible about all the tasks related to events; preparing and sending a questionnaire to all members, preparing budget...etc

Accordingly, in the new process map, the events programs running by the relevant committee.

2. **The Board meets to suggest some events subjects and speakers for the next year, and during the year in the committees meetings other events subjects and speakers suggested**

The problem here is that the subjects are selected in a random way by the Board or the Committee, which is not correct, for all Associations and councils all events and speakers suggestions must be done by members to reflect the members problems and needs.

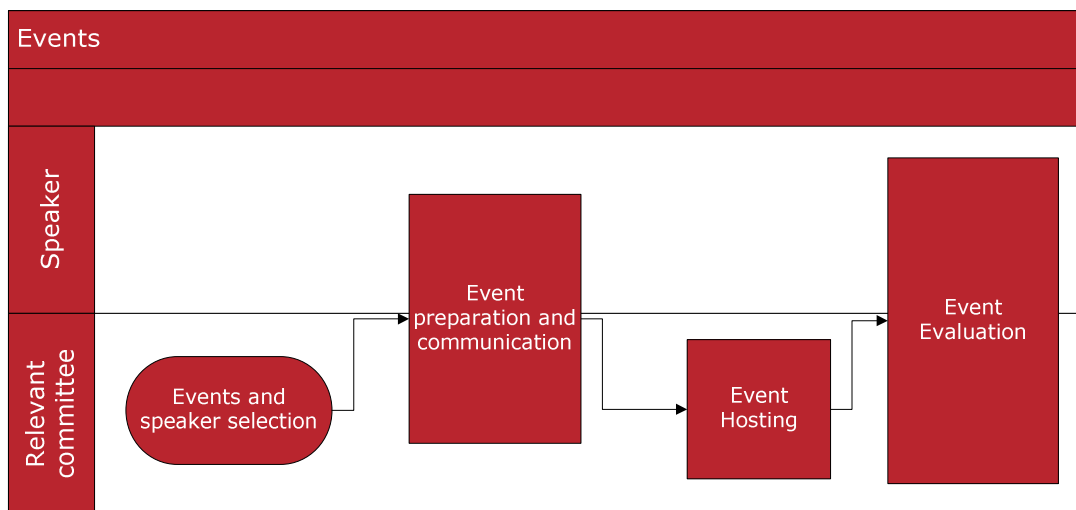
Accordingly, in the new process map, during the first week of September, the relevant Committee prepares and sends a questionnaire to all members to generate ideas about the type of events and speakers that are of value to be hosted in the coming year and the Committee studies the feedback and prioritizes the events and speakers and prepares a tentative List of events and speakers which send to the Board, and develops its Annual plan including budget and resources needed in addition to the expected benefits from its work, and the Board Ratification is set according to a questionnaire.

### 3. Event Closure

The problem here is that the event starts and finishes without taking any feedback from the members and the admin receives comments from members in random way.

Accordingly, in the new process map, relevant Committee prepares Event Evaluation Form and gives it to audience at the end of the event, then the Committee studies and analyzes the feedback and prepares Evaluation Result Report. At the next event the results are taken into consideration.

#### Recommended procedure



#### 1. Events and Speaker selection

- 1.1 During the first week of September, the relevant Committee prepares and sends a questionnaire to all members to generate ideas about the type of events and speakers that are of value to be hosted in the coming year.

- 1.2 Members fill the questionnaire and send it back to the committee by the end of the third week of September.
- 1.3 The Committee studies the feedback and prioritizes the events and speakers and prepares a tentative List of events and speakers.
- 1.4 The Committee develops its Annual plan including budget and resources needed in addition to the expected benefits from its work.
- 1.5 The Committee sends their annual plan to the Board during the first week of November to be ratified.
- 1.6 The Board finalizes its decision by the end of November and informs the Committee.

## **2. Event preparation and communication**

The Committee communicates with the speaker to discuss suitable time and date and asks her/him to send her/his C.V.

The committee receives the C.V and finalizes the Event Agenda.

The Committee selects the venue and studies the cost per participant and determines the target audience and the minimum accepted number of attendance.

The Committee designs the Event booklet which includes the Subject, Speakers, Time, Date, dues, etc...

The Committee communicates with members by sending Event booklet to all.

The committee follows up with members and records the number of interested members and compares it with the minimum number needed to set the events.

The Committee decides the event will host if the number of interested people more than or equal to the minimum number which determined before.

The Committee informs the members.

## **3. Event Hosting:**

3.1 The Committee checks the venue.

3.2 The Committee gives to audience Event material (If available) with Evaluation Event Form, and ensure that everything running well during the event.

## **4. Event Evaluation:**

4.1 The Audience fills the Event Evaluation Form and sends it back to the committee.

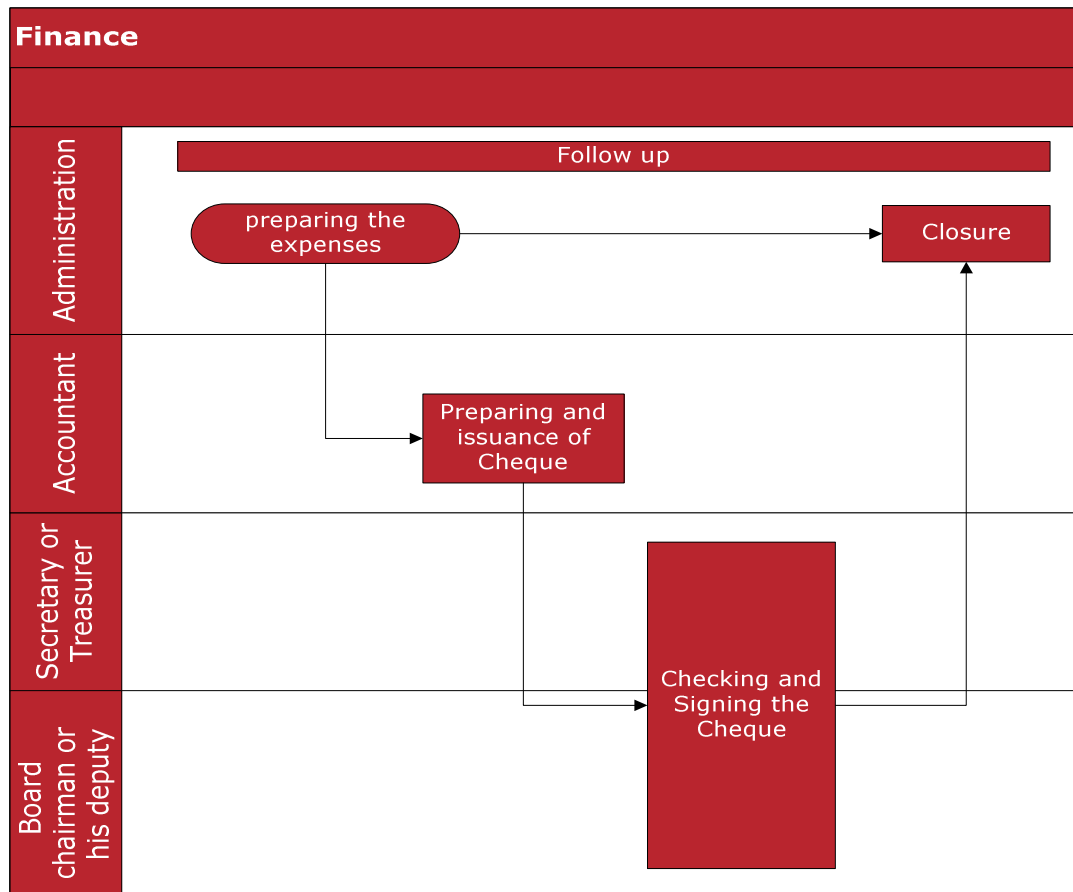
4.2 The Committee studies and analyzes the feedback.

4.3 The Committee prepares the Evaluation Result Report.

## Current procedure

In Finance, the current procedure running similar to the recommended procedure

## Recommended procedure



### 1. Preparing the expenses

- 1.1 The Admin checks the Payment Voucher Amount, if it is less than 100 JD, amount paid from the cash directly, otherwise if the Payment Voucher Amount more than 100 JD, Admin prepares a financial claim. for the amount and the Executive Director signs the claim.

- 1.2 The Admin checks the amount of money in the Petty cash; if it less than 100 JD, the admin prepares the voucher list and request for money, if it is more than 100 JD no need for money request

## **2. Preparing and issuing the Cheque**

- 2.1 The Admin sends Voucher list and request for money/or Financial claims to Accountant.
- 2.2 The Accountant prepares Cheque according to the claim.

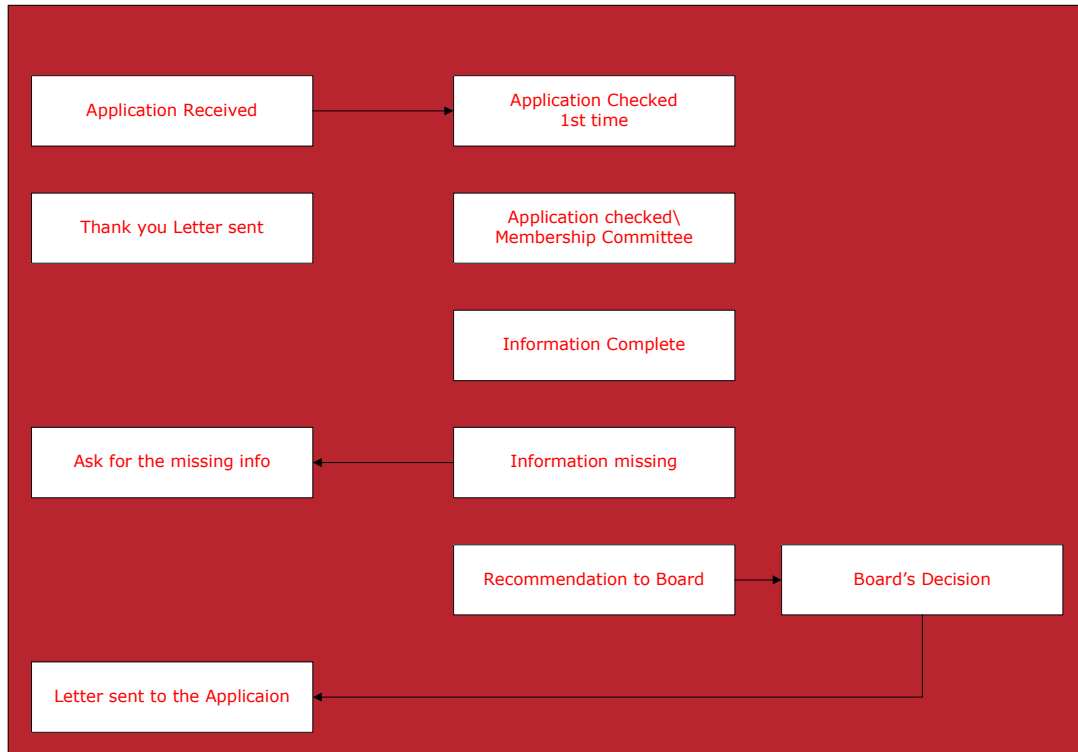
## **3. Checking and Signing the Cheque**

- 3.1 The Admin sends Cheque with Voucher list and/or financial claims to the Secretary of foundation or treasurer.
- 3.2 Treasurer signs the Cheque.
- 3.3 Secretary or Treasurer Sends signed Cheque to the Board chairman or her/his deputy to sign it.
- 3.4 Signed Cheque with Voucher list and/or financial claims sent back to the A/E BC.

## **4. Closure**

- 4.1 The Admin receives the Signed Cheque and Voucher list and/or financial claims and ED signs the Receipt notice.
- 4.2 The Admin calls the concerned entity to receive the Cheque; Admin makes a copy of the cheque. The concerned entity signs on the copy of cheque and gives to the Admin receipt notice.
- 4.3 The Admin keeps the copy of cheque with the voucher in the relevant file.

### Current procedure



The current procedure is as follows:

1. **Potential member communication:** Administration communicates with potential member, gives brief about A/E BC and instructions about how to join, interested potential member fills and sends the with the required documents to A/E BC.
2. **Potential member submits Application:** Administration receives documents from interested potential member, and then sends Thank you letter to the interested potential member.
3. **Application Review:** Administration Checks the Application and all the required documents if any document is missing the Admin calls Potential member to completely fill the application. Admin requests for a membership



committee meeting to review and check the Application and the type of membership required and then issues a recommendation to the Board.

4. **Board Ratification:** During the closest Board meeting date, Board discusses the entry of new member and takes the decision of acceptance or refusal of the application, if the decision is acceptance the Board ratifies new member, issues the membership number and communicates with the new member. The Board also can reject the application and send the decision to administration who sends the decision to the member.
5. **Inform Potential Member:** the Board Instructs Administration to send membership package to new member, and Administration sends Membership package to new member which includes:
  - Welcoming letter
  - Information about AE/BC (Formal documents)

To completely follow the procedures of membership the new member must read and sign copy of the Code of ethics and send it to the Admin, then Admin issues Membership invoice and sends it to the new member.

Accordingly the following issues are not according to best practices and reasonable streamlining:

1. **Administration checks the Application then sends it to the Membership committee to determine if any information is missing or not.**

The problem here is that a meeting is requested from the membership committee to evaluate a mechanical and un-necessary issue which is the completeness of the application. In essence, the completeness of the application is a purely administrative issue that can and should be documented and made clear to any potential member. This should be reflected in a check list of documents that should be attached to the application form and the duty of checking those falls on the administration. Only upon completion of all necessary documents will the membership committee be called for a meeting to follow the evaluation methodology as articulated in the membership policy.

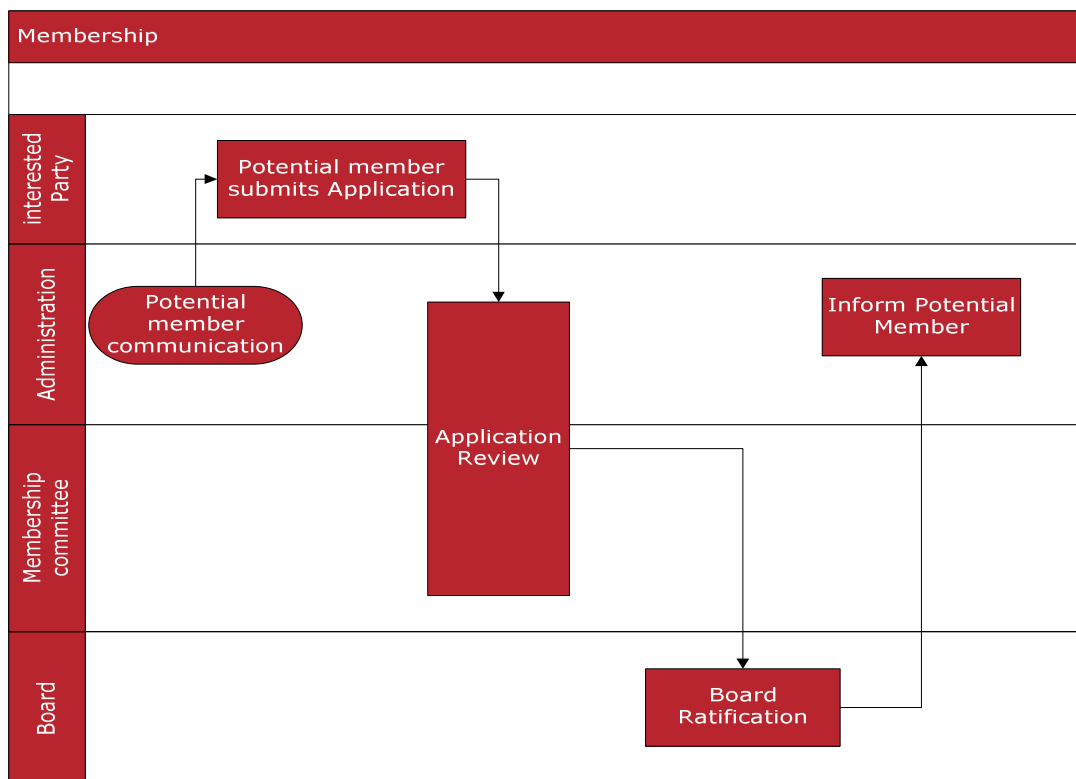
Accordingly, in the new process map, the overall check of completeness is done before the committee is called for a meeting.

2. **Membership committee sends recommendation to the Board, to take a decision if the Application is to be accepted or rejected.**

The problem here is that the Board makes the decision on accepting or rejecting the potential member, even if the Potential member has been recommended to join by the membership committee. It is recommended that the responsibility of the Board in this procedure should be to meet and ratify the recommendation of the committee which is based on the membership criteria set in the application material and not change the decision.

Accordingly, in the new process map, the Board Ratification is set according to the recommendation from Membership Committee only and the only reason that the membership committee can recommend rejection is that the potential member does not meet the criteria set in the application material.

### Recommended procedure



#### 1. Potential member communication

- 1.1 The Admin answers questions and directs Potential member to join
- 1.2 Potential member fills Application form and sends documents to A/E BC

## **2. Potential member submits Application**

- 2.1 The Admin receives the application and all required documents from Potential member.
- 2.2 The Admin sends Thank you letter to Potential member.

## **3. Application Review**

- 3.1 The Admin Checks Application and availability of required documents and calls Potential member if any information is missing to ensure fulfilling application requirements.
- 3.2 Membership Committee meets to review the Application and issues recommendation to Board Secretary.

## **4. Board Ratification**

- 4.1 Board meets and ratifies new member and issues Decision to Board Secretary to inform administration to communicate the decision to new member

## **5. Inform Potential Member**

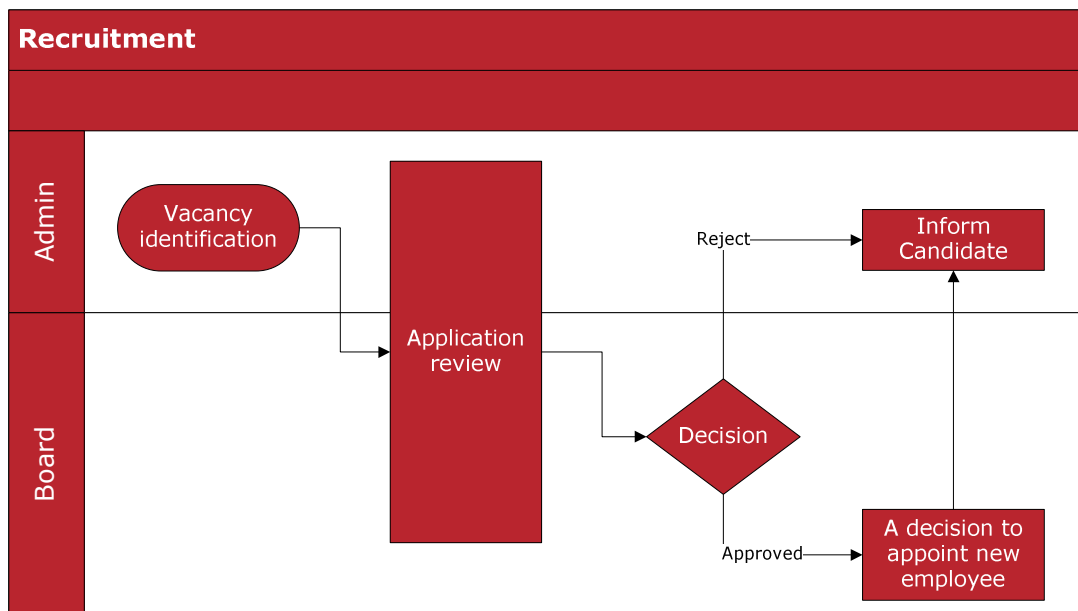
- 5.1 Board Secretary Issues board Decision to Instruct Administration to send membership package to new member.
- 5.2 The Admin sends Membership package to new member which includes:
  - Welcoming letter
  - Information about A/E BC
  - Invoice

## Current procedure

In recruitment process, the current procedure running in similar way to the recommended Procedure.

The process Map added to clarify the procedure.

## Recommended procedure



### 1. Vacancy identification

- 1.1 The A/E BC need to recruit new staff member.
- 1.2 The Admin Checks availability of Job description, Admin modifies/Develops new Job description if needed.
- 1.3 The Admin checks and approves Job description, if it needs modification, Admin should modify the Job description.
- 1.4 The Admin designs Job Vacancy advertisement and publishes it in Website and Newspapers.

## **2. Application Review**

- 2.1 The Admin receives and sorts CVs.
- 2.2 The Admin makes a short-List of the best candidates.
- 2.3 The Admin calls the short-listed Candidates for first interview.
- 2.4 The Admin Interviews with the short-listed candidates, and evaluates the candidates.
- 2.5 The Admin sends apology letter for non qualified candidates and calls the qualified ones for second interview.
- 2.6 The Board interviews with qualified candidates.
- 2.7 The Board evaluates the candidates, for the negative results, Board tells Admin to send apology letter for candidates.
- 2.8 The Board takes decision to employ the most qualified candidate.

## **3. A decision to appoint new employee**

- 3.1 The Board sends the decision to employ the most qualified candidate to the A/E BC.

## **4. Inform Candidate**

- 4.1 The Admin sends the employment Offer to the selected candidate.
- 4.2 The Admin sends Apology letters to none qualified candidates.

The following operational procedures have also been developed to support the council in its operations for the above processes.

### **Operational Procedure - Training**

#### **1. PURPOSE**

- 1.1 This procedure defines the methodology to assess members needs and conduct training for continuous improvement

#### **2. SCOPE**

- 2.1 This procedure applies to all interested members in training program of A/E BC and the internal parties within A/E BC who affect the assessment, communication, evaluation and ratification of training

#### **3. RESPONSIBILITIES**

- 3.1 The responsibility for this procedure lies with Training officer, BCB, and the Board, each in their area of responsibility.

#### **4. OPERATION**

- 4.1 Assessment of current level
  - 4.1.1 During the first week of September, The Training officer sends the Training needs assessment to all members to fill it.
  - 4.1.2 The members fill Training needs Assessment Form and send it to the training officer by the end of the third week of September.
- 4.2 Training Needs Assessment
  - 4.2.1 The Training officer with BCB study the feedback and classify the Subject of training programs according to specialization (General, Management, Architecture, Civil Engineering,...etc) and prioritize the most needed training subjects and prepares a tentative List of subjects and trainers.
  - 4.2.2 BCB develops its Annual plan including budget and resources needed in addition to the expected benefits from its work.
  - 4.2.3 BCB sends their annual plan to the Board during the first week of November to be ratified.

- 4.2.4 Board finalizes its decision and informs BCB.
- 4.3 Training preparation and communication
  - 4.3.1 BCB communicates with trainers to discuss training program and asks the trainer to send his/her profile.
  - 4.3.2 BCB receives the profile and finalizes the Training Agenda
  - 4.3.3 BCB designs the training booklet.
  - 4.3.4 Training officer sends the invitation to members.
- 4.4 Training Expenses
  - 4.4.1 The admin communicates with sponsors for international training (if needed).
  - 4.4.2 The Admin sends payment request for registered members.
- 4.5 Running of Training
  - 4.5.1 BCB and Training officer prepare training materials, manuals and other logistics.
  - 4.5.2 The Training officer checks the venue.
  - 4.5.3 The Training officer fills the Attendance list.
  - 4.5.4 The Training officer gives to audience the Agenda with Evaluation Training Form, and ensures that everything is running according to what planned.
- 4.6 Evaluation & Benefits
  - 4.6.1 Attendance fills Training evaluation form and sends it to the Training officer.
  - 4.6.2 BCB analyzes Training Evaluation forms and prepares Training Report and sends it to the training officer.
  - 4.6.3 The Training officer sends the Training Report to all members and instructors.
  - 4.6.4 BCB calculates the Benefits from the training.
  - 4.6.5 BCB prepares the Final Training Report which includes Evaluation Results and Benefit of the training, and during BCB meeting the report discussed, and the training officer keeps a copy of the training in A/E BC.

## **5. RELATED DOCUMENTS**

- 5.1 Training needs Assessment Form
- 5.2 Training Agenda
- 5.3 Attendance list
- 5.4 The Annual plan
- 5.5 Event Evaluation Form
- 5.6 Event material
- 5.7 Evaluation Result Report



## **Operational Procedure - advocacy**

### **1. PURPOSE**

- 1.1 This procedure defines the process followed for identifying and preparing advocacy plan from start to finish supporting for better policies.

### **2. SCOPE**

- 2.1 This procedure is intended to enable members to take more responsibility and control for decisions that affect their lives.

It applies to all members in A/E BC who have a certain issue and the internal parties within A/E BC who affect the communication, evaluation and ratification of Advocacy

### **3. RESPONSIBILITIES**

- 3.1 The responsibility for this procedure lies with Administration, Members, Advocacy Committee, and the Board, each in their area of responsibility

### **4. OPERATION**

#### **4.1 Issues Identification**

- 4.1.1 During the first week of September, the PSC prepares and sends a questionnaire to all members to generate ideas about Advocacy issues.
- 4.1.2 Members fill the questionnaire and send it back to the PSC by the end of the third week of September.
- 4.1.3 The PSC studies the feedback, prioritizes and prepares a tentative List of Advocacy issues.

#### **4.2 Annual Business Plan development**

- 4.2.1 PSC develops its Annual plan including budget and resources needed in addition to the expected benefits from its work. It is important to ensure that the plan is congruent with the strategic plan of the Council.

- 4.2.2 PSC sends its annual plan to the Board during the first week of November to be ratified.
- 4.3.3 Board finalizes its decision by the end of November and informs the Committee.

### **4.3 Research and plan Execution**

- 4.3.1 PSC conducts the relevant and needed research to frame the main issues. As a guideline you can use focus groups, interviews, surveys, direct observations, internet research or secondary sources of information such as government, periodical and magazine publications or others.
- 4.3.2 PSC creates Advocacy materials such as position papers, impact studies and other materials to act as the information package to be communicated.
- 4.3.3 PSC creates an Advocacy plan that identifies the overall goal, intermediate targets, performance indicators, activities and the time line.
- 4.3.4 PSC creates a focused message and educate, motivate and empower members for successful Advocacy.
- 4.3.5 PSC creates other materials such as Brochures, pamphlets and other materials to communicate and direct the targeted audience.
- 4.3.6 PSC executes the plan.

### **4.4 Monitoring & Evaluation**

- 4.4.1 PSC communicates with relevant Government body to request for a meeting.
- 4.4.2 PSC meets with the Government body, and records the date, time and outcome of the meeting. Recording is important to ensure that knowledge of achievement is available regardless of staff turnover.
- 4.4.3 PSC evaluates its efforts on regular basis, to ensure that it follows the plan.

## **5. RELATED DOCUMENTS**

- 5.1 Advocacy Questionnaire
- 5.2 A tentative List of Advocacy issues
- 5.3 Advocacy plan
- 5.4 Meeting form F1
- 5.5 Advocacy Report R1

## **Operational Procedure - Events**

### **1. PURPOSE**

- 1.1 This procedure defines the methodology of coordinating events within A/E BC

### **2. SCOPE**

- 2.1 This procedure applies to all interested members in events of A/E BC and the internal parties within A/E BC who affect the communication for events

### **3. RESPONSIBILITIES**

- 3.1 The responsibility for this procedure lies with Administration, Committees, board and the lecturer, each in their area of responsibility.

### **4. OPERATION**

#### **4.1 Events and Speaker selection**

- 4.1.1 During the first week of September, the relevant Committee prepares and sends a questionnaire to all members to generate ideas about the type of events and speakers that are of value to be hosted in the coming year.
- 4.1.2 Members fill the questionnaire and send it back to the committee by the end of the third week of September.
- 4.1.3 The Committee studies the feedback and prioritizes the events and speakers and prepares a tentative List of events and speakers.
- 4.1.4 The Committee develops its Annual plan including budget and resources needed in addition to the expected benefits from its work.
- 4.1.5 The Committee sends their annual plan to the Board during the first week of November to be ratified.
- 4.1.6 The Board finalizes its decision by the end of November and informs the Committee.

## **4.2 Event preparation and communication**

- 4.2.1 The Committee communicates with the speaker to discuss suitable time and date and asks her/him to send her/his C.V.
- 4.2.2 The committee receives the C.V and finalizes the Event Agenda.
- 4.2.3 The Committee selects the venue and studies the cost per participant and determines the target audience and the minimum accepted number of attendance.
- 4.2.4 The Committee designs the Event booklet which includes the Subject, Speakers, Time, Date, dues, etc...
- 4.2.5 The Committee communicates with members by sending Event booklet to all.
- 4.2.6 The committee follows up with members and records the number of interested members and compares it with the minimum number needed to set the events.
- 4.2.7 The Committee decides the event will host if the number of interested people more than or equal to the minimum number which determined before.
- 4.2.8 The Committee informs the members.

## **4.3 Event Hosting:**

- 4.3.1 The Committee checks the venue.
- 4.3.2 The Committee gives to audience Event material (If available) with Evaluation Event Form, and ensure that everything running well during the event.

## **4.4 Event Evaluation:**

- 4.4.1 The Audience fills the Evaluation Event Form and sends it back to the committee.
- 4.4.2 The Committee studies and analyzes the feedback.
- 4.4.3 The Committee prepares Evaluation Result Report.

## **5. RELATED DOCUMENTS**

- 5.1 Events and speakers Questionnaire
- 5.2 A tentative List of events and speakers
- 5.3 Annual plan
- 5.4 Suggested List of events and speakers

- 5.5 Board decision
- 5.6 Event booklet
- 5.7 Event Evaluation Form
- 5.8 Event material (If available)
- 5.9 Evaluation Result Report

## **Operational Procedure - Finance**

### **1. PURPOSE**

- 1.1 This procedure defines how to use and monitor cash and other significant financial actions.

### **2. SCOPE**

- 2.1 This procedure is intended for payment Voucher

### **3. RESPONSIBILITIES**

- 3.1 The responsibility for this procedure lies with Administration, Accountant, Secretary or Treasurer, Board chairman or his deputy, each in their area of responsibility.

### **4. OPERATION**

- 4.1 Preparing the expenses
  - 4.1.1 The Admin checks the Payment Voucher Amount, if it is less than 100 JD, amount paid from the cash Directly, otherwise if the Payment Voucher Amount more than 100 JD, Admin prepares a financial claim. for the amount and the Executive Director signs the claim.
  - 4.1.2 The Admin checks the amount of money in the Petty cash; if it less than 100 JD, the admin prepares the voucher list and request for money, if it is more than 100 JD no need for money request
- 4.2 Preparing and issuance of Cheque
  - 4.2.1 The Admin sends Voucher list and request for money/or Financial claims to Accountant.
  - 4.2.2 The Accountant prepares Cheque according to the claim.
- 4.3 Checking and Signing of Cheque
  - 4.3.1 The Admin sends Cheque with Voucher list and/or financial claims to the Secretary of foundation or treasurer.
  - 4.3.2 Treasurer signs the Cheque.
  - 4.3.3 Secretary or Treasurer Sends signed Cheque to the Board chairman or her/his deputy to sign it.

- 4.3.4 Signed Cheque with Voucher list and/or financial claims sent back to the A/E BC.

#### 4.4 Closure

- 4.4.1 The Admin receives the Signed Cheque and Voucher list and/or financial claims and ED signs the Receipt notice.
- 4.4.2 The Admin calls the concerned entity to receive the Cheque; Admin makes a copy of the Cheque. The concerned entity signs on the copy of Cheque and gives to the Admin receipt notice.
- 4.4.3 The Admin keeps the copy of Cheque with the voucher in the relevant file.

### 5. RELATED DOCUMENTS

- 5.1 Payment voucher
- 5.2 voucher list
- 5.3 Request for money
- 5.4 Financial Claim
- 5.5 Signed Cheque
- 5.6 Receipt Notice

## **Operational Procedure - Membership**

### **1. PURPOSE**

- 1.1 This procedure defines the methodology of joining new members

### **2. SCOPE**

- 2.1 This procedure applies to all interested Parties in membership of A/E BC and the internal parties within A/E BC who affect the communication, evaluation and ratification of membership

### **3. RESPONSIBILITIES**

- 3.1 The responsibility for this procedure lies with the Administration, Membership Committee and the Board of Directors, each in their area of responsibility.

### **4. OPERATION**

- 4.1 Potential Member communication

- 4.1.1 The Admin answers questions and directs Potential member to join

- 4.1.2 Potential member fills Application form and sends documents to A/E BC.

- 4.2 Potential Member submits Application

- 4.2.1 The Admin receives the application and all required documents from Potential member.

- 4.2.2 The Admin sends Thank you letter to Potential member.

- 4.3 Application Review

- 4.3.1 The Admin Checks Application and availability of required documents and calls Potential member if any information is missing to ensure fulfilling application requirements.



4.3.2 Membership Committee meets to review the Application and issues recommendation to Board Secretary.

#### 4.4 Board Ratification

4.4.1 Board meets and ratifies new member and issues Decision to Board Secretary to inform administration to communicate the decision to new member

#### 4.5 Inform Potential Member

4.5.1 Board Secretary Issues board Decision to Instruct Administration to send membership package to new member.

4.5.2 The Admin sends Membership package to new member which includes:

- Welcoming letter
- Information about A/E BC
- Invoice

### 5. RELATED DOCUMENTS

5.1 Membership Application form

5.2 Thank you letter

5.3 Recommendation memo from Membership Committee

5.4 Board Decision

5.5 Membership Package

## **Operational Procedure - Recruitment**

### **1. PURPOSE**

- 1.1 To define the recruitment procedures from sourcing the candidates to arranging and conducting the interviews. Recruitment and Selection process requires many resources and time.

### **2. SCOPE**

- 2.1 This procedure applies to all interested candidates of working in A/E BC and the internal candidates within A/E BC who affect the communication, evaluation and decision of recruitment.

### **3. RESPONSIBILITIES**

- 3.1 The responsibility for this procedure lies with the Administration, and the Board of Directors, each in their area of responsibility.

### **4. OPERATION**

#### **4.1 Vacancy identification**

- 4.1.1 The A/E BC needs to recruit new staff member.
- 4.1.2 The Admin Checks availability of Job description, Admin modifies/Develops new Job description if needed.
- 4.1.3 The Admin checks and approves Job description, if it needs modification, Admin should modify the Job description.
- 4.1.4 The Admin designs Job Vacancy advertisement and publishes it in Website and Newspapers.

#### **4.2 Application Review**

- 4.2.1 The Admin receives and sorts CVs.
- 4.2.2 The Admin makes a short-List of the best candidates.
- 4.2.3 The Admin calls the short-listed Candidates for first interview.

- 4.2.4 The Admin Interviews with the short-listed candidates, and evaluates the candidates
- 4.2.5 The Admin sends apology letter for non qualified candidates and calls the qualified ones for second interview.
- 4.2.6 The Board interviews with qualified candidates.
- 4.2.7 The Board evaluates the candidates, for the negative results, Board tells Admin to send apology letter for candidates.
- 4.2.8 The Board takes decision to employ the most qualified candidate.

#### **4.3 A decision to appoint new employee**

- 4.3.1 The Board sends the decision to employ the most qualified candidate to the A/E BC.

#### **4.4 Inform Candidate**

- 4.4.1 The Admin sends the employment Offer to the selected candidate.
- 4.4.2 The Admin sends Apology letters to none qualified candidates.

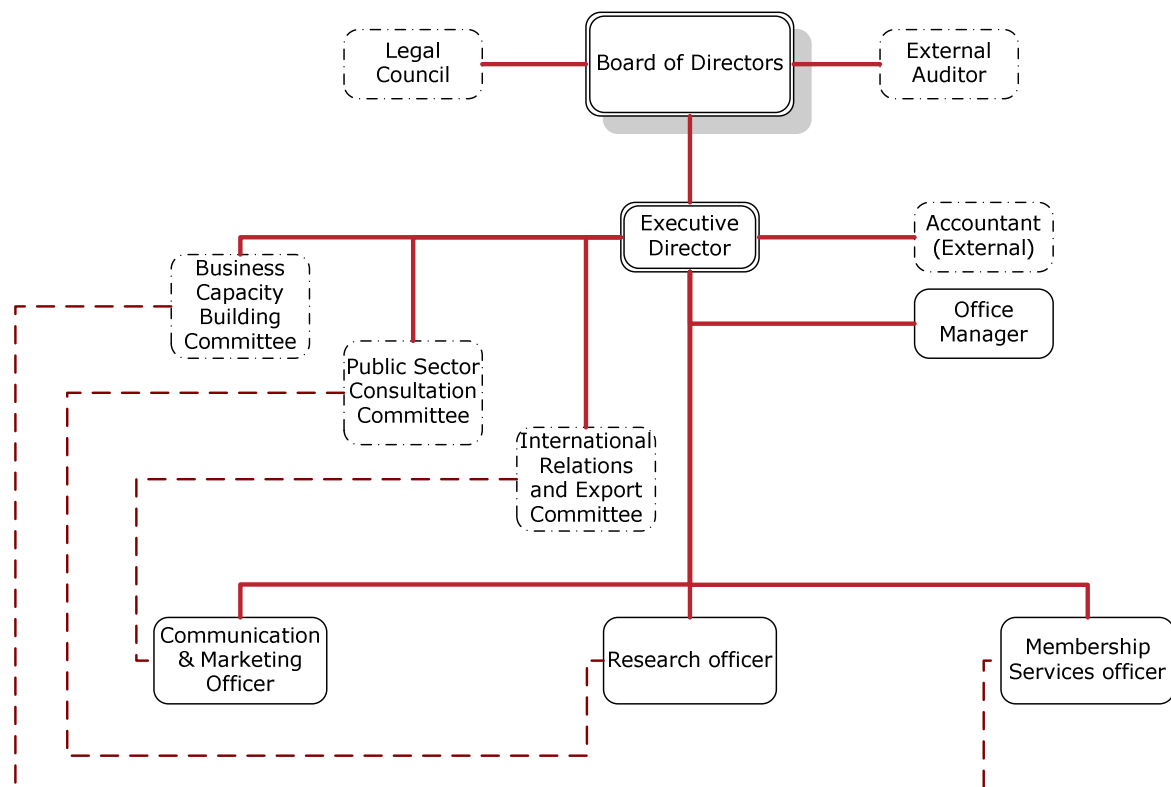
### **5. RELATED DOCUMENTS**

- 5.1 Job Vacancy Advertisement
- 5.2 Job Description
- 5.3 Candidates CVs
- 5.4 Apology letter
- 5.5 Employment offer

## CHAPTER 4 HUMAN RESOURCES

This chapter contains the A/E BC organizational structure and the Job descriptions of the key staff in addition to the operational policies and procedures needed to ensure compliance with the laws and regulations of the Government of Jordan.

In order to realize the strategy articulated in the strategy map and the Balanced Scorecard, the following organizational structure is recommended:



This structure reflects 4 staff members and one external support (accountant) directly reporting to the Executive Director. To that effect, the following positions are designed:

1. Executive Director
2. Office Manager
3. Communications and Marketing Officer
4. Research Officer

## 5. Membership Services Officer

The following Job descriptions have been developed to assist in the recruitment and operations of the Council.

<b>Executive Director</b>	
Salary: 1500-2000 JD / Month	Reports to: Board of Directors
<b>Responsibilities</b>	
<ul style="list-style-type: none"> <li>- Design strategic, short term and long term plans for the Council and have them approved by the Board of Directors</li> <li>- Manage the committees of the Council and ensure congruence to Strategic plan.</li> <li>- Discuss and provide input for any legal agreements with external parties including vendors, suppliers, external consultants and advisors</li> <li>- Ensure relation with the Union of Engineers, EOC, FIDIC, Ministry of Public Works and Housing and other relevant bodies is running smooth and tilting towards the benefit of the Council in conjunction with the Board of Directors</li> <li>- Execute the decisions and policies of the board of Directors.</li> <li>- Discuss and distribute board decisions with the relevant units to ensure timely and accurate execution</li> <li>- Supervise the overall performance of the Council in relation to the measures and targets of the Strategy Map and the Balanced Scorecard</li> <li>- Represent the Council in any venue as directed by the board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>- Discuss the financial statements and financial plans with the units and committees before raising them to the Board of Directors</li> <li>- Maintain and develop standard operational manuals of the council to ensure optimum performance to be approved by the Board of Directors</li> <li>- Supervise the execution of procedures and ensure that the execution is based on Council policies</li> <li>- Periodically meet with staff to ensure smooth operation within the Council</li> <li>- Develop committees and ad-hoc committee for the execution of affairs of the Council as per the Committee dynamics and in conjunction with the Board of Directors</li> <li>- Ensure that all staff are operating within their legal framework</li> <li>- Suggest to the Board of Directors any changes and developments to operational policies and procedures</li> <li>- Ensure that performance appraisal systems are applied and that they conform to Council policies</li> <li>- Responsible for hiring and terminating employment of all staff as per Council policies</li> </ul>
<b>Qualifications and skills</b>	
<ol style="list-style-type: none"> <li>1. Bachelor's Degree in Business Administration, or Other Bachelor's Degree with demonstrated experience in Management</li> <li>2. 3-5 years experience in NGO work in a similar position</li> <li>3. Computer literate</li> </ol>	<ol style="list-style-type: none"> <li>4. Native Fluency in read, spoken and written Arabic and English</li> <li>5. High level Communication capabilities</li> <li>6. Leadership and interpersonal skills</li> <li>7. Willing to work in a team</li> <li>8. Willing to work long hours</li> </ol>

<b>Office Manager</b>	
Salary: 350-600 JD / Month	Reports to: Executive Director
<b>Responsibilities</b>	
<ul style="list-style-type: none"> <li>- Assist the ED and staff in their work</li> <li>- Coordinate all the work needed from the ED by the Committees</li> <li>- Organize all new member information packs and application and prepare the complete application form and relevant material to be reviewed by the Membership Committee</li> <li>- Maintain and safeguard the petty cash of the Council</li> <li>- Administer the accounting system and act as the Council accountant</li> </ul>	<ul style="list-style-type: none"> <li>- Organize the files and office material</li> <li>- Communicate with external vendors and suppliers on the needs as per plan requirements</li> <li>- Administer and run the office and support in running activities</li> <li>- Responsible for all external communication as directed by the ED</li> <li>- Ensure that the Brand identity of the Council is being adhered to in all external and internal communications</li> <li>- Direct Assistant to the ED.</li> </ul>
<b>Qualifications and skills</b>	
<ol style="list-style-type: none"> <li>1. Diploma in Office management</li> <li>2. 3-5 years experience in NGO work</li> <li>3. Computer literate</li> <li>4. Interpersonal skills</li> </ol>	<ol style="list-style-type: none"> <li>5. Excellent communication skills</li> <li>6. Accounting skills and qualifications</li> <li>7. willing to work in a team</li> <li>8. Willing to work long hours</li> </ol>

Communications and Marketing Officer	
Salary: 500-800 JD / Month	Reports to: Executive Director
Responsibilities	
<ul style="list-style-type: none"> <li>- Develop and assist in the development of an Integrated Marketing communications effort in support of the Council</li> <li>- Organize, price and manage event advertising</li> <li>- Develop an overall promotional plan</li> <li>- Conduct ongoing local and foreign market research relevant to the sector</li> <li>- Develop all necessary marketing materials</li> <li>- Keep financial records relative to all aspects of the initiatives.</li> <li>- Build a long term relationship with all stakeholders in the advertising community</li> <li>- Manage the financial and budgetary agendas</li> <li>- Develop a presentation agenda based on a project management approach to assure and follow up on all initiatives and activities</li> </ul>	<ul style="list-style-type: none"> <li>- Solicit marketing partnerships, relationship building, contract negotiation, delivery of contractual obligations and further servicing of contracts</li> <li>- Manage the financial and budgetary agendas</li> <li>- Develop a presentation agenda based on a project management approach to assure and follow up on all initiatives and activities</li> <li>- Build a database of local, regional and international media</li> <li>- Develop and communicate periodic reports with the ED</li> <li>- Identify potential market intelligence for the benefit of the Council members</li> <li>- Act as the executive staff member supporting the BOD</li> <li>- Develop and continuously upgrade a data base of members for networking activities</li> </ul>
Qualifications and skills	
<ol style="list-style-type: none"> <li>1. Bachelor's Degree in marketing</li> <li>2. 3-5 years experience in NGO work</li> <li>3. Computer literate</li> <li>4. Interpersonal skills</li> </ol>	<ol style="list-style-type: none"> <li>5. Excellent communication skills</li> <li>6. presentation skills and qualifications</li> <li>7. willing to work in a team</li> <li>8. Willing to work long hours</li> </ol>

<b>Research Officer</b>	
Salary: 500-800 JD / Month	Reports to: Executive Director
<b>Responsibilities</b>	
<ul style="list-style-type: none"> <li>- Develop and assist in the development of a list of advocacy issues relevant to the council as per member requirements</li> <li>- Identify all relevant stakeholders in conjunction with the sector</li> <li>- Continuously assess the legal and legislative framework governing the operation of the sector</li> <li>- Identify areas of coordination and representation with the Union of Engineers and the EOC</li> <li>- Identify best practices in sector legislative frameworks</li> <li>- Keep financial records relative to all aspects of the initiatives.</li> <li>- Understand and utilize the Legislative authorities in Jordan for the benefit of the Council</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure that the PSC is adhering to the advocacy procedures as indicated in this document Develop partnerships with local Councils to add clout to the advocacy cases</li> <li>- Develop a presentation agenda based on a project management approach to assure and follow up on all initiatives and activities</li> <li>- Build a database of local, regional and international stakeholders</li> <li>- Develop and communicate periodic reports with the ED</li> <li>- Act as the executive staff member supporting the PSC</li> <li>- Develop and continuously upgrade a data base of supporters that help the council</li> </ul>
<b>Qualifications and skills</b>	
<ol style="list-style-type: none"> <li>1. Bachelor's Degree in Law or in Economics with a Minor in Law</li> <li>2. 3-5 years experience in NGO work</li> <li>3. Computer literate</li> <li>4. Interpersonal skills</li> <li>5. Ability to network and reach decision makers</li> </ol>	<ol style="list-style-type: none"> <li>6. Excellent communication skills</li> <li>7. Research skills and qualifications</li> <li>8. willing to work in a team</li> <li>9. Willing to work long hours</li> <li>10. Documentation and research excellence</li> </ol>



<b>Membership Services Officer</b>	
Salary: 500-800 JD / Month	Reports to: Executive Director
<b>Responsibilities</b>	
<ul style="list-style-type: none"> <li>- Develop and assist in the development of Council services as per members needs assessment</li> <li>- Identify and analyze gaps in the capabilities of member companies</li> <li>- Build a database of local, regional and international service providers of excellence as related to training in the areas needed by the member firms</li> <li>- Conduct ongoing local and foreign research relevant to the sector</li> <li>- Keep financial records relative to all aspects of the initiatives.</li> <li>- Build a long term relationship with all stakeholders in the education and executive lifelong learning communities</li> </ul>	<ul style="list-style-type: none"> <li>- Develop training partnerships</li> <li>- Manage the financial and budgetary requirements</li> <li>- Develop a presentation agenda based on a project management approach to assure and follow up on all initiatives and activities</li> <li>- Develop and communicate periodic reports with the ED</li> <li>- Identify potential sector trends for the benefit of the Council members</li> <li>- Act as the executive staff member supporting the BCB</li> <li>- Follow up on training issues</li> <li>- Develop and continuously upgrade a data base of latest development and trends in the sector</li> </ul>
<b>Qualifications and skills</b>	
<ol style="list-style-type: none"> <li>1. Bachelor's Degree in Civil Engineering / Architecture / Management</li> <li>2. 3-5 years experience in NGO work</li> <li>3. Computer literate</li> <li>4. Interpersonal skills</li> </ol>	<ol style="list-style-type: none"> <li>5. Excellent communication skills</li> <li>6. presentation skills and qualifications</li> <li>7. willing to work in a team</li> <li>8. Willing to work long hours</li> <li>9. Analysis capabilities and research excellence</li> </ol>

As pertaining to the policies and procedures, they are a reflection of the requirements in the Labor law. It is important to note that the Policies and Procedures manual is not a requirement for a Society with the size of the Council. In the Companies law it is usually requested from companies with 10 or more employees. However, the benefit of having the manual is that it acts as a guide for management and employees on what is right and wrong and how does the council deal with administrative-legal affairs. A sample manual can contain the following modules

**Module 1: Introduction and Definitions**

This module covers the definitions and a short statement about the manual. Definitions are standard and contain the legal reflection of the meaning of words such as the Council, Minister, Ministry, Kingdom, etc...

**Module 2: Work Contract**

This module covers the employment contract, type of employees, Job titles, and organization structure,

**Module 3: Working hours, attendance, absenteeism and overtime**

This module covers the start and end times of work, the number of hours per week, attendance, overtime, Leaves and absence from work

**Module 4: Vacations and Holidays**

This module covers types and durations of vacations

**Module 5: Salary Scale, compensation and incentives**

This module covers the salary scale, compensations, incentive schemes, and annual and other raises

**Module 6: The Cadre and selection of employees**

His module covers the recruitment procedure and policies up to signing the contract and employment

**Module 7: Employee performance evaluation and reward**

This module covers the policies and procedures governing employee evaluation and the results that come out of the analysis

**Module 8: Employee training and career development**

This module covers the policies and procedures for identifying training needs and finding the suitable supplier of material needed in addition to the contractual aspects with the employees as pertaining to training and the costs incurred by the organization

**Module 9: Lunch and Prayer Breaks**

This module covers the organization of lunch and prayer breaks to ensure smooth continuity of operations.

**Module 10: Business Travel**

This module covers the policies and procedures for business travel in terms of stipend, amount and extent that is covered by the organization and the expected outcomes of such travel.

**Module 11: Smoking Policy**

This module covers the smoking regulations and policy that will be implemented in the council

**Module 12: Dress code**

This module covers the dress code regulations and policy that will be implemented in the council

**Module 13: Social Security**

This module reflects the procedures in joining the social security corporation and the different costs incurred by the employee and the organization

**Module 14: Penalties**

This module reflects the matrix of penalties for given actions. It becomes regulations and has to abide by the Ministry of Labor directives in this issue

**Module 15: End of employment**

This module covers the policies and procedures for ending employment such as resignation or firing an employee and the cases that govern both issues.

**Module 16: Work ethics**

This module covers the policies and procedures that will be implemented in the council pertaining to work ethics as adhered to by all employees.

The Manual is usually written in Arabic as the comparative laws are written in Arabic and the Council manual in Arabic is provided in the appendix at the end of this report. However, the above are the general highlights.

## CHAPTER 5 REPORTING AND COMMUNICATION

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This chapter contains the reporting methodology which will be used by the A/E BC in reporting on the activities of the committees in relation to the realization of the targets of the strategy maps of the council and committees. The same methodology will be used in communicating between the executive staff and the board in a manner that will ensure that effective and efficient reporting is maintained so as to minimize and optimize meetings such as committee and board meetings.

This chapter contains the following sections:

1. Numbering system for meetings
2. The roster of Decisions
3. The Agenda of the meeting
4. The Minutes of the meeting
5. Meeting calendar
6. The invitation to the meeting
7. Reporting on strategic implementation
8. General meeting rules

### **Numbering system for meetings**

Each and every meeting at A/E BC shall have a number as follows:

Board meetings shall be given XX/YY where XX is the meeting number from 01-99 and YY is the Year number. For example the first meeting of the Year 2009 shall have the number 01/09 and so on.

Committee meetings shall have the same numbering system but with the following variation

BCB: BC/XX/YY

BOD: BD/XX/YY

PSC: PS/XX/YY

The same applies to XX and YY as in the board meetings.

### **The Roster of Decisions**

The Roster of decisions is a very important document that reflects all the decisions that have been taken in all the meetings from the beginning of the year up to date. Each decision is given a number ZZ/XX/YY. This means that the first decision of meeting 3 in 2009 takes the number 01/03/09. This methodology ensures unique numbers for every meeting and decision. It is consistent with the numbering system of meetings and accordingly for BCB, for example, the same decision will carry the number 01/BC/XX/YY. Moreover, the numbering system can be used in both Arabic and English while maintaining the BC/BD/PS connotation.

The roster as stated earlier is the rolling list of all decisions and contains the following columns

<b>No.</b>	<b>Decision</b>	<b>Person executing</b>	<b>Date to be done</b>	<b>Status</b>	<b>Actual finish date</b>
01/01/09	Follow up on membership and report back	ED	31/01/09	U	

For example the first decision of the first board meeting in 2009 stated a decision that the ED should follow up on membership and report back by the end of January 2009.

The decision will be reflected as above. As to the status it can be one of four options:

1. U: Under execution
2. D: Done
3. N: Ongoing
4. S: Stopped and cancelled.

Accordingly in the next board meeting, all decisions that should be finished should all read "D" under status. In the meeting any discussion will be minimized to a quick reflection from the ED on the matter or if it was requested to submit a report, then in the next board meeting there will be an item in the agenda that states "presentation from the ED on the membership issue".

The best thing about the roster of decisions is that after a while with all decisions on it, it will be clear what the committee or board has achieved and what decisions still need follow up. The following roster is an example of the roster as it looks in the invitation to meeting IR 05/09

No.	Decision	Person executing	Date to be done	Status	Actual finish date
01/BD/01/09	Follow up on this	KK	31/01/09	D	30/01/09
02/BD/01/09	Do this	MH	15/02/09	D	01/03/09
01/BD/02/09	Do that	AS	30/03/09	U	
01/BD/03/09	Meet them	KK	15/04/09	S	10/04/09
02/BD/03/09	Do this	WW	30/04/09	D	02/05/09
01/BD/04/09	Do that	KK, WW	25/04/09	N	-

The story that the above roster tells is the following: There were 4 meetings to date, meeting 1 and 4 each had 2 decisions, meeting 2 and 3 had each 1 decision. KK executed the decision 01/BD/01/09 on time, but the decision 01/BD/02/09 is overdue which needs attention. Decision 01/BD/03/09 was stopped before KK could finish it by the committee and decision 01/BD/04/09 is an ongoing process that has not stop date. So when the committee members receive the invitation to meeting 05/09 it will be very clear to them what needs their attention.

### **The agenda of the meeting**

The agenda of the board meeting and committee meetings can also be standardized as follows:

Board meetings will have the following agenda:

1. Approving the minutes of the previous meeting and discussing the roster of decisions.
2. Report from the ED on the operation and strategic implementation
3. The Financial situation
4. Any specific issues
5. Any additions

Item 4 above is maintained for specific issues that need discussion and have been agreed and send in the invitation to attend the meeting

Committee meetings will have a similar agenda as follows:

1. Approving the minutes of the previous meeting and discussing the roster of decisions.
2. Report from each champion on the status of ongoing activities
3. Strategic implementation
4. Any specific issues
5. Any additions

### **The Minutes of the meeting**

The minutes are a reflection in an organized manner on what ensued in the meeting. Excellent notes should be taken by the board/committee secretary who eventually writes the minutes. It is imperative to stress that the secretary is the meeting administrator and maintaining the focus of the meeting and hence s/he will be responsible for time keeping. The minutes carry the following designation Min XX/YY, so meeting BC/04/09 shall simply have the title Min BC/04/09, again the numbering is consistent all over.

The minutes cover page should have the meeting title including number, date and time of the meeting, who attended, who apologized and who is absent with no excuse. Then the meeting minutes take place by starting with mentioning the agenda items with the details of the discussion of each in order, even it was discussed in a different order.

Each individual has their own style in minute taking, but it is imperative that the structure be consistent and hence the content follow a certain methodology. Consistency is paramount in maintaining good minutes of meetings.

**Minutes of meeting should be written and sent to the board/committee members by the secretary within a maximum of 48 hours after the meeting and should include the Minutes and the roster of decisions with the new decisions updated on the roster.**

### **Meeting calendar**

It is imperative that the Board/committee in its first meeting sets the stage till the end of the year with the expected number of meetings needed. A good indication is 12 meetings for the board and depending on committee activity anywhere between 12-36 meetings as needed. The decision is left the individual committee as the work will include cycles of very high activity and others of low activity. In any case any committee should not meet less than 12 times a year or one a month. Moreover, it is better that the meetings between committees and the board are staggered so that better reporting can take place. For example board meetings can take place on the first Tuesday of every month, while BCB regular meetings can be held on the third Monday and BOD on the Third Tuesday and PSC on the third Sunday.

The idea here is that boards and committees can meet whenever they believe it is important and that remains the order of the day. But it is also important to maintain communication through one formal meeting that has the agenda items as mentioned above. This means one meeting per month, which is not very high.

### The Invitation to the meeting

The invitation to the meeting should contain the Invitation letter signed by the chairperson on by the secretary on her/his behalf and should contain the agenda for the meeting in addition to any material that should be read before the meeting. Attached is also the minutes of the previous meeting and the roster of decisions updated to the date of sending the invitation. Moreover since meeting dates are known for the regular meetings then the invitation should be sent at least 5 days before the meeting to allow any members to read any material sent so as the homework is done and everyone is on track at the meeting.

## Reporting on strategic implementation

Each Committee and the Ed would have developed their business plan and started implementing their operational plan and initiatives through projects, programs and action items. Accordingly a timetable of implementation would have been developed. To that extent the following color coding should be used.

Red	Less than 25% of target
Yellow	Between 26% and 80% of target
Green	Greater than 81% of target

Accordingly the ED and each committee head will prepare their Balanced Scorecard and simply color code the strategic objective box as indicated above. This will give a very clear indication to the ED that the overall strategy map is being implemented or not. Accordingly what the ED does is take all the scorecard results to date and add her/his work with the result of showing the A/E BC strategy map with color coded boxes as opposed to just all black text. In this manner any RED issues can be identified and solved ASAP by the board in the strategy reviews and the strategy testing meetings.

## General Meeting Rules

The following meeting rules have become tried and tested and are covered above but are worth repeating to stress the importance of having effective and efficient meetings:



1. **Use agendas** and include the item to be discussed and the time expected to take discussing the matter and the name of the presenter
2. Ensure that you have a **facilitator**. This is the role of secretary or it is a role that can be given to another member or the chairperson the responsibilities of the facilitator is to ensure that
  - a. Time is respected
  - b. Opinions are respected
  - c. No one bullies the meeting
  - d. Discussion is focused
3. **Take minutes**. This will ensure that you can write them in a good way as soon as you are done and result in better follow up on issues
4. **Adhere to the 100 Km rule**. This means that mobiles are off and your nearest office problem is 100 Km away and accordingly you can't solve it. Make sure you are fully focused on the meeting.

These general rules should support the Council in running efficient meetings.

## **APPENDIX: ARCHITECTS AND ENGINEERS BUSINESS COUNCIL INTERNAL BY-LAW - ARABIC**

[illegible]

الفصل الثالث عشر  
الضمان الاجتماعي ( 30 )

[illegible]

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## الفصل الأول مقدمة و تعاريف عامة

### المادة (1) مقدمة:

يسمى هذا النظام (النظام الداخلي لمنتدى الأعمال الهندسي ويهدف إلى وضع القواعد العامة التي تحكم علاقة المنتدى بموظفيها والإجراءات والأسس الواجب إتباعها لتحقيق الأهداف التالية:

1. حصول المنتدى على جهاز وظيفي يتمتع بكفاءة عالية .
2. المساهمة في تطوير و تحسين أداء و كفاءة و فاعلية المنتدى من خلال اجتذاب العناصر البشرية المؤهلة و المدربة.
3. خلق ظروف العمل الملائمة و المناخ التنظيمي و الرضا الوظيفي.
4. المساهمة في تدريب و تطوير و تنمية القوى العاملة من خلال برامج تدريبية محلية و خارجية.
5. المساهمة في تقليل معدل دوران العمالة و الغياب.
6. استعمال نظرية المساواة بين الموظفين.

يكون هذا النظام مرجعا تطبيقيا يحتوي على بعض السياسات و الإجراءات و النماذج المتعلقة بشؤون الموظفين، ويسعى المنتدى الهندسي إلى مواصلة تطوير هذا النظام لما يراه مناسباً و مواكباً للتغيرات و التطورات. و يعمل به من تاريخ 2009/1/1 وبعد إقراره من هيئة المديرين.

## المادة (2) تعريف عامة :

يكون للكلمات والعبارات المدرجة في هذا النظام المعاني المخصصة لها أدناه ما لم تدل القرينة على خلاف ذلك :

المملكة الأردنية الهاشمية. مبنى الأعمال الهندسي. المدير التنفيذي للمبنى. الشخص الذي يعمل في المبنى لقاء راتب بقرار من المرجع المختص في إحدى وظائف المبنى والخاضع لأحكام هذا النظام. وزارة العمل	المملكة: المبنى: المدير التنفيذي: الموظف:
اجمالي ما يتقاضاه الموظف من راتب أساسي وعلاوات ومكافآت طبقاً لسلم الرواتب المعتمد في المبنى وأية تعديلات تطرأ عليه ويدفع الراتب للموظف شهرياً بالدينار الأردني نظير القيام بعمله ما لم ينص عقد العمل صراحة على غير ذلك . مقدار المبلغ الذي يزداد به راتب / أجر الموظف سنوياً مع بقائه على وظيفته ودرجته ضمن ما هو محدد في سلم الرواتب المعتمد في المبنى. هي انتقال الموظف من وظيفته ودرجته التي يشغلها إلى وظيفة أعلى في الدرجة. الزيادة التي تمنح للموظف في الحالات الإستثنائية بصوره منفصلة عن الزيادة السنوية. قانون العمل المعمول به في المملكة الأردنية الهاشمية.	الوزارة: الراتب الإجمالي:  الزيادة السنوية:  الترقية: الزيادة الإستثنائية: قانون العمل:

### **المادة (3) تطبيق النظام :**

تطبق أحكام هذا النظام على جميع موظفي المنتدى باستثناء الموظفين الذين يعينون بموجب شروط ونظم تعاقدية خاصة ولا يخضعون معها لأحكام هذا النظام أو مندوباً عنها خارج مركز العمل فتسري عليهم الأحكام الخاصة في العقد ودون إخلال بأحكام قانون العمل.

**الفصل الثاني**  
**عقد العمل**  
**المادة (4)**  
**عقد العمل**

يقوم المنتدى بإصدار عقد عمل لكل موظف في المنتدى يبين فيه حقوق وواجبات كل من الطرفين, ويتم توقيعه من قبلهم فور بدء عمل الموظف في المنتدى كما ينص عليه قانون العمل الأردني.

**المادة (5)**  
**مدة التجربة**

تعتبر الفترة الأولى التي يتم فيها تعيين أي موظف في المنتدى هي فترة تجربة مدتها 90 يوم للتحقق من أن الموظف ذو كفاءة مناسبة للقيام بالمهام والمسؤوليات المرتبطة بالوظيفة و يحق للمنتدى أو الموظف خلال هذه المدة إنهاء العقد دون سابق إنذار.

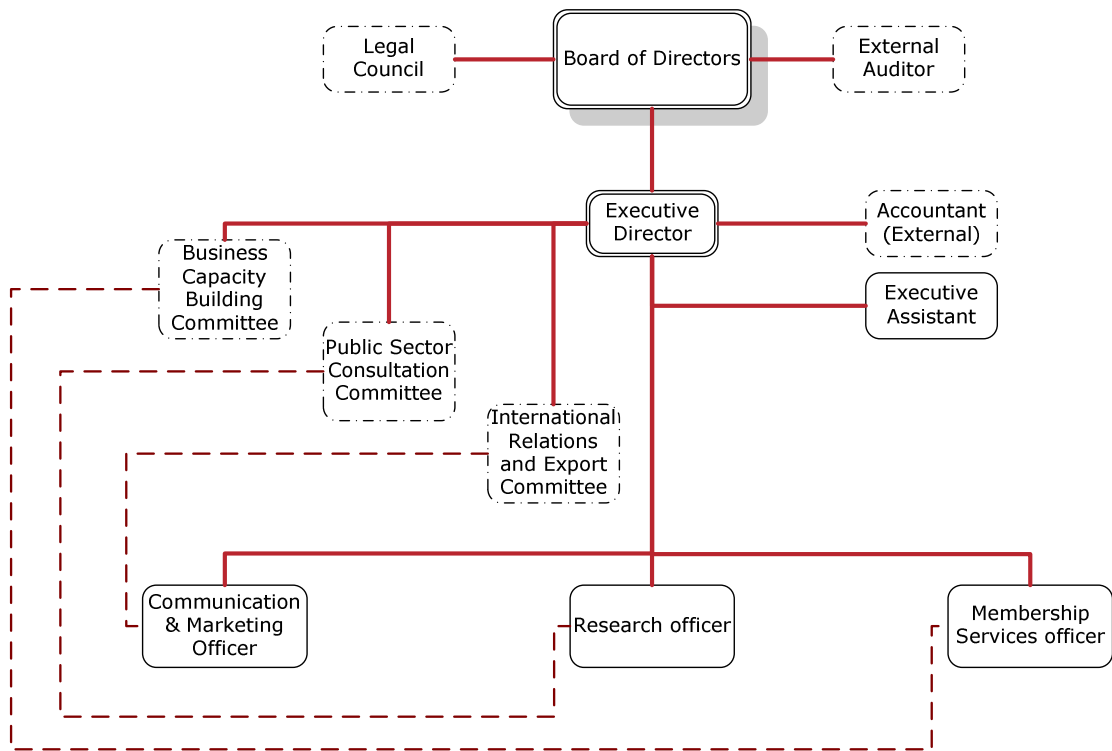
**المادة (6)**  
**تقسيم الموظفين:**

يقسم موظفوا المنتدى إلى التسلسل الوظيفي التالي:

المستوى الوظيفي	الفئة	اللقب	سلطة التوظيف
-	1	المدير التنفيذي	هيئة المديرين
الأول	2	مسؤولي الأعمال ومدير المكتب	تنسيب المدير التنفيذي وموافقة هيئة المديرين
الثاني	3	مساعد مسؤولي الأعمال والمحاسب	المدير التنفيذي
الثالث	4	السكرتارية وموظفي الإستقبال والمراسلين	المدير التنفيذي

كما يوضح الشكل أدناه الهيكل التنظيمي للمنتدى





### الفصل الثالث الدوام، الحضور، العمل الإضافي، المغادرات

#### المادة (7) الدوام

تحدد أيام وساعات العمل الأسبوعية للمنتدى بقرار من هيئة المديرين، ويتم إصدار تعميم في بداية كل عام يوضح فيه ساعات العمل.

يحدد يوم الجمعة من كل أسبوع يوم العطلة الأسبوعية إلا إذا إقتضت طبيعة العمل غير ذلك. ويحدد أي يوم إضافي كيوم استراحة من قبل هيئة المديرين حسب متطلبات العمل ويتم تعميم ذلك في بداية كل عام على أن لا يعتبر ذلك اليوم حق مكتسب للموظفين.

- 1) يجوز بقرار من هيئة المديرين تعديل ساعات العمل إذا إقتضت ظروف وطبيعة العمل ذلك دون اخلال بأحكام قانون العمل.
- 2) تحدد ساعات دوام العمل الصيفية والشتوية و الليلية بقرار من هيئة المديرين.
- 3) ينطبق على المنتدى أيام العطل والأعياد الرسمية والدينية في الأردن ويتم الإعلان عن ذلك بموجب تعميم من هيئة المديرين.
- 4) يجوز أن يطلب من أي موظف العمل بعد موافقته خارج أوقات الدوام الرسمي للمنتدى و أثناء العطل الرسمية و تقرر البدلات لقاء هذه الأعمال الإضافية حسب قانون العمل الأردني.
- 5) يتم تحديد ساعات الدوام في شهر رمضان المبارك بقرار من هيئة المديرين.

#### المادة (8) الحضور:

1. على جميع موظفي المنتدى الحضور إلى عملهم صباحا في الوقت المحدد وحسب التعليمات الصادرة من المدير التنفيذي بذلك.
2. يجب إبلاغ المسؤول المباشر في حالة التأخير الاضطراري.
3. في حال تعذر حضور الموظف الى المنتدى في الوقت المحدد لذلك فعليه ان يبلغ مديره مباشرة بذلك وذلك خلال الساعة الاولى من موعد بداية العمل الرسمي.
4. في حال رداؤه الطقس والثلوج يجب ان لا يغلق المكتب ولكن اذا تعذر الوصول لسبب مقنع تعتبر إجازة مدفوعة والإ تخصم من رصيد الإجازات السنوية وتعتبر في بعض الحالات التي يقرها المدير التنفيذي مخالفة عن الدوام ويصدر بذلك إنذار حسب ما يراه مناسباً.

#### المادة (9) العمل الإضافي:

- 1) العمل الإضافي هو العمل الذي يكلف به الموظف كتابياً من قبل المدير المباشر و بموافقة المدير التنفيذي بعد انتهاء ساعات العمل الرسمي أو خلال ساعات العمل الأسبوعية أو الرسمي أو الأعياد الدينية بإستثناء الحالات العاجله الطارئة كالحريق والكوارث فيجوز التكليف بها شفويًا على أن يتم توثيق ذلك كتابة في أقرب وقت ممكن.
- 2) يسمح بتشغيل الموظفين عملاً إضافياً أيام الجمع أو الأعياد الدينية أو العطل الرسمية على أن يتقاضى لقاء عمله عن ذلك اليوم أجراً إضافياً لا يقل عن 150% من أجره المعتاد. أو أن تحسب الساعة بدل 150% من ساعات الدوام المعتادة.
- 3) يسمح بتشغيل الموظفين عملاً إضافياً بعد انتهاء ساعات العمل الرسمية أو خلال ساعات العمل الأسبوعية أو الرسمية على أن يتقاضى لقاء عمله عن ذلك اليوم أجراً إضافياً لا يقل عن 125% من أجره المعتاد. أو أن تحسب الساعة بدل 125% من ساعات الدوام المعتادة.
- 4) يمكن لأي موظف الإستمرار في الدوام اليومي بعد إنتهاء ساعات العمل اليومي حسب ما يراه مناسباً دون إعتبار ذلك جزء من الدوام الإضافي ولا يحق له المطالبة ببذل دوام إضافي في هذه الحالات.

#### المادة (10) نظام المغادرات

1. يتم تسجيل المغادرة في النموذج المعتمد في المنتدى.
2. التنسيب بالمغادرة يكون من قبل المسؤول المباشر للموظف و يوافق عليها مدير المكتب.
3. يتم إرسال نموذج المغادرة إلى مدير المكتب ليتم تدوينها و حفظها في ملف الموظف.
4. تحتسب المغادرة لكل موظف على أساس ساعات الدوام اليومي بحيث تجمع عدد ساعات المغادرة كل أسبوع ويخصم عدد أيام من الإجازة السنوية عندما يكون مجموع عدد ساعات المغادرة يعادل عدد ساعات الدوام المعتمدة في المنتدى حسب تعميم الرئيس التنفيذي.
5. يتم تزويد المدير التنفيذي بقرار شهري عن مغادرات الموظفين من قبل مدير المكتب.
6. في حال انتهاء رصيد الاجازات السنوية للموظف يتم خصم ما يعادل أيام المغادرة من آخر راتب يتقاضاه الموظف في حال تركه العمل أو يتم خصمه من راتب آخر شهر في العام للموظف المستمر على رأس عمله.
7. تعتبر المغادرات من البنود الرئيسية في التقييم السنوي للموظف.

#### المادة (11) التغيب عن العمل :

1. تطبق الأحكام المتعلقة بتغيب الموظف عن العمل حسب نظام المخالفات و العقوبات الوارد في النظام الداخلي للمنتدى.
2. تتم دراسة أسباب الغياب للموظف فيما بين مسؤوله المباشر والمدير التنفيذي وذلك لتقرير القبول بها أو تطبيق إجراءات العقوبة عليه.

## الفصل الرابع نظام الإجازات

### المادة (12)

#### تقسيم الإجازات

تقسم الإجازات في المنتدى الى ستة أنواع:

- الإجازات السنوية
- الإجازات المرضية
- إجازة الوفاة
- إجازة الأمومة
- إجازة الحج
- الإجازات الطارئة

### المادة (13)

#### الإجازات السنوية :

1) يتم تحديد عدد أيام الإجازة السنوية حسب الجدول التالي:

المستوى الوظيفي	الفئة	عدد أيام الإجازة
-		حسب قرار هيئة المديرين
الأول		14
الثاني		14
الثالث		14

- 2) تصبح مدة الإجازة 21 يوماً إذا أمضى الموظف في خدمة المنتدى مدة خمس سنوات متصلة.
- 3) يجوز أن تزيد عدد أيام العطل السنوية للموظف عن 14 يوم بموافقة هيئة المديرين.
- 4) لا تحسب أيام العطل الرسمية والأعياد الدينية وأيام العطلة الأسبوعية من الإجازة السنوية إلا إذا وقعت خلالها.
- 5) يجوز تأجيل إجازة الموظف السنوية عن أي سنة بالاتفاق بين الموظف والمدير التنفيذي إلى السنة التالية مباشرة لتلك السنة ويسقط حق العامل في الإجازة المؤجلة على هذا الوجه إذا أنقضت السنة التي أجلت إليها ولم يطلب استعمالها خلال تلك السنة.
- 6) يمنع المدير التنفيذي من رفض طلب أي موظف من الحصول على إجازته السنوية إلا إذا كانت مخالفة للخطة السنوية للإجازات التي يتم الإتفاق عليها بين الموظفين والمدير التنفيذي في الشهر الأول من كل عام.
- 7) إذا لم تبلغ مدة خدمة العامل السنة فيحق له الحصول على إجازة بأجر بنسبة المدة التي عمل خلالها في السنة.
- 8) على المدير التنفيذي أن يطلع هيئة المديرين على الموعد التقريبي لإجازته السنوية وذلك قبل شهر على الأقل.
- 9) كل موظف ينتقل من وظيفته أدنى إلى وظيفته أعلى يتمتع بما يتبقى من إجازته السنوية على أساس مدة الإجازة في الوظيفة الأدنى وتبدأ استفادته من أيام الإجازة التي يستحقها بموجب درجته الوظيفية الأعلى من تاريخ الترفيع.
- 10) لا يمنح الموظف أو العامل إجازة خلال فتره التجربه إلا أنه يستحق عن تلك الفتره إجازة سنويه إذا ما تم تثبيته في العمل بصورة دائمه.
- 11) يجوز تجزئه الإجازة السنوية للموظف تمثلياً مع ظروف العمل ولا يجوز منحه إجازة سنوية متصلة لأكثر من إجازة سنتين.
- 12) للمدير التنفيذي قطع إجازة الموظف إذا إقتضى مصلحه العمل ذلك على أن تتحمل المنتدى في هذه الحالة نفقات عودته بوسيله السفر المسموح بها سواء كان ذلك في داخل المملكه أو خارجها ويتم إضافه مده الإجازة التي لم يتمتع بها الموظف إلى رصيد إجازاته السنويه.

### المادة (14)

#### الإجازات المرضية:

1. يستحق الموظف إجازة مرضية مدفوعة الراتب في الحالات التي يمنعه فيها المرض عن القيام بعمله معززاً ذلك بتقرير طبي صادر عن طبيب معتمد لدى المنتدى، أما في الحالات الطارئة يجب على الموظف إعلام مدير المكتب هاتفياً أو بآيه وسيله أخرى على أن تخضع الإجازة المرضية في هذه الحالات لتقرير من طبيب تقبله المنتدى وبموافقة المدير التنفيذي.
2. تكون أيام الإجازات المرضية المدفوعة الراتب حسب ما ينص عليه القانون الأردني على أساس ( 14 ) يوماً في السنة.

3. يجوز تمديد الإجازة لمدة أربعة عشر يوماً أخرى بأجر كامل إذا كان نزول أحد المستشفيات و بنصف الأجر إذا كان بناءاً على تقرير لجنة طبية تعتمدها المنتدى و لم يكن نزول أحد المستشفيات.
4. يعبأ نموذج الإجازة بعد عودة الموظف و يوقع من قبل المسؤول المباشر ويرسل مع كافة التقارير الطبية إلى مدير المكتب لتحتفظ في ملف الموظف و تنزل من رصيد الإجازات المرضية.

#### المادة(15)

##### الإجازة بدون راتب :

1. الإجازة بدون راتب هي غياب الموظف عن عمله بدون أجر بناءاً على طلبه وموافقة المدير التنفيذي.
2. يجوز منح الإجازة بدون راتب حسب الحالات المنصوص عليها في قانون العمل الأردني على النحو الآتي:
  - يجوز للمرأة الحصول على إجازة دون أجر لمدة لا تزيد على سنة للتفرغ لتربية أطفالها، و تفقد هذا الحق إذا عملت بأجر في أي مؤسسة أخرى خلال تلك المدة.
  - يجوز للموظف الحصول على إجازة لمرة واحدة دون أجر لمدة لا تزيد على سنتين لمرافقة زوجه إذا انتقل إلى عمل آخر يقع خارج المحافظة التي يعمل فيها داخل المملكة أو إلى عمل يقع خارجها.
3. يتم الموافقة على الإجازة بدون راتب أو رفضها من قبل المدير التنفيذي.
4. يجوز إعطاء الإجازة بدون راتب في حال استنفاد الإجازة السنوية للموظف و بعد موافقة المدير التنفيذي و يحق للمدير التنفيذي قبولها أو رفضها حسب مستجدات العمل.

#### المادة(16)

##### إجازة الأمومة :

1. تمنح المرأة المستخدمة في المنتدى إجازة الأمومة المنصوص عليها في قانون العمل الأردني حيث تبلغ مدتها 10 أسابيع على أن لا تقل المدة التي تقع من هذه الإجازة بعد الوضع عن ستة أسابيع.
2. يبدأ احتساب إجازة الأمومة من تاريخ انقطاعها عن العمل .
3. يجوز للمرأة التي أنجبت الحصول خلال السنة الأولى من ولادتها على إجازة لمدة ساعة يومياً مدفوعة الأجر لإرضاع المولود.

#### المادة(17)

##### إجازة الحـج :

للمدير التنفيذي الحق في منح الموظف إجازة حج مدفوعة الراتب ولمرة واحدة أثناء خدمته في المنتدى وذلك بناء على طلب الموظف مع التأكد من قيام الموظف بالحج أثناء الإجازة الممنوحة له شريطة أن يكون قد أمضى في خدمه الشركة مدة 5 سنوات على الأقل.

#### المادة(18)

##### إجازات إضافية :

يحق للموظف الحصول على إجازة مدتها أربعة أشهر دون أجر إذا ألتحق للدراسة في جامعة أو معهد أو كلية معترف فيها بصورة رسمية.

الفصل الخامس  
نظام الأجور و الحوافز  
المادة (19)

الرواتب

1. يحدد المنتدى عند تعيين الموظف الاجر الذي سيدفعه للموظف مقابل عملة على ان لا تقل هذه القيمة عن الحد الأدنى للدرجة الوظيفية المعين على اساسها، ولا تزيد عن الحد الاعلى المحدد للدرجة الوظيفية المعين على اساسها.
2. يقوم المنتدى بصرف اجور موظفيه في الفترة الواقعة ما بين 22- 25 من كل شهر بالدينار الاردني.
3. يسمح بالصرف المبكر لراتب الموظف في حالة الاجازة السنوية او السفر او في حالات الطوارئ او الاعياد بموافقة المدير التنفيذي.
4. تم تطوير سلم الرواتب حسب المستويات و الدرجات الوظيفية على النحو التالي وهي من باب التقريب ويبقى القرار النهائي للراتب المحدد للمدير التنفيذي:

المستوى الوظيفي	الفئة	الراتب الأدنى والأعلى بالدينار الأردني
-	1	تحدد حسب العقد
الأول	2	800-350
الثاني	3	400 - 250
الثالث	4	300 - 150

المادة (20)

العلاوات و البدلات

بدل تنقلات داخلية :

يمنح الموظفون في المنتدى بدل تنقلات داخلية للمشاريع الخاصة للمنتدى وغير المتعاقد عليها مع جهات داعمة مثل برامج منح الإتحاد الأوروبي ومنح الولايات المتحدة كالتالي:

1. يمنح الموظف بدل تنقلات داخل حدود أمانة عمان الكبرى فتصرف لهم بدل لكل كيلومتر مقطوع مقداره 130 فلس.

2. للتنقلات إلى المحافظات داخل المملكة يتم اعتماد الجدول التالي:

المدينة	البذل لكل رحلة (ذهابا وإيابا )
إربد والمفرق والأزرق	30 دينار
عجلون وجرش	15 دينار
الزرقاء ومادبا والسلط	10 دنانير
الكرك	30 دينار
الطفيلة ومعان	50 دينار
العقبة	تذكرة سفر ذهابا وإيابا

3. التنقلات المتعاقد عليها مع جهات داعمة يتم الإتفاق عليها حسب شروط تلك الجهات الداعمة
4. يقوم الموظف بتعبئة النموذج المخصص لذلك وتوقيعه من قبل مدير المكتب.

المادة (22)

المكافآت:

- 1) يعتبر نظام المكافآت من الحوافز التي تقدمها المنتدى لموظفيها و يعتمد هذا النظام اعتماداً كلياً على نتائج المجموع العام لتقييم الأداء السنوي.
- 2) يتم احتساب المكافآت في المنتدى كما تراه المنتدى مناسباً بما حققته من نتائج متمشية مع تحقيق رؤية وغاية المنتدى.
- 3) لا يتم منح الموظفين المستقبليين أية مكافأة سنوية عن السنة التي تم فيها قبول الإستقالة.
- 4) تمنع المكافأة عن أي موظف ارتكب أية مخالفات تستدعي اتخاذ إجراءات عقابية خلال نفس السنة.

5) تصرف المكافآت في نهاية كل سنة مالية ومع راتب شهر كانون أول.

## المادة (23)

### الزيادات السنوية :

1) يتم تحديد الزيادة السنوية لكل موظف بناء على تقييم أداءه حسب نظام تقييم الأداء المذكور لاحقاً (الفصل السابع: نظام تقييم أداء الموظفين) وحسب النسب في الجدول أدناه:

الدرجة				الزيادة السنوية كنسبة من الراتب الأساسي
3	2	1	-	
5.50%	5.00%	4.50%	3.50%	

الدرجة				تعديل الزيادة حسب تقييم الموظف
3	2	1	-	
نتيجة التقييم 90%+	250%	250%	250%	نتيجة التقييم 90%+
نتيجة التقييم 80%+	150%	150%	150%	نتيجة التقييم 80%+
نتيجة التقييم 70%+	100%	100%	100%	نتيجة التقييم 70%+
نتيجة التقييم >70%	0%	0%	0%	نتيجة التقييم >70%

الزيادات

المدير  
على  
السنوية  
بناء  
المالي

أسس  
السنوية:  
أ- موافقة  
التنفيذي  
منح الزيادة  
للموظفين  
على الواقع  
للمنتدى.

- ب- أن يكون قد تم تثبيته في المنتدى مدة ثلاثة أشهر على الأقل.
- ت- أن لا يكون قد ارتكب أية مخالفات تستدعي اتخاذ إجراءات عقابية خلال نفس السنة.
- ث- يتم منح الزيادة السنوية للموظفين في بداية كل سنة مالية وتحتسب بنسبه مدة خدمته من تلك السنة.

## المادة (24)

الزيادات الإستثنائية:

- 1) يتم منح الزيادة الإستثنائية بصوره منفصلة عن الزيادة السنوية ولا يؤثر منح هذه الزيادة على الزيادات السنوية للموظف ما دام هنالك ما يبرر ذلك.
- 2) لا تعتبر الزيادة الإستثنائية حقاً مكتسباً للموظفين والعاملين في المنتدى.
- 3) يتم التنسيب بالزيادات الإستثنائية من قبل المسؤول المباشر عن الموظف وذلك بموجب كتاب خطي مع بيان مبررات وأسباب منح الزيادة و يرفع الطلب إلى هيئة المديرين.

## المادة (25)

الترقيات

- 1) تتم ترقية الموظف استناداً إلى الكفاءة و الخبرة و ليس إلى عدد سنوات الخدمة و يتم الأخذ بالأقدمية إذا تساوت المميزات الأخرى للمرشحين للوظيفة.
- 2) في حالة وجود أكثر من شخص مرشح لشغل الوظيفة الشاغرة تشكل لجنة فحص و مقابلة لإجراء المفاضلة و اختيار أكفأ المرشحين و تتم الموافقة على قرار التعيين من قبل السلطة المخولة بالتعيين.

## المادة (26)

البدلات والحوافز

تقوم المنتدى بمنح موظفيها الحوافز والبدلات التالية:

1. الضمان الاجتماعي: ويدفع بنسبة 11% من قبل المنتدى.
2. التأمين الصحي بالدرجة الاولى : يستفيد من هذا النظام جميع العاملين في المنتدى بصفة دائمة. وتحمل المنتدى كامل تكلفة بوليصة التأمين للموظف بعد اكمال فترة التجربة وتثبيتة.



## الفصل السادس نظام التوظيف والتعيين

يعتبر المنتدى مجموع طاقات و مواهب الأفراد العاملين فيه من أهم الموارد الأساسية له و رأسماله الحقيقي و الفعلي, لذا توجب عمل نظام للتوظيف يبين آلية التوظيف في المنتدى لإنقاء أفضل الموارد البشرية سواء من داخله أو خارجه.

### المادة (27) الشروط العامة لتعيين الموظفين:

- يشترط لتعيين الموظف في المنتدى ما يلي:
1. أن يكون أردني الجنسية ويجوز تعيين غير الأردنيين في حاله عدم توفر الأردنيين المؤهلين لشغل بعض الوظائف شريطة أن يخضع استخدام غير الأردنيين لموافقه المدير التنفيذي والجهات الرسمية المختصة.
  2. أن لا يقل عمر الموظف عن ثمانية عشر عاماً ويعتمد سن الموظف عند التعيين بموجب شهاده ميلاد رسميه أو أيه وثيقه صادرة عن دائره الأحوال المدنية.
  3. أن يكون متمتعاً بحقوقه المدنية وحسن السيرة و السلوك وغير محكوم عليه بجناية أو جنحة مخلة بالشرف كالسرقة والاحتيال والاختلاس والتزوير والرشوة وسوء الائتمان والشهادة الزور أو أيه جريمه أخرى مخله بالأخلاق العامه.
  4. أن يكون لانقاً من الناحية الصحية للقيام بالعمل المطلوب.
  5. أن يكون حائزاً على الحد الأدنى من المؤهلات العلميه والخبرات العمليه المطلوبه لشغل الوظيفة المرشح للتعيين لها.
  6. أن لا يكون مطلوباً لخدمة العلم.
  7. أن تتم إجراءات التعيين بقرار من الإدارة العامه وبموجب عقد رسمي موقع أو كتاب تعيين.

### المادة (28) التوظيف

بعد تحديد الشاغر الوظيفي حسب الهيكل التنظيمي تتبع الخطوات التالية:

#### أولاً: تحديد متطلبات الوظيفة

- أ) الوصف الوظيفي:
- بالإضافة إلى المعلومات الأساسية عن الوظيفة التي يعطيها نموذج الوصف الوظيفي. يمكن أن يشمل الوصف الوظيفي لغرض التوظيف على معلومات عن:
- برامج التدريب للموظف و فرص تطور المهنة.
  - الشروط و القواعد للوظيفة والراتب الشهري, أو الأجر بشكل عام.
  - أي إمتيازات للوظيفة تعود على صاحب الوظيفة بفائدة, كتقديم الخدمات الصحية والاجتماعية.
  - متطلبات خاصة بالعمل, كالتنقل داخل أو خارج البلاد, أو العمل في أوقات متأخرة من الليل... الخ.
  - تحديد الدرجة العلمية أو الدورات التدريبية و المؤهلات و الخبرات و المهارات اللازم توافرها في الموظف شاغل الوظيفة.

**ملاحظة:** يجب أن لا يكون تحديد المتطلبات السابقة مبالغ فيه, لأن هذا من شأنه أن يجذب المرشحين للوظيفة و لكن عندما يجدون أن مؤهلاتهم و مهاراتهم و خبراتهم غير مستغلة قد يؤدي هذا إلى استيائهم. لذلك إن أفضل طريقة لتحديد المتطلبات الشخصية لصاحب الوظيفة هي التمييز بين المتطلبات الضرورية و بين الميزات المفضل تواجدها في صاحب الوظيفة. و كتابة هذه المتطلبات و الميزات على حدة.

### المادة (29) التوظيف الداخلي

- 1) يتم إعطاء الأولوية في الارتقاء إلى مناصب أعلى لموظف المنتدى الذي أظهر اهتماماً ومبادرة خلال فترة خدمته في المنتدى لتسلم مسؤوليات ومهام أكبر و إذا أثبت كفاءته لذلك الشاغر بالإنتاجية العالية, إن تفضيل موظف المنتدى عن أي موظف مستقطب من الخارج يخلق جواً من روح التنافس و يوجه الموظفين على مسار تطورهم في العمل.

- (2) يتم تعيين الموظف ليشغل المنصب الجديد تحت التجربة لمدة 90 يوما وذلك للتحقق من كفاءته و إمكانياته.
- (3) بعد مرور فترة التجربة للموظف صاحب الترقية يتم البحث معه عن مدى التأقلم والتجاوب مع الوظيفة الجديدة وهل بمقدرته الاستمرار في هذه الوظيفة أم لا.
- (4) إذا تبين أن الشخص قادر على القيام بالوظيفة الجديدة يتم تعيينه رسمياً مع بيان تغيير وضعه إلى المنصب الجديد.
- (5) إذا تبين عدم مقدرته على القيام بالمهام يتم إبراز نقاط الضعف لديه والقيام بتدريبه على هذه النقاط بالإضافة أنه يرجع إلى منصبه السابق.

## المادة(30) التوظيف الخارجي:

في حال عدم توافر موظفين مؤهلين لشغل الوظيفة داخل المنتدى، يلجأ المنتدى لعملية التوظيف الخارجي و التي تمر بعدة خطوات على النحو التالي:

### 1) استقطاب المرشحين:

- الإعلان عن الوظيفة الشاغرة بهدف تجميع اكبر عدد من السير الذاتية المستقطبة من الجامعات والمعاهد المختصة أو عن طريق نشر إعلان في الجريدة المحلية وذلك لتتويع مصادر السير الذاتية.
- يتم استدعاء الأشخاص الذين تم اختيارهم للمقابلة الأولية(اللائحة القصيرة)، و يقوم مدير المكتب بإعطائهم طلبات توظيف و يتم تعبئتها داخل حرم المنتدى و لا يسمح بأن تعبأ خارج حرم المنتدى.
- مراجعة و تقييم طلبات التوظيف.

### 2) اختيار المرشح:

- فصل طلبات التوظيف الأنسب عن باقي الطلبات
- القيام بمقابلات و إختبارات للمرشحين: في هذه المرحلة يتم القيام بمقابلة أولية تحدد بشكل عام قدرات الشخص المهنية والشخصية ومدى درجة ملاءمتها مع متطلبات الوظيفة و مع طابع المنتدى بالنسبة لطبيعة كادها.
- إذا تمت المقابلة الأولى بنجاح يتم استدعاء الشخص لمقابلة ثانية في وقت لاحق أو إتمام هذه المقابلة فوراً بعد الانتهاء من المقابلة الأولية وفي هذه المرحلة يتم معرفة قدرات الشخص المهنية بشكل أعمق ومدى قدراته على تحمل المسؤوليات المرتبطة بهذه الوظيفة.
- اختيار المرشح الأمثل و عرض الوظيفة عليه
- طلب وثائق شخصية و شهادات دراسية وشهادات خبرة
- عرض النظام الداخلي للمنتدى على الموظف فور تعيينه وذلك للتعرف على انظمة المنتدى الداخلية بالإضافة الى تعريف الموظف على المرافق من خلال جولة تعريفية.
- أخيراً تجهيز عقد العمل بوضوح فيه الراتب والوظيفة بالإضافة إلى الحوافز الأخرى.
- يتم تثبيت الموظف او عدمه بناء على قرار من الجهات المخولة بالتعيين قبل انتهاء فتره التجربة بناءً على نتائج التقييم.

**ملاحظة:** يجب أن تعطى العناية الكافية لعملية التعيين وأن يبذل الوقت و الجهد الكافي في ذلك خاصة عندما يتعلق الأمر بوظائف المستويات العليا، لأن هذه المرحلة سينتج عنها توظيف الكفاءات الملائمة و سيقال نسبة دوران العمالة لدى المنتدى.

## المادة(31) التعيين:

- (1) تبدأ خدمة الموظف في المنتدى اعتباراً من تاريخ الالتحاق و استلام العمل حيث يتم احتساب الراتب و الإمتيازات المقررة له اعتباراً من هذا التاريخ إذا استمر الموظف في عمله بعد انتهاء مدة التجربة و تحتسب مدة التجربة ضمن مدة خدمة الموظف في المنتدى.
- (2) يقوم مدير المكتب بالتنسيق مع مدير الوحدة الذي ينتمي إليها الموظف الجديد بعمل جولة تعريفية للموظف، و يعرض عليه النظام الداخلي للمنتدى.

## الفصل السابع نظام تقييم أداء الموظفين

يعتبر تقييم أداء الموظفين في المنتدى من أهم الأسس التي تعتمد عليها الإدارة العليا في تحديد أفضل الكوادر و الموارد البشرية العاملة لديها لترقيتها و الإهتمام بتطويرها بشكل مستمر بالإضافة لتحديد مظاهر القوة و الضعف عند الموظفين و العمل على معالجتها.

### المادة (32) تقييم أداء الموظفين

- (1) يتم تقييم أداء جميع الموظفين مرة واحدة في العام، في بداية شهر كانون الأول وفق نماذج مخصصة للتقييم، بحيث يتم النظر بنتائج تقييم الأداء قبل موعد الزيادة السنوية والاستثنائية أو العلاوات والترقيات المتعلقة بالموظف.
- (2) تقسم نماذج التقييم حسب الدرجات الوظيفية و يتم توزيعها من قبل المدير التنفيذي على الدوائر و الأقسام المعنية في المنتدى.
- (3) يقوم مدير المكتب بتعبئة بيانات الجزء الأول (المعلومات الأساسية) على نموذج تقييم الأداء لجميع الموظفين ومن ثم يتم توزيع هذه النماذج على مدراء الدوائر ورؤساء الأقسام قبل 30 يوم من موعد التقييم السنوي.
- (4) يتم تعبئة نموذج تقييم الأداء من قبل الرئيس المباشر للموظف أو العامل وذلك حسب نموذج التقييم ، و من ثم التأكد من أن الموظف المعني قد وقع و صادق على ما تم تحريره من قبل الرئيس المباشر، و إذا رفض الموظف المعني التوقيع يتم توثيق ذلك على نفس نموذج التقييم.
- (5) يقوم الرئيس المباشر للموظف برفع نماذج تقييم الأداء للموظفين الذين يشرف عليهم مباشرة إلى مدير الوحدة الذي يقوم بدوره بتعبئة ملاحظات مدير الدائرة.
- (6) يقوم مدير الوحدة بتسليم مدير المكتب نماذج التقييم السنوي في موعد 15 كانون أول.
- (7) يقوم مدير المكتب بتعبئة بيانات الجزء الثاني من التقييم (إحصائية أيام الغياب والتقديرات والعقوبات) ورفع كافة التقييمات إلى مدير المكتب بحد أقصى نهاية الأسبوع الثالث من شهر كانون أول.
- (8) يتم رفع التقييمات إلى المدير التنفيذي للبت بكافة المكافآت والعلاوات والجوائز المستحقة على أن يكون قبل نهاية شهر كانون أول.
- (9) يعتمد في تقييم أداء الموظفين على مصادر مختلفة منها: حضور و التزام الموظف، إداء الموظف في العمل.
- (10) يتم توجيه إذار كتابي للموظف الحاصل على تقييم ضعيف و لفت نظر للموظف الحاصل على تقييم متوسط ويحق للموظف إبداء وجهة نظره حول الأسباب التي أدت إلى ذلك في مذكرة يرفعها إلى المدير التنفيذي أو في اجتماع معه لهذا الخصوص.
- (11) تتراوح نتيجة تقييم أداء الموظف من ممتاز إلى ضعيف و يحدد بناءا على تلك النتيجة نسبة الزيادة السنوية و الإقتراحات المتعلقة بتطوير إداء الموظفين.
- (12) يتم تحديد لجنة للتقييم وذلك للنظر في نتائج تقييم الموظفين الذي بلغ معدل التقييم السنوي لهم ما دون 69%
- (13) يعمل بالزيادات السنوية من بداية السنة.

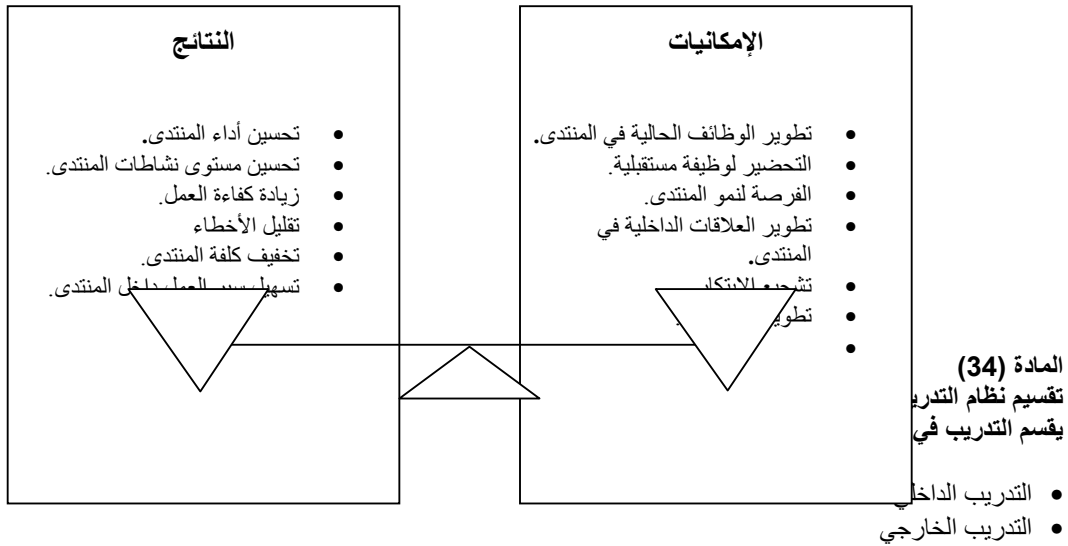
## الفصل الثامن نظام التطوير و التدريب

يعتبر التدريب وسيلة أساسية في تطوير موارد المنتدى البشرية عن طريق تقديم البرامج التدريبية داخل و خارج المنتدى مما يعكس نتائج ايجابية على أداء الموظفين و بالتالي أداء المنتدى في تحقيق مزيد من النتائج.

### المادة (33)

#### تطوير الأداء:

تطوير الأداء يعني زيادة معرفة و مهارة الموظف و توسيع نطاق تفكيره و تطبيق ذلك من خلال عمله في المنتدى. يقوم المنتدى في بداية كل عام بدراسة نماذج تقييم الاداء و نتائجها و ذلك لمعرفة نقاط القوة و الضعف لدى الموظفين و عمل خطة لتطوير أدائهم خلال السنة و حسب متطلبات الوظيفة. يجب أن تكون الخطة متوازنة من حيث إمكانيات الموظف و المنتدى من جهة و النتائج المرغوب تحقيقها من خلال خطة التدريب و انعكاسها على تطوير المنتدى, كما هو موضح في الشكل الآتي:



**التدريب الداخلي:** أن يقوم موظفو المنتدى من مسؤولين و مشرفين و رؤساء الأقسام و مدراء الدوائر بتدريب مرؤوسيهـم على أساليب العمل الحديثة كل في مجاله.

**التدريب الخارجي:** أن يتم تنسيب موظفي المنتدى الى حضور برامج تدريبية في مراكز تدريب متخصصة لمواكبة التطورات الحديثة في مجال أعمال المنتدى وأنشطتها

### المادة (35)

#### التدريب الخارجي

تقوم المنتدى بعمل إستبيان في بداية كل سنة لموظفيها على الدورات التدريبية التي يعتقدون أنهم بحاجة إليها لممارسة عملهم بفاعلية. على ان يتم تحديد عدد الدورات المقترحة إلى 6 دورات. يقوم المدير التنفيذي بمناقشة نتائج الإستبيان مع مدراء الدوائر لتحديد الدورات التدريبية اللازمة للموظفين, و بناءا على التنسيق بين مدراء الدوائر و المدير التنفيذي و على أساس الحاجة إلى التدريب وفائدته للمنتدى يتم تحديد الدورات التدريبية اللازمة للموظفين.

### المادة (36)

#### في حال اقتراح المنتدى دورات تدريبية أخرى:

1. يستلم مدير المكتب برامج الدورات التدريبية التي ترسل إلى المنتدى.
2. يقوم المدير التنفيذي بتعميم المعلومات على الموظفين الذين تتعلق الدورة بعملهم.
3. يقوم الموظف الراغب بحضور دورة تدريبية بتقديم طلب خطي لمدير الدائرة للاشتراك بالدورة.
4. لا يحق لأي مسؤول مباشر برفض طلب الموظف للتدريب بدون مناقشة الموظف بذلك.

5. ترفع جميع الأوراق مع تنسيب مدير الدائرة التي ينتمي إليها الموظف إلى المدير التنفيذي من أجل دراسة الوضع و الموافقة و إقرار برنامج سنوي للتدريب.
6. يلتزم المتدرب بكتابة تقرير مفصل عن محتويات الدورة والمادة المغطاة وتطبيقها عمليا" بالمنتدى والفائدة التي نالها وبمدة لا تزيد عن أسبوعين من تاريخ انتهاء الدورة.
7. للإدارة العليا القرار النهائي في تغطية نفقات الدورة أو جزء منها.
8. يلتزم الموظف بتدريب أكبر عدد ممكن من موظفي المنتدى حسب ما يتم الاتفاق عليه مع مدير الدائرة.
9. يلتزم الموظف الاستمرار في عمله لمدة تحدد كما يلي :
  - اذا كانت قيمة الدورة لا تتجاوز 300 دينار يلتزم الموظف بالاستمرار في عمله لمدة 6 اشهر , محسوبة من تاريخ إتمامه للدورة أو تاريخ إتمامه الامتحان الخاص بالدورة أيهما يأتي لاحقا.
  - اذا كانت قيمة الدورة تتجاوز 300 دينار يلتزم الموظف بالاستمرار في عمله لمدة 12 شهر, محسوبة من تاريخ إتمامه للدورة أو تاريخ إتمامه الامتحان الخاص بالدورة أيهما يأتي لاحقا.
10. يجوز للإدارة تغيير مدة التزامه و ذلك بموافقة المتدرب الخطية.
11. في حالة ترك الموظف العمل في المنتدى قبل انتهاء المدة المحددة يترتب عليه دفع المبلغ الذي دفعته المنتدى للدورة، مضافا إليها ما تقاضاه من رواتب و بدلات لنفس الدورة.

#### المادة(37)

##### تقييم درجة استفادة الموظف من برنامج التدريب :

- يجب التأكد من استفادة و مدى فهم الموظف لبرنامج التدريب الذي تم بنسيبه إليه بعد الانتهاء منه على النحو التالي:
- يجب مقابلة الموظف ( أو يتم امتحان الموظف قبل و بعد برنامج التدريب إذا كان هذا بالإمكان) و ذلك للتأكد من مدى استفادة الموظف من برنامج التدريب.
  - يجب على المسؤول المباشر مراقبة أداء الموظف بعد الدورة التدريبية خلال تنفيذه للعمل المطلوب و التأكد من مدى قدرة الموظف على تعليم زملائه بما تم الاستفادة منه خلال برنامج التدريب.

الفصل التاسع  
نظام الوجبات الغذائية و الصلاة

المادة (38)  
تنظيم العمل:-

- يعتمد مدة نصف ساعة لجميع العاملين من أجل تناول وجبة الفطور/الغذاء في المنتدى ولا تحسب من ساعات العمل الرسمية
- يتم اعتماد توقيت محدد لمدة عشر دقائق لأداء الصلاة خلال أوقات العمل بما يتناسب مع توقيت الصلوات في الشتاء و الصيف. و لا تحتسب من ساعات الدوام الرسمي.
- يخصص اليوم الأول من كل شهر مدة ساعة واحدة من أجل اجتماع لكل الموظفين لمناقشة امور العمل مع تناول الفطور مع المدير التنفيذي.

## الفصل العاشر نظام رحلات التدريب و العمل

### المادة (39) نفقات السفر

- يتحمل المنتدى نفقات سفر المدير التنفيذي و العاملين إذا كانت مهام السفر لأغراض المنتدى و على الشخص الذي سيقوم بالمهمة إعداد برنامج السفر الذي يتضمن مهام السفر و مدته المتوقعة.
- تتكون نفقات السفر مما يلي:
  1. تذاكر السفر
  2. مصاريف السفر الداخلية و الاتصالات الهاتفية و البرقيات و التأشيرات و رسوم المغادرة سواء بالطريق الجوي أو البحري أو البري.

### المادة (40) أسس التكاليف بمهمات السفر

يكلف الموظفون بمهمات رسمية داخل المملكة و خارجها و فق الأسس التالية:

- 1) المدير التنفيذي: بقرار منهيئة المديرين لحضور اجتماعات محددة مسبقا أو حسب حاجة العمل بالمنتدى.
- 2) باقي الموظفين: بقرار من المدير التنفيذي.

### المادة (41) السفر الداخلي

يستحق الموظف علاوة سفر عن كل ليلة يقضيها في مهمة رسمية داخل الأردن و خارج مركز عمله الرسمي مبلغا مقطوعا بموجب تعليمات تصدرها هيئة المديرين.

### المادة (42) السفر الخارجي:

1. يتم دفع مبلغ مقطوع للموظف المكلف بمهمة عمل رسمية للمنتدى خارج الأردن بموجب تعليمات المدير التنفيذي و ذلك عن كل يوم يقضيه الموظف خارج الأردن بحيث يحدد هذا البديل لكل حالة على حدة نظرا للتغيير الحاصل على تكاليف المعيشة المختلفة.
2. على الموظف الموفد في مهمة عمل رسمية الالتحاق بمركز عمله في اليوم التالي لتاريخ وصوله للمملكة ما لم تتم الموافقة على تغيبه عن العمل بشكل رسمي.
3. يقوم الموظف الموفد بكتابة تقرير مفصل يقدم لمسؤوله المباشر خلال مدة لا تتجاوز الأسبوع من تاريخ مباشرته الإلتحاق بمركز عمله.
4. إذا توفي الموظف أثناء تأديته لمهمة رسمية خارج مركز عمله الرسمي يتحمل المنتدى جميع النفقات الخاصة بنقل الجثمان.

## الفصل الحادي عشر نظام التدخين

تم عمل هذا النظام من أجل تنظيم عملية التدخين لما لهذه الظاهرة من أضرار وإزعاجات اجتماعية.

### المادة (43) أسس التنفيذ:

- يمنع التدخين منعاً باتاً في المنتدى.

## الفصل الثاني عشر لباس العمل الرسمي

1. يلتزم جميع موظفي المنتدى بارتداء ملابس رسمية تعكس صورة المنتدى المهنية طوال فترة الدوام الرسمية وفي أي موقع ووقت يمثل فيه الموظف المنتدى.
2. يتكون لباس العمل الرسمي للموظفين الذكور من بدلة رسمية وربطة عنق.
3. يتوجب على الموظفات الإناث ارتداء الملابس الرسمية المناسبة بمكان العمل.
4. تطبق العقوبات والجزاءات المنصوص عليها في باب العقوبات.



## الفصل الثالث عشر الضمان الإجتماعي

### المادة (44) الضمان الاجتماعي

1. يتم تسجيل موظفي المنتدى في الضمان الاجتماعي ذلك بالتأمين ضد إصابات العمل و أمراض المهنة و التأمين ضد الشيخوخة و العجز و الوفاة.
2. تقوم المنتدى باقتطاع اشتراك شهري قيمته 5.5% من راتب الموظف و تلتزم بدفع ما قيمته 11% من رواتب موظفيها و ذلك بدل اشتراك في مؤسسة الضمان الاجتماعي.
3. إذا أصيب الموظف في حادث أثناء مزاوته لعمله و بسببه فإنه يخضع لأحكام قانون الضمان الاجتماعي الساري المفعول.

الفصل الرابع عشر  
نظام المخالفات و العقوبات

المادة ( 45 )  
المخالفات

- تصنف العقوبات التي توقع على الموظف و يكون تسلسلها على النحو التالي:
1. التنبيه: و هو تذكير شفهي أو كتابي يوجه إلى الموظف من قبل رئيسه المباشر يشار فيه إلى المخالفة التي ارتكبها الموظف و يطلب منه التقيد بأحكام النظام الداخلي و القيام بواجباته على الوجه الصحيح.
  2. الإنذار الكتابي: و هو كتاب يوجه إلى الموظف في حالة ارتكابه مخالفة و لفت نظره في هذا الكتاب صراحة إلى إمكان تعرضه لجزاء أشد في حالة استمرار المخالفة أو تكرارها.
  3. الحسم من الراتب: و هو حسم نسبة من الأجر يتراوح بين جزء من أجر يوم إلى أجر ثلاثة أيام في الشهر.
  4. إنذار ثاني
  5. حجب الزيادة أو تأخيرها أو تأخير الترفيع
  6. الفصل من الخدمة دون تعويض: و هو فسخ عقد عمل الموظف دون تعويض بسبب أو أكثر من الأسباب الواردة في قانون العمل.
  7. الفصل من الخدمة مع الملاحقة القضائية.

المادة(46)  
نظام المخالفات

1. كل موظف يخالف النظم أو التعليمات أو لا يقوم بالواجبات المنوطة إليه يعاقب تأديبياً و لا يعفى الموظف من العقوبة إلا إذا أثبت إن ارتكابه للمخالفة كان تنفيذاً لأمر صادر إليه من رئيس هو في هذه الحالة تكون المسؤولية على مصدر الأمر.
2. توقع الجزاءات من المدير التنفيذي للمنتدى أو من ينوب عنه و يجوز له بالنسبة لأي مخالفة ترتكب للمرة الأولى استبدال الجزاء المقرر بجزاء أخف.
3. على الرئيس المباشر أن يعالج بنفسه حالات سوء السلوك أو التصرف البسيط و حصرها و ذلك بالتوجيه و الإشراف السليم.
4. على كل مسؤول الإبلاغ عن أي مخالفة من أي موظف يعمل معه إذا رأى الأمر يستدعي لذلك.

المادة( 47 )  
مخالفات الدرجة الأولى

- يفصل الموظف دون إشعار إذا ارتكب أية من المخالفات التالية:
1. إذا انتحل العامل شخصية أو هوية غيره أو قدم وثائق مزورة بقصد جلب المنفعة لنفسه أو الأضرار بغيره.
  2. إذا لم يقيم العامل بالوفاء بالالتزامات المترتبة عليه بموجب عقد العمل.
  3. إذا ارتكب العامل خطأ نشأ عنه خسارة مادية جسيمة للمنتدى بشرط أن تبلغ المنتدى الجهة أو الجهات المختصة بالحادث خلال خمسة أيام من وقت علمها بوقوعه.
  4. إذا خالف العامل النظام الداخلي للمؤسسة بما في ذلك شروط سلامة العمل و العمال رغم إنذاره كتابة مرتين.
  5. إذا تغيب العامل دون سبب مشروع أكثر من 20 يوم متقطعة خلال السنة الواحدة أو أكثر من عشرة أيام متتالية على أن يسبق الفصل إنذار كتابي يرسل بالبريد المسجل على عنوانه و ينشر في إحدى الصحف اليومية المحلية مرة واحدة.
  6. إذا أفشى الموظف الأسرار الخاصة بالعمل.
  7. إذا أدين العامل بحكم قضائي اكتسب الدرجة القطعية بجناية أو بجنحة ماسة بالشرف و الأخلاق العامة.
  8. إذا وجد أثناء العمل في حالة سكر أو متأثراً بما تعاطاه من مادة مخدرة أو ارتكب عملاً مخرلاً بالأداب العامة في مكان العمل.
  9. إذا اعتدى العامل على المسؤول المباشر أو أحد رؤسائه أو أي موظف أو على أي شخص آخر أثناء العمل و ذلك بالضرب أو التحقير.
  10. إذا حصل الموظف على ثلاثة إنذارات خطية.
  11. يجوز للمنتدى ملاحقة الموظف قضائياً في حالة وجود ضرر مادي أو معنوي.

## مادة (48-أ)

### لائحة الجزاءات المعمدة

مدرجة في الجدول التالي:

أنواع المخالفات	عقوبة المخالفة الأولى	عقوبة المخالفة الثانية	عقوبة المخالفة الثالثة	عقوبة المخالفة الرابعة	عقوبة المخالفة الخامسة	عقوبة المخالفة السادسة
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المخالفات المتعلقة بمواعيد العمل						
التأخير عن مواعيد الحضور لأكثر من خمسة دقائق و لغاية 15 دقيقة بدون إذن أو عذر مقبول	—	—	—	—	—	—
التأخير عن لأكثر مواعيد الحضور من 15 دقيقة و لغاية 30 دقيقة بدون إذن أو عذر مقبول	لفت نظري شفوي	تنبيه خطي أول	غرامة أجرة نصف يوم	غرامة أجرة يوم واحد	غرامة أجرة يوم و نصف	إنذار خطي
التأخير عن مواعيد الحضور لأكثر من 30 دقيقة بدون إذن أو عذر مقبول	تنبيه خطي أول	غرامة أجرة نصف يوم	غرامة أجرة يوم واحد	غرامة أجرة يوم و نصف	إنذار خطي	إنذار خطي
خروج الموظف قبل مواعيد الانصراف	تنبيه خطي أول	غرامة أجرة نصف يوم	غرامة أجرة يوم واحد	غرامة أجرة يوم و نصف	إنذار خطي	إنذار خطي
الغياب بدون إذن أو عذر مقبول عن العمل طول اليوم	غرامة أجرة يوم و نصف	غرامة أجرة يوم واحد	غرامة أجرة يوم و نصف	إنذار خطي	إنذار خطي	—

المخالفات المتعلقة بتنظيم العمل						
النوم المتعمد أثناء ساعات الدوام	غرامة أجرة نصف يوم	غرامة أجرة يوم واحد	إنذار خطي	إنذار خطي	—	—
الأكل في غير الوقت و المكان المحددين	تنبيه خطي أول	غرامة أجرة نصف يوم	غرامة أجرة يوم واحد	غرامة أجرة يوم و نصف	إنذار خطي	إنذار خطي
التدخين في أماكن ممنوعة	إنذار خطي	إنذار خطي	—	—	—	—
التلاعب و الغش أو التزوير في سجلات الحضور و الغياب	غرامة أجرة يوم واحد	غرامة أجرة يومين	إنذار خطي	إنذار خطي	—	—
التعامل بطريقة غير لائقة مع الزبائن و العملاء	غرامة أجرة يوم واحد	غرامة أجرة يومين	إنذار خطي	إنذار خطي	—	—

المخالفات المتعلقة بسلوك العامل						
المزاح أو التشاجر البسيط أو إحداث مشاغبات في المنتدى إذا لم ينتج عن ذلك إصابة أو جروح	غرامة أجرة يوم واحد	غرامة أجرة يومين	إنذار خطي	إنذار خطي	—	—
إدخال أي نوع من الخمر أو المخدرات أو المؤثرات العقلية إلى أماكن العمل أو حمل السلاح	إنذار خطي	إنذار خطي	—	—	—	—
إساءة استعمال المعدات أو الأدوات عن قصد أو إهمال	غرامة أجرة ثلاثة أيام	إنذار خطي	إنذار خطي	—	—	—
قبول الهدايا لتحقيق هدف شخصي	إنذار خطي	إنذار خطي	—	—	—	—

_____	_____	_____	إنذار خطي	إنذار خطي	غرامة أجرة يوميين	مخالفة التعليمات المتعلقة بأنظمة السلامة العامة غير الخطيرة
_____	_____	_____	غرامة أجرة يوم و نصف	غرامة أجرة يوم واحد	غرامة أجرة نصف يوم	مخالفة التعليمات الإدارية
_____	_____	_____	إنذار خطي	غرامة أجرة يوميين	غرامة أجرة يوم واحد	مخالفة الأوامر المتعلقة بالعمل و رفض تعليمات الرئيس المباشر

#### مادة (48ب)

أ. تطبيق أحكام لائحة الجزاءات الواردة في البند (أ) من هذه المادة على كل عامل يخالف أحكام هذا النظام أو يخالف واجبات ومسؤوليات وظيفته وفقاً لتسلسل العقوبات الواردة فيها والأحكام العامة التالية:

1. تعتبر هذه اللائحة جزءاً لا يتجزأ من النظام الداخلي لتنظيم العمل .
  2. لا يتخذ بحق العامل أي إجراء تأديبي أو فرض أي غرامة عن أي مخالفة غير منصوص عليها في هذه اللائحة .
  3. لا يتخذ بحق العامل أي إجراء عن مخالفة من المخالفات المنصوص عليها في هذه اللائحة بعد انقضاء خمسة عشر يوماً على ارتكابها .
  4. يراعى أن لا تزيد مجموع الغرامات المفروضة على العامل على أجر ثلاثة أيام في الشهر الواحد. كما لا يجوز إيقافه عن العمل بدون أجر لمدة تزيد عن ثلاثة أيام في الشهر الواحد .
  5. يسقط أثر أي إنذار مضي عليه أكثر من 12 شهراً .
  6. يفصل العامل الحاصل على إنذارين ساريي المفعول إذا ارتكب خلال مدة سريان الإنذارين إحدى المخالفات المنصوص عليها في هذه اللائحة .
  7. يراعى تطبيق تسلسل الجزاءات.
  8. إذا كان الفعل الذي ارتكبه الموظف يشكل أكثر من مخالفة واحدة فيكتفي بتوقيع العقوبة الأشد من بين الجزاءات المترتبة على المخالفات التي نشأت عنه.
  9. لا يجوز توقيع أي جزاء على الموظف إلا بعد إبلاغه كتابة بما نسب إليه و التحقيق معه و سماع أقواله وتدوين كل ذلك في سجل خاص يبين فيه اسم العامل ومقدار أجره وأسباب فرض الغرامة عليه وتودع في ملفه الخاص لدى مسؤول شؤون الموظفين.
  10. لا يوقع جزاء على الموظف لأمر ارتكبه خارج مكان العمل إلا إذا كانت له علاقة مباشرة بالعمل.
  11. لا يستحق العامل أجراً عن مدة الغياب أو التأخير عن العمل دون عذر أو إذن بالإضافة إلى العقوبة التي يتم إيقاعها بحقه بموجب هذه اللائحة .
- إضافة إلى للعقوبات المنصوص عليها في هذه اللائحة فإدارة :

أ . أن تقتطع من أجر العامل قيمة الأشياء المفقودة أو المتلفة أو كلفة إصلاحها بما لا يزيد عن أجر خمسة أيام شهرياً وذلك إذا ثبت بأن ذلك كان ناشئاً عن خطأ العامل أو مخالفته لتعليمات الإدارة .

ب . إن تحتفظ بحقها في اللجوء إلى المحاكم النظامية للمطالبة بالتعويض عن الأضرار التي تسببها العامل.

## الفصل الخامس عشر نظام انتهاء الخدمة

### المادة (49) أحكام عامة:

- 1) يتم إنهاء عقد عمل الموظف بواسطة السلطة صاحبة الحق بالتعيين وذلك حسب طبيعة عقد العمل ومدته ونوعه.
- 2) لا يجوز إنهاء خدمة الموظف أثناء تأديته لإجازته السنوية أو أي إجازة أخرى مصرح له بها بموجب هذا النظام.
- 3) تعتبر فترة الإنذار جزءاً من خدمة الموظف إذا قضاها في خدمة المنتدى إلا إذا تقاضى عنها تعويضاً نقدياً.
- 4) إذا أنهى استخدام أي موظف خلال فترة التجربة ثم أعيد استخدامه خلال شهر من تاريخ إنهاء استخدامه فإن خدمته في مثل هذه الحالة تعتبر متواصلة.
- 5) يتقاضى الموظف إذا انتهت خدمته في المنتدى و لم يستعمل إجازته السنوية الأجر عن الأيام التي لم يستعملها من تلك الإجازة.
- 6) يتم احتساب رواتب ومستحقات الموظف / العامل الذي تنتهي خدماته وفقاً لأحكام قانون العمل الأردني.

### المادة (50) حالات انتهاء الخدمة:

- 1) تنتهي خدمة الموظف بالمنتدى بصورة طبيعية بأحد الأسباب التالية:

- الاستقالة
- الفصل من الخدمة
- عدم اللياقة الصحية بناءً على تقارير طبية من جهات مختصة
- بلوغ الموظف سن الستين
- إلغاء الوظيفة أو تخفيض عدد الموظفين بسبب إعادة التنظيم في المنتدى، مقابل إنذار / إشعار للمدة القانونية المنصوص عليها في قانون العمل أو دفع بدله.

### المادة (51) الاستقالة

1. تنتهي خدمة الموظف من العمل بتقديمه استقالته ولا تعتبر الاستقالة نافذة المفعول إلا بعد موافقة الجهة المخولة بقبولها حسب هذا النظام أو بعد مرور (30) يوماً على تاريخ تقديمها دون صدور قرار بقبولها.

2. تكون فترة الإنذار على النحو التالي:

- جميع الموظفين برتبة مدير فما فوق : شهرين
- باقي الموظفين : شهر واحد

3. إذا رغب الموظف بالاستقالة دون أن يعطى فترة الإنذار المقررة فيحق للمنتدى أن تخصم من مستحقاته ما يعادل فترة الإنذار ولكن يجوز بموافقة المدير التنفيذي حسب الظروف والأسباب التي يراها مناسبة أن يسمح له بالاستقالة بدون قضاء فترة الإنذار المقررة ودون خصم التعويض.

## المادة (52) الفصل من الخدمة:

يتم فصل الموظف / العامل من الخدمة بقرار من السلطة المخولة بالتعيين في إحدى الحالات المنصوص عليها في قانون العمل الأردني.

- 1) إذا تبين أنه لم يعد قادراً" على خدمة المنتدى بنفس المستوى المطلوب وأن إمكانية تقدمه بالمنتدى أصبحت محدودة، و يقرر ذلك المدير العام.
- 2) إذا تبين أن المنتدى لم تعد بحاجة إلى خدماته نتيجة إعادة تنظيم المنتدى على أن يتم إنذاره.
- 3) تكراره رفض الأوامر الصادرة إليه من الأشخاص المسؤولين عنه أو الأعلى منه رتبة وإنذاره أكثر من مرة حسب لوائح العقوبات المبينة في هذا النظام.
- 4) الانقطاع عن العمل أكثر من (10) أيام متواصلة أو أكثر من (20) يوماً" خلال السنة دون موافقة من الجهة المختصة على أن يتم إنذاره بالبريد المسجل أو الصحف المحلية بعد غياب (3) أيام في الحالة الأولى و(10) أيام في الحالة الثانية.
- 5) إذا ارتكب خطأ جسيماً" نتج عنه خسارة كبيرة للمنتدى عن طريق تقديم أية مستندات أو معلومات مزورة ومضللة.
- 6) إذا حكم عليه بحكم قضائي في جنائية أو جريمة مخلة بالشرف والأمانة.
- 7) إذا ثبت أنه التحق بخدمة المنتدى عن طريق تقديم أية مستندات أو معلومات مزورة ومضللة.
- 8) إذا قام بإفشاء أسرار المنتدى المحظور إعلانها والتي يطلع عليها بحكم قيامه بمهام وظيفته.
- 9) إذا وجد أثناء العمل تحت تأثير مخدر تناوله دون وصفة طبية أو وجد سكراناً".
- 10) إذا قام بمخالفة تعليمات السلامة العامة بشكل متعمد وبطريقة يمكن أن تعرض حياته وحياة الآخرين للخطر.
- 11) إذا اعتدى على مسؤوله أو أي موظف آخر أثناء العمل بالضرب أو التحقير

## المادة (53) عدم اللياقة الصحية

- 1) تنتهي خدمة الموظف بسبب عدم اللياقة الصحية إذا تم اثبات ذلك بواسطة تقارير طبية معتمدة ويشترط في هذه الحالة أن لا تتعارض مع الإجازات المرضية التي كفلها له هذا النظام.
- 2) إذا كان سبب عدم اللياقة يعود إلى إصابة عمل أثناء أداء الموظف لمهام وظيفته فيتم التعويض عليه وفقاً لقانون وأنظمة الضمان الاجتماعي المتبعة في هذه الحالة.
- 3) إذا تعذر على الموظف القيام بمهام وظيفته نتيجة لعدم اللياقة الصحية بسبب العجز الجزئي فعلى إدارة المنتدى أن تقوم بمحاولة إيجاد وظيفة أخرى تتلاءم مع عجزه الجزئي وإذا لم يتم ذلك فمن حق الموظف المعني التظلم إلى الرئيس لاتخاذ القرار المناسب بشأنه وذلك دون إخلال بحقه بالتعويض عن العجز الناتج عن إصابة عمل أو بسبب الوظيفة.

## المادة (54)

بلوغ الموظف سن الستين:

تنتهي خدمة الموظف في المنتدى إذا أكمل الستين عاماً" من عمره إلا أنه يجوز في بعض الحالات الضرورية وتبعاً" لمصلحة المنتدى أن تمدد فترة خدمته سنوياً" في المنتدى بناءً على طلب من الموظف وتنسيب بالموافقة من المدير التنفيذي وموافقة رئيس هيئة المديرين، وذلك لموظفي المنتدى برتبة مدير فما فوق أما باقي الموظفين فتتم بناءً" على طلب من الموظف وتنسيب بالموافقة من رئيسه المباشر وموافقة المدير التنفيذي، على أن تجدد هذه الموافقة سنوياً" كشرط لاستمراره في الخدمة.

## المادة (55)

إلغاء الوظيفة أو تخفيض عدد العاملين:

- 1) يحق للمنتدى إنهاء خدمات الموظف في حالة إلغاء الوظيفة التي يعمل بها أو تقرر تخفيض عدد العاملين في المنتدى ويجب مراعاة الأقدمية في الخدمة وتقديرات حسن الأداء الحاصل عليها الموظف
- 2) تلتزم المنتدى بإعطاء فترة إنذار.
- 3) لا يمكن إلغاء الوظيفة أو تخفيض عدد العاملين في المنتدى إلا بقرار من الرئيس لموظفي المنتدى برتبة مدير فما فوق وبقرار من المدير التنفيذي لباقي الموظفين.

## الفصل السادس عشر اخلاقيات العمل

1. لا يجوز للموظف تلقى الهدايا من عملاء المنتدى الا بعد موافقة المدير التنفيذي.
2. لا يجوز للموظف استغلال وظيفته في المنتدى من اجل تحقيق مصلحة خاصة.
3. لا يجوز للموظف العمل لدى العملاء سواء خلال الوظيفة او بعدها.
4. لا يجوز بيع معلومات عن العمل او مشروع معين او معلومات شخصية لاي زبون او شخص اخر.
5. لا يجوز استعمال اغراض العمل كالأوراق المروسة او جهاز الفاكس او القرطاسية للاغراض الشخصية.
6. يجب على الموظف اعطاء عنوان كامل وتلفونه الشخصي خلال الاجازة او المغادرة او المرض او الخروج للغداء ..... الخ.

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