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THE INSTITUTE FOR FINANCIAL STUDIES IN JORDAN

AN INITIAL TRAINING NEEDS ASSESSMENT

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THE INSTITUTE FOR FINANCIAL STUDIES IN JORDAN

AN INITIAL TRAINING NEEDS ASSESSMENT

SUSTAINABLE ACHIEVEMENT OF
BUSINESS EXPANSION AND QUALITY (SABEQ)

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DISCLAIMER:

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CONTENTS

EXECUTIVE SUMMARY..... 1

BACKGROUND..... 1

PROCESS..... 2

KEY FINDINGS 2

RECOMMENDATIONS 3

EXECUTIVE SUMMARY

The Jordan Securities Commission (JSC), Amman Stock Exchange (ASE), and the Securities Depository Corporation (SDC), collectively known as the “capital market institutions,” are establishing an Institute for Financial Studies (IFS) (proposed name). In this endeavor, they requested assistance from the USAID-funded Sustainable Achievement of Business Expansion and Quality (SABEQ) program. Since SABEQ acknowledges the importance of such an institute to the capital market industry, the following report includes assessment, key findings and recommendations resulting from a training needs assessment to determine the training programs offerings for the IFS.

BACKGROUND

The Jordan Securities Commission (JSC), Amman Stock Exchange (ASE), and the Securities Depository Corporation (SDC), collectively known as the “capital markets institutions,” are establishing an Institute for Financial Studies (IFS) (proposed name). The IFS intends to bring under one roof all conferences, forums, workshops, and classroom training for the securities industry in Jordan. Currently, such activities are being carried out, but not in one centralized location with an organized, thematic, strategic focus. Classroom training, in particular, is conducted by several organizations, including the Association of Certified Capital Market Professionals (AACMP), Institute of Banking Studies (IBS), and by the capital markets institutions themselves.

To establish the IFS, the capital markets institutions need to establish a curriculum that takes into account.

- The needs of securities markets professionals in Jordan for discrete training as well as continuous training programs leading to certifications;
- The current offerings of the ACCMP, IBS, and the capital market institutions themselves;
- The presence of qualified instructors in Jordan;
- The resources available to the IFS to access qualified instructors and materials, including the willingness of members to pay for the training and the availability of donor support;
- The availability and quality of on-line training programs; and
- The willingness of other capital markets training institutes and self-regulatory organizations (SROs) around the world to partner with the IFS and offer joint programs.

In order to determine the highest priority training program offerings of the IFS, a Training Needs Assessment (TNA) was conducted. This report is a result of this assessment, key findings, and recommendations.

PROCESS

It is important to survey all sectors of the Jordanian capital market community to determine:

- The existing perception of training being offered,
- Training needs and gaps,
- Willingness of the capital market community to financially support the IFS.

A Training Needs Assessment was conducted with:

- JSC/ASE/SDC personnel
- Brokers
- Investment Advisors

KEY FINDINGS

- All groups indicated that gaps exist in the knowledge and skills needed to perform their work in an excellent manner
- Capital Market Institutions (JSC, ASE, SDC) staff input:
 - All 3 institutions need to have a more structured approach to training and staff development.
 - Currently, formal needs assessments are not conducted. Staff needs are not assessed but they are sent to training based on what training is offered at the
 - Jordanian Stock Exchange
 - outside vendors
 - what staff thinks they need
 - Jordanian law, a more thorough grounding in the laws/regulations that currently exist and when those laws/regs change
 - Need for an orientation to the Jordan's Capital Market would help new employees, who often are fresh graduates. It is important to acquire a good understanding of each organization within the capital markets community
 - their responsibilities
 - how each fits into the big picture
 - the impact of each organization
 - Need to provide training to public investors.
- Brokers/ Investment Advisors' input:
 - The IBS Broker training program is adequate for initial training of a broker. However, more intense training is needed once a broker graduates from the IBS program. They need a more in-depth understanding of what and how a broker needs to perform in the "real" world.
 - Courses should be offered in English because it is the business language

- Broker's Certificate program
 - should provide guidance in the technical analysis and other aspects of the broker's job
 - 40 days for training is adequate but materials need improvement
- Suggested training topics
 - Computer skills in topics such as: EXCEL, PowerPoint, and more advanced
 - Statistics packages
 - Surveillance
 - Financial Analysis
 - Technical Analysis
 - Analysis training
 - Transparency
 - Jordanian rules, regulations, requirements
 - Practical experience
 - Soft skills: management, networking, communication, leadership, and marketing
 - Chartered Financial Analyst review classes
 - Certified Financial Advisor program

RECOMMENDATIONS

The Institute of Financial Studies (IFS) needs to establish itself as a center of excellence. This would distinguish them from other capital market training institutions. To develop this level of excellence, the concrete creation of the IFS must begin:

- Appointing a Director of the IFS, and provide the institute with staff
- With the guidance and training from SABEQ, the IFS will:
 - Write the IFS mission statement
 - Establish as its design criteria, that all training programs (including materials) will use the internationally recognized system of excellence - Instructional System Design (ISD)
 - Identify curriculums/training programs to develop
 - Select professionals in the capital market field, who will be instructors/trainers/developers for IFS.
 - All instructors/trainers/developers must take Train-The-Trainer courses on:
 - ISD to develop of courses in capital markets (Subject Matter Experts and Developers)
 - Delivery using internationally recognized processes of excellence

As soon as a Director of the IF is appointed, SABEQ can follow through by quickly providing two “model” courses that illustrate best practices.

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