



USAID
FROM THE AMERICAN PEOPLE

WORKPLACE AND ADAPTATION SKILLS TRAINING TO WOMEN WORKERS

January 5th 2010

This publication was produced for review by the United States Agency for International Development. It was prepared by Rawan Ababneh from To Excel

WORKPLACE AND ADAPTATION SKILLS TRAINING TO WOMEN WORKERS

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

CONTRACT NUMBER: 278-C-00-06-00332-00

DELOITTE CONSULTING LLP

USAID/JORDAN

OFFICE OF ECONOMIC GROWTH

JANUARY 5th 2010

AUTHOR: RAWAN ABABNEH FROM TO-EXCEL

DELIVERABLE NO: 5B.14.05.0B.07.24.01

DISCLAIMER:

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

CONTENTS

EXECUTIVE SUMMARY..... 1

TRAINING OBJECTIVE 2

TRAINING OUTLINES BASED ON THE MANUAL..... 2

TRAINING METHODOLOGIES 3

TRAINING TOPICS 3

CHALLENGES 3

TRAINING OUTCOMES..... 3

RECCOMENDATIONS..... 4

APPENDIX (1) ATTENDEES LIST 5

APPENDIX (2) TRAINING EVALUATION 6

EXECUTIVE SUMMARY

The Jordan Economic Development Program- (SABEQ), USAID funded works on building the capacity of the workforce with special focus on gender integration. SABEQ has developed a manual on workplace adaptation and the required skills of the workers and recently, the Jordan Forum for Business Professional Women (JFBPW) approached the workforce development and gender integration solution team, to discuss ways of collaboration in which SABEQ may help train 5000 women to be employed in Middle East Complex (MEC) in Jordan. This initiative is coordinated through a public private partnership between The Ministry of Labor National Center for Employment and Training, MEC and JFBPW. The program started training 53 women on technical skills, after which these women placed in on the job training at the factory, and they lacked skills that are leading many women to quit or requested to leave.

SABEQ proposed to conduct a training workshop covering workplace and essential life skills for women graduating from the technical training. Hence, SABEQ, in coordination with the Middle East Complex for Manufacturing Electronics and Electrical Equipments agreed to train the female workers in the Haier Factory in Sahab to acquire the required skills, to improve their communication abilities, and to raise their awareness on career development.

As a first step, the Three days training took place at the premises of the Haier Factory on the 10th, 12th, and 17th September 2009 for 15 Jordanian workers (14 females and 1 male). The training highlighted the need to train the female workers on the importance of their work, build their team spirit, and point out the benefits of this work on the economic and social aspects of their lives.

In later steps, SABEQ will be coordinating with JFBPW and MEC to carry out similar workshops targeting more women to be employed at MEC.

TRAINING OBJECTIVE

1. To provide workers with essential life and workplace skills, such as self-motivation, commitment, hygiene, team building, communication skills.
2. To raise their awareness on their rights and duties, in addition to the management system of the complex,
3. To highlight the importance of their role in achieving the factory targets

TRAINING OUTLINES BASED ON THE MANUAL

The outline for the training session was divided into three parts; (1) The Factory Managerial System, (2) Work Ethics and Essentials and (3) Working Environment:

As for the Managerial System, the following was covered:

- Working hours (attendance form, absenteeism, absence forms, leaves)
- Internal communication (communication lines, formal and informal communication, mobiles, complains & feedback system, recruitment, compensation, salaries, termination)
- Career Development (hierarchy, education & training, career moves)
- Motivation system (training, social committees, financial and non financial incentives)
- Penalty system (conflict resolution (harassment), oral and written notices, arbitrary termination)
- Safety measures (personal and factory, injuries compensation), and
- Productivity (Quality measures, performance improvement based incentives)

As for the Work Ethics and Essentials, the following was covered:

- Working protocol (positive attitude, goal oriented conduct)
- Teamwork spirit
- Respect other cultures, and discrimination related issues
- Work under pressure
- Integrity
- Leadership at work
- Loyalty
- Personal and factory hygiene.

As for the Working Environment, the following was covered:

- Women sensitive environment (open working space, separate facilities, ...etc)
- Public safety measurement, and
- Success stories.

TRAINING METHODOLOGIES

The focus was on participatory and adult learning approach, using learning by doing methodologies, such as:

- Brain storming
- Discussions
- Exercises
- Role play
- Group work
- Case studies.

TRAINING TOPICS

The following comprises the main topics covered:

- Getting together and working together
 - Matching work pairs: finding the person that has the work that complements yours
 - Matching emotions
 - I respect you/ you respect me
 - Who Am I?? Roles we play
- Women in Leadership: Old & New
- A good leader is many things
- Communicating with authority figures
- Decision making
- Problems that may face women working in new jobs
- Conflict resolution
- Work Ethics and essentials
- Positive attitude
- Teamwork and Business ethics
- Appreciate the working environment and respect differences
- Gender perspective (challenges and strengths)
- General public safety measurement
- Women success stories and their opinions.

CHALLENGES

The main challenges were,

1. Setting a date for holding the training. Although the MEC managers were very enthusiastic about holding the training, there was continuous delay in holding the training, due to peak production periods . The training was finally implemented after 3 months of back and forth discussions.
2. Lack of proper seating in the training room for the trainees.

TRAINING OUTCOMES

The training was a success from different aspects due to the following;

1. **Workers' sense of appreciation:** the workers felt appreciated, as it was their first time to learn new topics that will help them to enhance their productivity and enable them to understand their business environment.

2. ***The participatory approach:*** the workers were motivated to express their feelings, needs, and challenges due to the approach that encourages the participants to reflect positively on their business environment and daily activities.
3. ***Understanding the importance of their role:*** surprisingly, it was realized that many of the workers think that their repetitive absenteeism from work do not affect the work and productivity. However, after undergoing the training, they understand the work flow, consequences, and manner by which this behavior affects the profitability of the factory.

RECCOMENDATIONS

The following comprises the main recommendations:

- To implement similar training for workers, males and females, while involving supervisors and managers in certain sessions to mobilize them.
- To conduct more training for the workers that mainly focuses on widening the horizons of the workers and let them aspire for career development.
- To provide female workers with opportunities that would enable them to reach higher positions in the factory.
- To conduct training on communication and negotiation skills.
- To conduct training for male workers and employees on gender mainstreaming, as many in the higher positions believe that women cannot manage additional responsibilities.

APPENDICES

APPENDIX (1) ATTENDEES LIST

| Names |
|---------------------------|
| Karema Moraihel Salam |
| Zeinab Odeh |
| May Abd Al-Hameed |
| Jackline Salameh |
| Wardeh Ata-Allah Al-Samad |
| Muna Moneer |
| Hana Abu Rahmeh |
| Sabha Khaleel Al-Ghrisy |
| Najwan Zuhair Al-Omari |
| Heyam Ali Al-Shebly |
| Fayzeh Msallam Al-Jbour |
| Reem Sa'eed Al-Soud |
| Reham Kamal Ata |
| Khadija Tawfeq |
| Yahia Waleed |

APPENDIX (2) TRAINING EVALUATION

MEC Training

Haeir Factory

Sept 10, 12, 17 - 2009

(please
change
this to
English)

| | مواد التدريب | المتحدث | التطبيق العملي | تنظيم الفعالية | المكان | التدريب الإجمالي |
|---------|-----------------|---------|-------------------|-------------------|--------|---------------------|
| ممتاز | 7 | 14 | 2 | 4 | 5 | 6 |
| جيد جدا | 5 | 0 | 6 | 8 | 6 | 5 |
| جيد | 2 | 0 | 4 | 2 | 2 | 1 |
| متوسط | 0 | 0 | 0 | 0 | 0 | 1 |
| ضعيف | 0 | 0 | 0 | 0 | 0 | 0 |

USAID Jordan Economic Development Program
Salem Center, Sequleyah Street
Al Rabieh, Amman
Phone: +962 6 550 3050
Fax: +962 6 550 3069
Web address: <http://www.sabeq-jordan.org>