STRATEGIC ALIGNMENT OF THE A/E BUSINESS COUNCIL
THE CASCADING OF THE COUNCIL’S BALANCED SCORECARD

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THE A/E BUSINESS COUNCIL

THE CASCADING OF THE COUNCIL’S BALANCED SCORECARD

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SCORECARD

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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 its 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.

**Core Values**

To Uphold and raise standards of professional integrity, excellence, fair competition, high quality and community service within the Architecture & Engineering Consulting Sector

**Mission**

The A/E Business Council will strive to hoist its members’ professional capabilities, competitiveness and ability to export globally thereby helping to raise and sustain both its member companies and the nation’s economic prominence

**Vision**

(2006-2010)

To be recognized internationally as an association that supports the professional services of its members through promoting and developing quality management practices for the advancement of Jordan’s Architecture and Engineering Consulting Sector Competitiveness in the Global Market

**Strategic Objectives**

(To be realized by the year 2010)

- The A/E Business Council has become a sustainable and influential institution in its environment
- The A/E Business Council had adopted the codes of ethics and excellence
- The A/E Business Council had developed the level of its members to conform to the adopted codes of ethics and excellence
- The A/E Business Council members are promoted on the Arab and international levels

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.

**Mission**
The A/E Business Council will strive to hoist its members’ professional capabilities, competitiveness and ability to export globally thereby helping to raise and sustain both its member companies and the nation’s economic prominence.

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**Fiduciary Perspective**
- Operate with Governance according to best practice
- Ensure sound financial management
- Ensure Operational cost effectiveness and quality
- Diversify Funding sources

**Members Perspective**
- Be a Networking hub (Learning focus)
- Be an effective contributor to advocacy with Govt. on laws
- Be the source for international activities & best practices
- Organize sector (Ethical interaction)
- Run high level training

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**Internal Perspective**

**Enhance member relationships**
- Develop member committees
- Excel in training offerings and management
- Develop networking methodologies for members
- Develop Web Based services / products
- Lead in application of ethics and excellence codes of conduct among members

**Ensure operational Excellence**
- Hire the best people
- Ensure operational cost effectiveness and quality

**Increase Brand awareness**
- Join high level Government Committees
- Lead in National transformation of sector
- Identify international marketing activities for members
- Contribute in funding members in International activities
- Ensure representation of A/E BC in member participation
- Build an effective and highly published member directory
- Develop Regional networks

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**Learning and Growth Perspective**

**Strategic Internal competencies**
- Leverage Board effectiveness with training (e.g. Fund-raising & Governance)
- Ensure continuous staff development and training
- Ensure continuous operational evaluation linked to achievement

**Strengthen Strategic Alignment**
- Develop strategic communications plan
- Incorporate periodic Milestone evaluations
- Ascertain institutionalized relationship with regional associations

**Build Growth-Enabling infrastructure**
- Institutionalize multi year budgeting
- Develop realistic annual goals
- Ensure a vigilant look on trends in sector

---

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 are 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:
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

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

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

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:

<table>
<thead>
<tr>
<th>Committee</th>
<th>PSC</th>
<th>BCB</th>
<th>BOD</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Committee members Perspective</strong></td>
<td>Be an effective contributor to advocacy with Govt. on laws</td>
<td>Run high level training</td>
<td>- Be a Networking hub (Learning focus) - Be the source for international activities</td>
</tr>
<tr>
<td><strong>Committee Internal Perspective</strong></td>
<td>- Join High level Government Committees - Lead in National transformation of Sector</td>
<td>- Increase member competitiveness - Excel in offering specialized knowledge</td>
<td>- Excel in designing and executing networking events - Identify regional and international marketing activities for members - Develop web-based services - Develop Regional networks</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Perspective</th>
<th>Objectives</th>
<th>Balanced Scorecard</th>
<th>Action Plan</th>
</tr>
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<tbody>
<tr>
<td><strong>Internal</strong></td>
<td><strong>Increase member competitiveness</strong></td>
<td>Increase % of income from exported services</td>
<td>To be Developed by the committee</td>
</tr>
<tr>
<td></td>
<td>Excel in offering specialized knowledge</td>
<td>% increase in local market share</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop Web Based services / products</td>
<td>No. of Internationally certified engineers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Excel in designing and executing networking events</td>
<td>Number of members using Council Knowledge base</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop Regional networks</td>
<td>Increase in number of hits on knowledge part of website</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identify international marketing activities for members</td>
<td>Number of services / products per year</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lead in National transformation of sector</td>
<td>Events per year</td>
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<td>Join high level Government Committees</td>
<td>Number of networks developed</td>
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<td>Number of activities per member</td>
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<td>Percentage Reduction of individual firm of total</td>
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<td>Increase in number of mergers per year</td>
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<td>Number of committees joined</td>
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<td>Number of cases presented to Government</td>
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<td>1%</td>
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<td>To reach a minimum of 5% of company engineers by 2012</td>
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<td>80 members per month by EOY 2009</td>
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<td></td>
<td>Annually positive increase</td>
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<td>10 new every year by EOY 2009</td>
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<td>Minimum 12 per year in 2009</td>
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<td>2 new per year, every year</td>
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<td>5 per member per year</td>
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<td>5% reduction by 2010, 50% by 2018</td>
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<td>Positive trend</td>
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<td>5 cases per year</td>
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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

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:
Training

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.
1. Making or update the Training Needs Assessment—cont process (No time limit)

2. Classifying subjects according to specialization

3. Prioritizing training programs by members

4. Making or update training program schedule

5. Making an draft of each training program details

6. Approving the program by the BCBC and its subcommittee

7. Communicating with the suggested trainers

8. Making and review a final training program

9. Marketing (invitation, convincing and required confirmation)

10. Preparing training materials, manuals and other logistics

11. Procedures during training (equals training time period)

12. Analyzing the training evaluation

13. Publishing evaluation results to members, trainees & 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

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**

![Flowchart diagram showing the recommended procedure for PSC's advocacy process.](chart.png)
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.
Events

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.
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
Recruitment

**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**

![Diagram of Recruitment Process]

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.

### Executive Director

<table>
<thead>
<tr>
<th>Salary: 1500-2000 JD / Month</th>
<th>Reports to: Board of Directors</th>
</tr>
</thead>
</table>

**Responsibilities**

- Design strategic, short term and long term plans for the Council and have them approved by the Board of Directors
- Manage the committees of the Council and ensure congruence to Strategic plan.
- Discuss and provide input for any legal agreements with external parties including vendors, suppliers, external consultants and advisors
- 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
- Execute the decisions and policies of the board of Directors.
- Discuss and distribute board decisions with the relevant units to ensure timely and accurate execution
- Supervise the overall performance of the Council in relation to the measures and targets of the Strategy Map and the Balanced Scorecard
- Represent the Council in any venue as directed by the board of Directors
- Discuss the financial statements and financial plans with the units and committees before raising them to the Board of Directors
- Maintain and develop standard operational manuals of the council to ensure optimum performance to be approved by the Board of Directors
- Supervise the execution of procedures and ensure that the execution is based on Council policies
- Periodically meet with staff to ensure smooth operation within the Council
- 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
- Ensure that all staff are operating within their legal framework
- Suggest to the Board of Directors any changes and developments to operational policies and procedures
- Ensure that performance appraisal systems are applied and that they conform to Council policies
- Responsible for hiring and terminating employment of all staff as per Council policies

**Qualifications and skills**

1. Bachelor's Degree in Business Administration, or Other Bachelor's Degree with demonstrated experience in Management
2. 3-5 years experience in NGO work in a similar position
3. Computer literate
4. Native Fluency in read, spoken and written Arabic and English
5. High level Communication capabilities
6. Leadership and interpersonal skills
7. Willing to work in a team
8. Willing to work long hours
### Office Manager

<table>
<thead>
<tr>
<th>Salary: 350-600 JD / Month</th>
<th>Reports to: Executive Director</th>
</tr>
</thead>
</table>

**Responsibilities**

- Assist the ED and staff in their work
- Coordinate all the work needed from the ED by the Committees
- Organize all new member information packs and application and prepare the complete application form and relevant material to be reviewed by the Membership Committee
- Maintain and safeguard the petty cash of the Council
- Administer the accounting system and act as the Council accountant
- Organize the files and office material
- Communicate with external vendors and suppliers on the needs as per plan requirements
- Administer and run the office and support in running activities
- Responsible for all external communication as directed by the ED
- Ensure that the Brand identity of the Council is being adhered to in all external and internal communications
- Direct Assistant to the ED.

**Qualifications and skills**

1. Diploma in Office management
2. 3-5 years experience in NGO work
3. Computer literate
4. Interpersonal skills
5. Excellent communication skills
6. Accounting skills and qualifications
7. Willing to work in a team
8. Willing to work long hours
# Communications and Marketing Officer

<table>
<thead>
<tr>
<th>Salary: 500-800 JD / Month</th>
<th>Reports to: Executive Director</th>
</tr>
</thead>
</table>

## Responsibilities

- Develop and assist in the development of an Integrated Marketing communications effort in support of the Council
- Organize, price and manage event advertising
- Develop an overall promotional plan
- Conduct ongoing local and foreign market research relevant to the sector
- Develop all necessary marketing materials
- Keep financial records relative to all aspects of the initiatives.
- Build a long term relationship with all stakeholders in the advertising community
- Manage the financial and budgetary agendas
- Develop a presentation agenda based on a project management approach to assure and follow up on all initiatives and activities
- Solicit marketing partnerships, relationship building, contract negotiation, delivery of contractual obligations and further servicing of contracts
- Manage the financial and budgetary agendas
- Develop a presentation agenda based on a project management approach to assure and follow up on all initiatives and activities
- Build a database of local, regional and international media
- Develop and communicate periodic reports with the ED
- Identify potential market intelligence for the benefit of the Council members
- Act as the executive staff member supporting the BOD
- Develop and continuously upgrade a data base of members for networking activities

## Qualifications and skills

1. Bachelor’s Degree in marketing  
2. 3-5 years experience in NGO work  
3. Computer literate  
4. Interpersonal skills  
5. Excellent communication skills  
6. Presentation skills and qualifications  
7. Willing to work in a team  
8. Willing to work long hours
# Research Officer

<table>
<thead>
<tr>
<th>Salary: 500-800 JD / Month</th>
<th>Reports to: Executive Director</th>
</tr>
</thead>
</table>

## Responsibilities

- Develop and assist in the development of a list of advocacy issues relevant to the council as per member requirements
- Identify all relevant stakeholders in conjunction with the sector
- Continuously assess the legal and legislative framework governing the operation of the sector
- Identify areas of coordination and representation with the Union of Engineers and the EOC
- Identify best practices in sector legislative frameworks
- Keep financial records relative to all aspects of the initiatives.
- Understand and utilize the Legislative authorities in Jordan for the benefit of the Council
- 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
- Develop a presentation agenda based on a project management approach to assure and follow up on all initiatives and activities
- Build a database of local, regional and international stakeholders
- Develop and communicate periodic reports with the ED
- Act as the executive staff member supporting the PSC
- Develop and continuously upgrade a database of supporters that help the council

## Qualifications and skills

1. Bachelor’s Degree in Law or in Economics with a Minor in Law
2. 3-5 years experience in NGO work
3. Computer literate
4. Interpersonal skills
5. Ability to network and reach decision makers
6. Excellent communication skills
7. Research skills and qualifications
8. Willing to work in a team
9. Willing to work long hours
10. Documentation and research excellence
<table>
<thead>
<tr>
<th>Membership Services Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary: 500-800 JD / Month</td>
</tr>
</tbody>
</table>

**Responsibilities**

- Develop and assist in the development of Council services as per members' needs assessment.
- Identify and analyze gaps in the capabilities of member companies.
- Build a database of local, regional, and international service providers of excellence as related to training in the areas needed by the member firms.
- Conduct ongoing local and foreign research relevant to the sector.
- Keep financial records relative to all aspects of the initiatives.
- Build a long-term relationship with all stakeholders in the education and executive lifelong learning communities.
- Develop training partnerships.
- Manage the financial and budgetary requirements.
- Develop a presentation agenda based on a project management approach to assure and follow up on all initiatives and activities.
- Develop and communicate periodic reports with the ED.
- Identify potential sector trends for the benefit of the Council members.
- Act as the executive staff member supporting the BCB.
- Follow up on training issues.
- Develop and continuously upgrade a database of latest development and trends in the sector.

**Qualifications and skills**

1. Bachelor’s Degree in Civil Engineering / Architecture / Management
2. 3-5 years experience in NGO work
3. Computer literate
4. Interpersonal skills
5. Excellent communication skills
6. Presentation skills and qualifications
7. Willing to work in a team
8. Willing to work long hours
9. Analysis capabilities and research excellence
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

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

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

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”.

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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.

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

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 behalf of 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.

<table>
<thead>
<tr>
<th>Color Code</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>Less than 25% of target</td>
</tr>
<tr>
<td>Yellow</td>
<td>Between 26% and 80% of target</td>
</tr>
<tr>
<td>Green</td>
<td>Greater than 81% of target</td>
</tr>
</tbody>
</table>

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
الفصل الثاني عشر
لباس العمل الرسمي
(29)

الفصل الثالث عشر
الضمان الاجتماعي
(30)

الفصل الرابع عشر
نظام المخالفات والعقوبات
(31)

الفصل الخامس عشر
نظام إنهاء الخدمة
(36)

الفصل السادس عشر
الأخلاق العملية
(40)
القسم الأول
مقدمة وتعريف عامة
المساحة (1)

مقدمة:

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

1. حصول المنتدى على جهاز وظيفي يتناسب بكفاءة عالية.
2. المساهمة في تطوير وتحسين أداء وكفاءة وفاعلية المنتدى من خلال اjetsاب العناصر البشرية، الموجهة والمدرية.
3. خلق ظروف العمل الملائمة والمناخ التنظيمي والردود الوظيفية
4. المساهمة في تدريب وتطوير وتنمية القوى العامة من خلال برامج تدريبية محلية وخارجة.
5. المساهمة في تقليل معدل دوران العمال والغياب.
6. استعمال نظرة المساءة بين الموظفين.

يكون هذا النظام مرجعاً تطبيقياً يحوي على بعض السياسات والإجراءات والمناداة المتعلقة بشؤون الموظفين. ويستغلى
المنتدى الهندسي إلى مواصلة تطوير هذا النظام لما يراه مناسباً ومواكاً للتغيرات والتطورات، ويعمل به من تاريخ
2009/1/1. وبعد إقراره من هيئة المديرين.
المادة (2)

تعريف عامة:

هذا النظام المعاني المخصصة لها أداء ما لم تدل القرينة على خلاف ذلك:

المملكة الأردنية الهاشمية:

المنتدى:

المدير التنفيذي المنتدى:

الشخص الذي يعمل في المنتدى لقاء راتب يقرر من المرجع المختص في إحدى:

وظائف المنتدى والخاضع لأحكام هذا النظام.

وزارة العمل:

الرتب الإجمالي:

الزيادة السنوية:

الترقيات:

الزيادة الإستثنائية:

قانون العمل المعمول به في المملكة الأردنية الهاشمية:
تطبيق النظام:

تطبيق أحكام هذا النظام على جميع موظفي المنتدي باستثناء الموظفين الذين يعينون بموجب شروط ونظام تعاقدية خاصة ولا يخضعون معها لأحكام هذا النظام أو مندوبًا عنها خارج مركز العمل فسوزهم الأحكام الخاصة في العقد دون إخلال بأحكام قانون العمل.
الفصل الثاني
عقد العمل

المادة (4)
عقد العمل

يقوم المنتدي بإصدار عقد عمل لكل موظف في المنتدي بينه وواجبات كل من الطرفين، ويتم توقيعهم من قبلهم
فور بدء عمل الموظف في المنتدي كما ينص عليه قانون العمل الأردني.

المادة (5)
مدة التحريث

تعتبر الفترة الأولى التي يتم فيها تعيين أي موظف في المنتدي هي فترة تجربة مدة 90 يوم للاستفادة من أن الموظف ذو
كفاءة مناسبة لقيام المهام والمسؤوليات المرتبطة بالوظيفة ويجمل المنتدي أو الموظف خلال هذه المدة إنتاج العقد دون
سابق إذن.

المادة (6)
تقسيم الموظفين:

يقسم موظفو المنتدي إلى التسلسل الوظيفي التالي:

<table>
<thead>
<tr>
<th>سلطة التوظيف</th>
<th>القب</th>
<th>الفئة</th>
</tr>
</thead>
<tbody>
<tr>
<td>هيئة المديرين</td>
<td>1</td>
<td>المستوى الأول</td>
</tr>
<tr>
<td>مدير التنفيذ</td>
<td>2</td>
<td>المستوى الثاني</td>
</tr>
<tr>
<td>مساعد المدير التنفيذي وموضوعات هيئة المديرين</td>
<td>3</td>
<td>المستوى الثالث</td>
</tr>
<tr>
<td>السكرتارية وموظفي الاستقبال والمراسلين</td>
<td>4</td>
<td>المستوى الرابع</td>
</tr>
</tbody>
</table>

كما يوضح الشكل أداء الهيكل التنظيمي للمنتدي
الفصل الثالث
الدوان، الحضور، العمل الإضافي، المغادرات

المادة (7)

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

2. يحدد يوم الجمعة من كل أسبوع يوم العمل الأسبوعية إلا إذا كان يوم حرم حيوي. ويحدد أي يوم إضافي كيوم استراحة، بشكل يحدد هيئة المديرين حسب متطلبات العمل ويتم تعميم ذلك في بداية كل عام على أن لا يعتبر ذلك اليوم حق مكاسب للموظفين.

3. يجوز بقرار من هيئة المديرين تعديل ساعات العمل إذا اقتضت ظروف وطبيعة العمل ذلك خلال أحكام قانون العمل.

4. تحدد ساعات دوام العمل الاسبوعي والندوة والليلية بقرار من هيئة المديرين.

5. ينطبق على المندوبًا أيام العمل والأعياد الرسمية والدينية في الأردن ويتم الإعلان عن ذلك بموجب تعميم من هيئة المديرين.

6. يجوز أن يكون أي موظف العمل بعد موافقته خارج أوقات الدوام الرسمي للمتقدم وآتاء العطل الرسمية وتأخر بدء المعاهد لأعمال الإضافية بسبب قانون العمل الأردني.

المادة (8)

1. على جميع موظفي المندوب في حضور إلى عملهم صباحا في الوقت المحدد وحسب التعليمات الصادرة من المديرين التنفيذيين.

2. يجب إبلاغ المسؤول المباشر في حالة التأخير الاضطراري.

3. في حالة عبور موظف المندوب في الوقت المحدد لذلك فعليه ان يبلغ مديريه مباشرة بذلك وذلك خلال الساعة الأولى من بدأ دعوة العمل الرسمي.

4. في حالة رغبة الموظف في التأخير يجب أن يلتقي المكتب ولكن إذا تجاوزت الوعد للمكتب في حالات لا تتفق مع إجازة متفوقة أو تجاوزت من رصيد الإجازات السنوية وتتفق في بعض الحالات التي يقرها المدير التنفيذي مفادة عن الدوام، ويصدر بذلك إذار حسب ما يراه مناسبًا.

المادة (9)

العمل الإضافي:

1. هو العمل الذي يكلف به الموظف كتبان من قبل المدير المباشر وبحسب المدير التنفيذى بانتهاء ساعات العمل الرسمية أو خلال ساعات العمل الأسبوعية أو الرسمية أو الأعياد الدينية باستثناء الحالات العاجلة.

2. يسمح بتشغيل الموظفين عملًا إضافيًا أيام العام أو الأعياد الدينية أو العطل الرسمية على أن يتفصلي لقاء عمله عن ذلك اليوم أجرًا إضافيًا لا يقل عن 15% من أجره المعتاد أو أن يحسب الساعة بالد (150% من ساعات الدوام المعتادة).

3. يسمح بتشغيل الموظفين عملًا إضافيًا بعد إنهاء ساعات العمل الرسمية أو خلال ساعات العمل الأسبوعية أو الرسمية على أن يتفصلي لقاء عمله عن ذلك اليوم أجرًا إضافيًا لا يقل عن 125% من أجره المعتاد أو أن يحسب الساعة بالد (125% من ساعات الدوام المعتادة).

4. يمكن لأي موظف الاستمرار في الدوام اليومي بعد إنهاء ساعات العمل اليومي حسب ما يراه مناسبًا دون إذاء ذلك جزء من الدوام الإضافي ولا يحق له البطالة بدون دوام إضافي في هذه الحالات.

المادة (10)

نظام المغادرات
1. يتم تسجيل المغادرة في النموذج المعتمد في المنتدى.
2. التسجيل بالمغادرة يكون من قبل المسؤول المباشر للموظف ووافق عليها مدير المكتب.
3. يتم إرسال نموذج المغادرة إلى مدير المكتب ليتم تدوينها وحفظها في ملف الموظف.
4. تحتسب المغادرة لكل موظف على أساس ساعات الدوام اليومي حيث 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 توزيع المدير التنفيذي بقرير شهري عن مغادرات الموظفين من قبل مدير المكتب.
6. في حال انتهاء رصيد الإجازات السنوية للموظف يتم خصم ما يعادل أيام المغادرة من آخر رابط تقلص 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)
تغيب عن العمل:

1. تطبيق الأحكام المتعلقة بتغيب الموظف عن العمل حسب نظام المخالفات والعقوبات الوارد في النظام الداخلي للموظف.
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)

تقييم الإجازات:

تقسم الإجازات في المندي إلى ستة أنواع:

- الإجازات السنوية
- الإجازات المرخصية
- إجازة الوقاية
- إجازة الأوممة
- إجازة الحج
- الإجازات الطارئة

المادة (13)

الإجازات السنوية:

1. يتم تحديد عد أيام الإجازة السنوية حسب الجدول التالي:

<table>
<thead>
<tr>
<th>الفئة</th>
<th>المستوى الوظيفي</th>
<th>عدد أيام الإجازة</th>
</tr>
</thead>
<tbody>
<tr>
<td>الأول</td>
<td></td>
<td>14</td>
</tr>
<tr>
<td>الثاني</td>
<td></td>
<td>14</td>
</tr>
<tr>
<td>الثالث</td>
<td></td>
<td>14</td>
</tr>
</tbody>
</table>

2. تصبح مدة الإجازة 21 يوماً إذا أضرمي الموظف في خدمة المندي مدة خمس سنوات متصلة.
3. يجب أن تزيد أيام العطل السنوي إذا الموظف عن 14 يوماً معوقاً لخدمة المدير.
4. لا يحسب أيام العطل الرسمية والأعياد الدينية وأيام العطلة الأسبوعية من الإجازة السنوية إلا إذا وقعت خلالها.
5. يجوز تناول إجازة الموظف السنوية عن أي سنة بالتفاق بين الموظف والمدير التنفيذى إلى السنة التالية مباشرة لتلك السنة ويعتمد حق العمل في الإجازة المؤجلة على هذا التفاهم إذا أُقصى السنة التي أُجريت إليها ولم يطلب استعمالها خلال تلك السنة.

6. يمكن للمدير التنفيذي من الأفراد أن يمنح الموظف من الاحوال على إجازة السنوية إذا كانت مخالفة للخطة السنوية للإجازات التي يتم إنتاجها عليها بين الموظفين والمدير التنفيذي في الشهر الأول من كل عام.
7. إذا لم تلتزم إحدى العمل إجازة عنبل فرق سنوات من لنظام الموظف في السنة، في حق الموظف على إجازة أخرى لنظام الموظف في السنة.
8. على المدير التنفيذى أن يضع جميع الموظفين على النموذج التالي لإجازة سنوية وذلك قبل شهر من القيد.
9. كل موظف يطلب من وظيفه أدى إلى وظيفه أعلى يتمتع بما يتقن من إجازة السنوية التي استحقها من الوظيفه الأخرى التي تستحقها بمرور سنتين من تأديه الوظيفه الأخرى.
10. لا ينتج الموظف أو العامل إجازة خلال فترة التعبئة إلا أن يصبح من ذلك الفرد لإجازة سنوية إذا ما تم تثبيته في العمل.
11. يجوز تزويده إجازة السنوية للموظف تفًا وظوف العمل ولا يجوز منه إجازة سنوية متصلة لأكثر من إجازة سنوية.
12. للمدير التنفيذي القطع إجازة الموظف إذا اقتضى مصلحة العمل ذلك على أن تتطلب المنتدي في هذه الحالات نطقه.

المادة (14)

الإجازات المرخصية:

1. يتم حصول الموظف إجازة مرخصة مفتوحة الراتب في الحالات التي يمنع فيها الموظف عن القيام بعمولة مما يعزى ذلك بقرار طبي صادر عن طبيب معتمد لدى المندي، أما في الحالات التي يُربع على الموظف إعفاء مدير المكتب فبالتالي، أو أنه يُبر Incorrect due to inability to process the data in natural text format.
2. تكون أيام الإجازات المرخصية المفتوحة الراتب حسب ما نص عليه القانون الأردني على أساس (14) يوماً في السنة.
3. يجوز تمديد الإجازة لمدة أربعة عشر يوما أخرى بأجر كامل إذا كان نزيل أحد المستشفيات ونصف الأجر إذا كان
بذاكرًا على تقرير لجنة طبية تعتمدها المنتدى ولم يكن نزيل أحد المستشفيات.

4. بعدها يتم منح الإجازة بعد عودة الموظف ووقع من قبل المسؤول المباشر ويرسل مع كافة التقارير الطبية إلى مدير
المكتب لتفحم في ملف الموظف وتنزل من رصيد الإجازات المرضية.

المادة (15)
الإجازة بدون راتب:

1. الإجازة بدون راتب هي في غياب الموظف عن عمله بدون أجر يب ناء على طلبه وموافقة مدير التنفيذ.
2. يجوز نقل الإجازة بدون راتب بسبب الحالات المنصرص عليها في قانون العمل الأردني على النحو التالي:
   • يجوز للمرأة الحامل على إجازة دون أجر لمدة لا تزيد على سنة للترغب في الولادة وتصدر هذه الحق
     إذا عملت بمرأة في أي مؤسسة أخرى خلال تلك المدة.
   • يجوز للموظف الحامل على إجازة لمدة واحدة دون أجر لمدة لا تزيد على ستينى لمواجهة زوجه إذا انتقل
     إلى عمل آخر يغمر حياتها في إنجاز المهام التي يتم فيها داخل الملكية أو إلى عمل يعن خطأ.
3. يتم الموافقة على الإجازة بدون راتب أو رفضها من قبل مدير التنفيذ.
4. يجوز إعطاء الإجازة بدون راتب في حال استفادة الإجازة السنوية للموظف ووفق موافقة مدير التنفيذ.

المادة (16)
إجازة الأمومة:

1. تمنح المرأة المستخدمة في المنتدى إجازة الأمومة المنصرص 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. بدأ اعتبار إجازة الأمومة من تاريخ الطماعها عن العمل.
3. يجوز للمرأة التي أنجبت الحضان خلال السنة الأولى من ولادتها على إجازة لمدة ساعة يوميا مفتوحة الأجر
   لفور المولود.

المادة (17)
إجازة الحضان:

للمدير التنفيذي الحق في منح الموظف إجازة حج مفتوحة الراتب ومرة واحدة أثناء خدمته في المنتدى وذلك بناء على طلب
الموظف في أثناء الإجازة المنصورة له شريطة أن يكون قد أمضى في خدمة الشركة مدة 5
سنوات على الأقل.

المادة (18)
إجازات إضافية:

يحق للموظف الحصول على إجازة مدتها أربعة أشهر دون أجر إذا أفتتح للدراسة في جامعة أو معهد أو كلية معترف فيها
بصورة رسمية.
الفصل الخامس
نظام الأجور والحوافز
المادة (19)
الرواتب الأدنى:

1. يحدد المندوب عند تعيين الموظف الأجر الذي سيدفعه للموظف مقابل عمله على أن لا تقل هذه القيمة عن الحد الأدنى لدرجة الوضعية المعين على أساسها، ولا تزيد عن الحد الأعلى المحدد لدرجة الوضعية المعين على

2. يقوم المندوب بصرف أجر موظفه في الفترة الواقعة ما بين 22-25 من كل شهر بالدينار الأردني.

3. يسمح بالصرف المبكر لراتب الموظف في حالة الإجازة السنوية أو السفر أو في حالات الطوارئ أو الاعياد

4. يتم تطبيق سلم الرواتب حسب المستويات والدرجات الوضعية على النحو التالي وهي من باب التكريم ويبقى القرار

النهائي للرائد المحدد للمدير التنفيذي:

الرواتب الأدنى والأعلى بالدينار والرواتب الوضعية:

<table>
<thead>
<tr>
<th>المستوى الوضعية</th>
<th>الراتب الأدنى والأعلى بالدينار</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>تحدد حسب العقد</td>
</tr>
<tr>
<td>2</td>
<td>800-350 دينار</td>
</tr>
<tr>
<td>3</td>
<td>400-250 دينار</td>
</tr>
<tr>
<td>4</td>
<td>300 دينار</td>
</tr>
</tbody>
</table>

المادة (20)
العلاوات والبسطادات:

1. يمنح الموظفون في المندوب بدل تقلات داخلية للمشاركة الخاصة للمشترى وغير المعتمد عليها مع جهات داعمة مثل برامج

2. المندوب يمنح الموظفون بدل تقلات داخلية مدة أمانة عمان الكبرى فتصرف لهم بالدل لكل كيلو متر مقطوع مقداره 130 فلس.

3. للتقلات الداخليّة يتم إعداد الجدول التالي:

<table>
<thead>
<tr>
<th>البلد لكل رحلة (ذهاب وايابا)</th>
<th>المدينة</th>
</tr>
</thead>
<tbody>
<tr>
<td>للاقلية ومعان</td>
<td>أربد و ragazzo الأزرق</td>
</tr>
<tr>
<td>عجلون وجزر</td>
<td>30 دينار</td>
</tr>
<tr>
<td>الزرقاء وماندا والسلط</td>
<td>15 دينار</td>
</tr>
<tr>
<td>الكركر</td>
<td>10 دينار</td>
</tr>
<tr>
<td>الطاقة ومعان</td>
<td>30 دينار</td>
</tr>
<tr>
<td>تعهد سفر ذهاب وايابا</td>
<td>50 دينار</td>
</tr>
</tbody>
</table>

4. تقوم المقدمة بعدئة التموّج المخصص لذلك وتوزيعه من قبل مدير المكتب.

المادة (22)
المكافئات:

1. يعتبر نظام المكافآت من الحوافز التي تقدمها المندوب لموظفيها ويعتمد هذا النظام اعتياداً على نتائج المجموع

2. يتم استخدام المكافآت في المندوب كما تراه المندوب مناسبة بما حققته من نتائج متكمينة مع تحقيق رؤية وغاية

3. لا يتم منح الموظفين المستقلين أية مكافأة سنوية عن السنة التي تقوم فيها قبول الاستقالة.

4. تنفي المكافأة عن أي موظف ارتكب أي مخالفات تستدعي اتخاذ إجراءات عقابية خلال نفس السنة.
المادة (23)

الزيادات السنوية:

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

<table>
<thead>
<tr>
<th>الدرجة السنوية الكلية من الراتب الأساسي</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>تعديل الزيادة حسب تقييم المشرف</td>
<td>3.50%</td>
<td>4.50%</td>
<td>5.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>الزيادات</th>
<th>المشرف</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3.50%</td>
</tr>
<tr>
<td>2</td>
<td>4.50%</td>
</tr>
<tr>
<td>3</td>
<td>5.00%</td>
</tr>
<tr>
<td>4</td>
<td>5.50%</td>
</tr>
</tbody>
</table>

المادة (24)

الزيادات الإستثنائية:

1) يتم منح الزيادة الإستثنائية بصورة منفصلة عن الزيادة السنوية ولا يؤثر منح هذه الزيادة على الزيادات السنوية للموظف ما دام هناك ما يبرر ذلك.
2) لا تعتبر الزيادة الإستثنائية حقاً مكتملاً للموظفين والعمالين في المنتدى.
3) يتم التسويق بزيادات الإستثنائية من قبل المسؤول المباشر عن الموظف وذلك بموجب كتاب خطي مع بيان مبررات وأسباب منح الزيادة ويرفع الطلب إلى هيئة المديرين.

المادة (25)

الترقيات:

1) يتم ترقية الموظف استناداً إلى الكفاءة والمعرفة والخبرة و ليس إلى عدد سنوات الخدمة وتتم الأخذ بالأولويات إذا تساوت المميزات الأخرى للمرشحين للوظيفة.
2) في حالة وجود أكثر من شخص مرشح لشغل الوظيفة الشاغرة تشكل لجنة فحص ومقابلة لإجراء المفاوضة واختيار الأكفاء المرشحين وتتم الموافقة على قرار التعيين من قبل السلطة المختولة بالتعيين.

المادة (26)

البدلات والحوافز

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM
تقوم المنتمٌي بمنح موظفيها الحوافز والبدلات التالية:
1. الضمان الاجتماعي: يدفع بنسبة 11% من قبل المنتمٌي.
2. التامين الصحي بالدرجة الأولى: ينفّذ من هذا النظام جميع العاملين في المنتمٌي بصفة دائمة. وتحمل المنتمٌي كامل تكلفة بوليصة التامين للموظف بعد إكمال فترة التجربة ومتبيعة.
الفصل السادس
نظام التوظيف والتعيين

يعتبر المنتدي مجموع طاقات و مواهب الأفراد العاملين فيه من أهم الموارد الأساسية له و رأسماله الحقيقي و الفعلي. لذا توفر عمل نظام التوظيف بين أليا التوظيف في المنتدي إتقاء أفضل الموارنة البشرية سواء من داخله أو خارجه.

المادة (27)
شروط العامية لتعيين الموظفين:

يشترط تعيين الموظف في المنتدي ما يلي:
1. أن يكون أردني الجنسية و يجوز تعين غير الأردنيين في حال عدم توفر الأردنيين للمؤهلين لشغل بعض الوظائف شريطة أن يخضع استخدام غير الأردنيين لمواطنة المدير التنفيذي و المهام الرسمية المخصصة.
2. أن لا يقل عمر الموظف عن ثمانية عشر عاما و يتم تشغيل الموظف عند التعين بموجب شهادة ميلاد رسمية أو أي وثيقة صادرة عن دائرة الأحوال المدنية.
3. أن يكون متعاوناً بحقوقة المدنية و حق السيرة و السلك و غير محكوم عليه بوجبة أو جنحة متحلة بالشرف كالسرقة والاحتيال والاعتداء والتزوير والرشوة وسواء الانتهاك والشهادة الزور أو أي جريمة أخرى محلية بالأخلاق العامة.
4. أن يكون متعاوناً من الخدمة الصحية للقيام بالعمل المطلوب.
5. أن يكون حائزاً على الحد الأدنى من المؤهلات العلمية والخبرات العملية المطلوبة لشغل الوظيف المرشح للتعيين.
6. أن لا يكون متعاوناً لخدمة العلم.
7. أن يتم إجراءات التعين بقرار من الإدارة العامة و بموجب عدد رسمي موقع أو كتاب تعين.

المادة (28)
الوظيفة

بعد تحديد الشاعر الوظيفي حسب الهيكل التنظيمي تتبع الخطوات التالية:
أولاً: تحديد متطلبات الوظيفة
أ)وصف الوظيفة:

بالإضافة إلى المعلومات الأساسية عن الوظيفة، تتطلبها نموذج الوصف الوظيفي يمكن أن يشمل الوصف الوظيفي:
- نظرية التوظيف و قرض تطور المهنة.
- برامج التدريب للموظف و قرص تطور المهنة.
- الشروط الخاصة بالوظيفة و الرتب الشهري أو الأجر بشكل عام.
- أي إعفاءات للوظيفة تعقد على صاحب الوظيفة بالقانون. تقديم الخدمات الصحية و الاجتماعية.
- متطلبات خاصة بالعمل، كالتثقيب داخل أو خارج البلاد، أو العمل في أوقات متأخرة من الليل... الخ.
- تحديد الدور العلمي و الدورات التعليمية و التدريبية للمؤهلات و الخبرات حالات توفرها في الوظيف المطلوب.

الوظيفة:

ملاحظة: يجب أن يكون تحديد المتطلبات السابقة مبالغ فيه. لأن هذا من شأنه أن يذهب المروجين للوظيفة و لكن عندما يتضمن ذلك وظائف غير مناسبة أو غير متطلبة، فإنه يؤدي ذلك إلى استنفاذ الطاقة. لذلك، إذا أنَّ المنتديات تحديد المتطلبات الشخصية لصاحب الوظيفة فهي التمييز بين المتطلبات الضرورية وبين المؤهلات الفعلية توفرها في صاحب الوظيفة. وكتابة هذه المتطلبات و نصائح على حدة.

المادة (29)
الوظيفة الداخلية

1) يتم إعطاء الأولوية في الانتقاء إلى مناصب أعلى لمؤلف المنتدي الذي أظهر اهتماماً و مبادرته خلال فترة خدمته في المنتديات، أما غير ومعناهم و إذا أثبت كفاءته فلذلك الصاع للانتقاء العلمية. إن تفضيل موظف المنتدي عن أي موظف مستقبلي من الخارج طالبًا "تلقيح" أو "رجوع" اللائق و يوجه الموظفين على مسار تطورهم في العمل.
(2)

(3)

بمدة تمكنت الانتهاء من هذه المهمة.

(4)

(5)

بمدة تمكنت الانتهاء من هذه المهمة.

المادة (30)

الوظيف الخارجي:

في حال عدم توافر موظفين مؤهلين لشغل الوظيفة داخل المنتمي، بلغة المنتمي لعملية التوظيف الخارجي، والتي تم بعدة خطوات على النحو التالي:

1. استئجار الموظفين:

أ. الإعلان عن الطلبين الشاغرة بهدف تجميع أكبر عدد من السير الذاتية المستقطبة من الجامعات، ومعاهد المختصة، أو عن طريق نشر الإعلان في الجريدة المحلية.

ب. يتم إعداد الأشخاص الذين تم اختيارهم لل работник الأولي، بالإشراف القصيرة، و يقوم مدير المكتب بإعطاء طلبات التوظيف، و يتعينه داخل المنتمي، و يسمح بأن تعاون أكثر حزم المنتمي، مراعاة و تقييم طلبات التوظيف.

2. اختيار الموظفين:

أ. فصل طلبات التوظيف الأسبق، وفق بابى الطلبات.

ب. القيام ب مقابلات و اختبارات الموظفين: فإن المرحلة يتم القيام بمقابلة أولية، تحدد بشكل عام، قدرات الشخص المهني، الشخصية، و مدى درجة نقلها مع متطلبات الوظيفة، و مع طلب المنتمي، بالنسبة لطبيعة كادرها.

ج. إذا تم الاختيار الأولي، يتم استدعى الشخص، لمقابلة ثانية، في وقت لاحق أو إمام هذه المقابلة، و إذا تم الاختيار من المقابلة الأولية، و في هذه المرحلة، يتم معرفة قدرات الشخص المهني، بشكل أعمق، و مدى قدراته على تحمل المسؤوليات المرتبطة بهذه الوظيفة.

د. اختبار التجهيز المالي، و عرض الوظيفة عليه.

(1) على يد مكتبة مهنية، و عرض النظام الداخلي للمنتمي، على الموظف، و في النهاية، للتعريف على أنظمة المنتمي، الداخلية بالإضافة إلى تعريف الموظف على المراقب، و في النهاية، للتعريف الآخرين، على أنظمة المنتمي، الداخلية بالإضافة إلى تعريف الموظف.’

(2) يتم تصميم الموظف، و مدى بناء على قرار من الجهات المختصة، بالتعيين، قبل انتهاء فترته.

الملاحظة: يجب أن تكون أهمية الكافية لعملية التعيين، وأن يتناسب الوقت، و الجهد الكافي، في تلك خاصة، عندما يتعلق الأمر بمراقبة التوظيف، على أي من هذه المراحل، سيتاحتها توظيف الكفاءات الملامحة، و سيظل نسبة دوران العمل لدى المنتمي.

المادة (31)

التعيين:

أ. تبدأ خدمة الموظف في المنتمي، اعتباراً من تاريخ الانتهاء، و استلام العمل، حيث يتم استلام الراتب، و الإيمانات المقررة.

ب. يتم إعداد الموظف، للمراقبة، بعد الانتهاء، من هذه المهمة، و تحسب مدة التجهيز، ضمن مدة خدمة الموظف في المنتمي.

(1) يقوم مدير المكتب، بالتقييم، مع مدير الوحدة، الذي ينتمي إلى الموظف الجديد، بشكل جولة تعريفي.

(2) للموظف، و يعرض عليه النظام الداخلي للمنتمي.
الفصل السابع
 نظام تقييم أداء الموظفين

يعتبر تقييم أداء الموظفين في المنتدى من أهم الأسئ التي تتعددها الإدارة العليا في تحديد أفضل الكادر و الموارد البشرية العاملة في تدقيق و الإحتمام بتطويرها بشكل مستمر بالإضافة لتحديد مشارف القوة و ضعف أفس الموظفين و العمل على مواجهتها.

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

(2) انظروم نتائج تقييم الأداء قبل موعد الزيدا السنوية والاستثنائية أو العواطف والترقيات المتعلقة بالموظف.

(2) تقسم نماذج التقييم حسب الدرجات الوظيفية و يتم توزيعها من قبل المدير التنفيذي على الموظف و الأقسام المعنية في

(3) المندى.

(3) يقوم المكتب بتجميع بيانات الجزء الأول (المعلومات الأساسية) على نموذج تقييم الأداء لجميع الموظفين ومن ثم

(4) يتم توزيع هذه النماذج على مدراء القسم ورؤساء الأقسام قبل 30 يوم من موعد التقييم السنوي.

(5) يتم تدقيق تقييم الأداء من قبل الرئيس المباشر للموظف أو العامل وذلك حسب نموذج التقييم، و من ثم التأكد

(6) من أن الموظف المعين قد وقع و صادق على ما تم تحديده من قبل الرئيس المباشر، و إذا رفض الموظف المعنى

(7) التوقع يتم توقيع ذلك على نفس نموذج التقييم.

(7) يقوم الرئيس المباشر للموظف برفع نماذج تقييم الأداء للموظفين الذين يشرف عليهم مباشرة إلى مدير الوحدة الذي

(8) يقوم بدوره بتعيين ملاحظات مدير الوحدة.

(9) يقوم مدير الوحدة بتقييم مدير المكتب نماذج التقييم السنوي في موعد 15 كانون أول.

(10) يقوم مدير المكتب بتجميع بيانات الجزء الثاني من التقييم (إحصائية أيام الغياب و التذرودرات و العقوبات) ورفع كافة

(11) التقييمات إلى مدير المكتب بعد أقصى نهاية الأسبوع الثالث من شهر كانون أول.

(12) يتم رفع التقييمات إلى المدير التنفيذي للبت بكافة المكافآت والعوامل والجواد المحتشة على أن يكون قبل نهاية

(13) شهر كانون أول.

(14) يتم تحديث تقييم أداء الموظفين على مصادر مختلفة منها: حضور و التزام الموظف إداء الموظف في العمل.

(15) يتم تواصلي إفادة كتب المفتوح الطويل على تقييم ضعيف و لفت النظر للموظف المحترم على تقييم متوسط وفق

(16) للموظف إبناء وجهة نظره حول الأسباب التي أدت إلى ذلك من مذكرة إرفهارها إلى المدير التنفيذي أو في اجتماع معه

(17) لهذا الخصوص.

(18) دار الخروج تقييم أداء الموظف من ممتاز إلى ضعيف و يحدد بذلك على تلك النتيجة نسبة الزيادة السنوية و

(19) الإفرادات المتعلقة بتطوير إداء الموظفين.

(20) يتم تحديث لائحة التقييم وذلك في نتائج تقييم الموظفين الذي بلغ معدل التقييم السنوي لهما دون 69%.

(21) يعمل بالزيادات السنوية من بداية السنة.
الفصل الثامن
نظام التدريب والتدريب

يعتبر التدريب وسيلة أساسية في تطوير موارد المتدرب البشري عن طريق تقديم البرامج التدريبية داخل وخارج
المتدرب مما يعكس أداء المتدرب في التدخل القائم لإقامة التعاون والتفاهم لدى المتدرب في تحقيق مزيد من النتائج.

المادة (33)
تطوير الأداء:

تحتوي هذه المادة على زيادة معرفة ومهارات وتوسيع نطاق تفكير المتدرب وتطبيق ذلك من خلال عمله في المتدرب.

تقوم المتدرب في بداية كل عام بدراسة نماذج تقييم الأداء ونتائجها وفرص ل牠 وضع مقترحات للمتدرب.

عمل خطة تطوير أدائهم خلال السنة وحسب مبادرات الوظيفة.

يجب أن تكون الخطة متوازنة من حيث إمكانات المتدرب في المتدرب من جهة ونتائج المرغوب تحقيقها من خلال خطة
التدريب والانجاز على تطوير المتدرب، كما هو موضح في الشكل الآتي:

<table>
<thead>
<tr>
<th>النتائج</th>
<th>الإمكانات</th>
</tr>
</thead>
<tbody>
<tr>
<td>تحسين أداء المتدرب.</td>
<td>تطوير الوظائف الحالية في المتدرب.</td>
</tr>
<tr>
<td>تحسين مستوى نشاطات المتدرب.</td>
<td>التحضير لوظيفة مستقبلية.</td>
</tr>
<tr>
<td>زيادة كفاءة العمل.</td>
<td>القرصنة للمتدرب.</td>
</tr>
<tr>
<td>تقبل الأخطاء.</td>
<td>تطوير العلاقات الداخلية في المتدرب.</td>
</tr>
<tr>
<td>تخفيف كلفة المتدرب.</td>
<td>تجهيز الاتصال.</td>
</tr>
<tr>
<td>تسهيل الم=password المتدرب.</td>
<td>تطور</td>
</tr>
</tbody>
</table>

المادة (34)
قسم نظام التدريب:

التدريب الداخلي

التدريب الخارجي

التدريب الداخلي: أن يقوم مذوقي المتدرب من مسؤولين ومشرفين ورؤساء الأقسام ومدراء الدوامات بتدريب مروؤتهمهم
على أساليب العمل الحديثة كل في مجالهم.

التدريب الخارجي: أن يتم تنسيج مذوقي المتدرب في حضور برامج تدريبية في مراكز تدريب متخصصة لمواكبة
التطورات الحديثة في مجال أعمال المتدرب وانشطةها.

المادة (35)
التدريب الخارجي

تقوم المتدرب بعمل استبيان في بداية كل سنة تقييمها على الدورات التدريبية التي يعتقد أنهم بحاجة إليها للاستمرار.

عمل استبيان على أن يتم تحديد عدد الدورات المقررة إلى 6 دورات.

تقوم المذوقي التدريبي بمناقشة نتائج الاستبيان مع مدراء الدوامات لتحديد الدورات التدريبية اللازمة للمتدرب، وبناءاً على
التحقيق بين مدراء الدوامات والمذوقي التدريبي وعلي أساس الحاجة إلى التدريب، فالتفاعل للمتدرب يتم تحديد الدورات التدريبية
اللازمة للمتدرب.

المادة (36)
في حال قرار المتدرب دورات تدريبية أخرى:

1. يمثل مدير المكتب برامج الدورات التدريبية التي ترسل إلى المتدرب.
2. يقوم مدير التدريبي بتغذية المعلومات على المتدرب الذين يتلقون الدورة بهم.
3. يقوم المذوقي الرقاب بفحص دورة تدريبية بتلبية طلب مدير دائرة للإشراف بالدور.
4. لا يحق لأي مسؤول مباشر برض طلب المذوقي التدريب بدون مناقشة الموظف بذلك.
يعيق ترقيم الأوراق مع تنسيق مدير الدائرة التي ينتمي إليها الموظف إلى المدير التنفيذي من أجل دراسة الوضع.

6. يلتزم المتدرب بتقارير دقيقة متصلة بالدورة والمادة المغطاة وتلبية عملياً للمنتديات والقادمة التي دلالها.

7. لا تزيد عن أسبوعين من تاريخ انتهاء الدورة.

8. للإدارة العليا القرار النهائي في تنفيذ الأنشطة الدورية أو جزء منها.

9. يلتزم الموظف بتدريب أكبر عدد ممكن من موظفي المنتدى حسب ما يتم الاتفاق عليه مع مدير الدائرة.

10. يجوز للإدارة تغيير مدة التزامات الموظف، ولكن ذلك بمكتبة التدريب الخريطة.

11. في حالة ترك الموظف العمل في المنتدى قبل انتهاء المدة المحددة يترتب عليه دفع المبلغ الذي دفعه المتدرب للدورة. مثماً إليها ما تفاضل من رواتب وبدلات للدورة.

المادة (37)

تقييم درجامعة استفادة الموظف من برنامج التدريب:

- يجب أن تكون من استفادة و مدى فهم الموظف لبرنامج التدريب الذي تم نشره إليه بعد الانتهاء منه على النحو التالي:
- يجب ملاحظة الدراسة للمادة بعد برنامج التدريب.
- يجب على المسؤول المباشر مراقبة أداء الموظف بعد الدورة التدريبية خلال تنفيذه للعمل المطلوب.
- مدى فترة الموظف على تعليم زملائه بما تم الاستفادة منه خلال برنامج التدريب.
الفصل التاسع
نظام الوجبات الغذائية و الصلاة
المادة (38)

• يتم اعتماد توقيت محدد لمدة عشر دقائق لإداء الصلاة خلال أوقات العمل بما يتناسب مع توقيت الصلوات في الشتاء والصيف، ولا تحتسب من ساعات الدوام الرسمي.
• يخصص اليوم الأول من كل شهرين ساعة واحدة من أجل اجتماع للموظفين لمناقشة أمور العمل مع تناول الفطور مع المدير التنفيذي.
الفصل العاشر
نظام رحلات التدريب والعمل

المادة (39)
نقاط السفر

- يتحمل المنتدى نقاط السفر الضرورية للعاملين إذا كانت مهام السفر لأغراض المنتدى و على الشخص الذي
  يقوم بالمهمة إعداد برنامج السفر الذي يتضمن مهام السفر ومدته المتوقعة.
- تكون نفقات السفر ما يلي:
  1. تذكر السفر
  2. مصروفات السفر الداخلية والاجتماعات الهاتفية والرحلات والتأشيرات ورسوم المغادرة سواء بالطريق
    الجوي أو البري أو البر.

المادة (40)
أسس التكلفة بمهام السفر

يكلف الموظفون بمهمات رسمية داخل المملكة و خارجها وفق الآلائل التالية:

المدير التنفيذي:
1. يقرر من المدير التنفيذي لحضور اجتماعات محددة مسبقا أو حسب حاجة العمل بالمنتدى.
2. يقرر الموظفين: يقرر 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 مبلغًا مقطعا
بموجب تعليقات تصدرها هيئة المديرين.

المادة (42)
السفر الخارجي:

1. يتم دفع مبلغ مقطوع للموظف المكلف بمهمة عمل رسمية للمنتدى خارج الأردن بموجب تعليمات المدير
   التنفيذي. وذلك عن كل يوم يقضيه الموظف خارج الأردن بحيث يحدد هذا البدل لكل حالة على حدة نظرا
   للتغيرة الحادثة على تكاليف المعيشة المختلفة.
2. على الموظف الموفد في مهمة عمل رسمية الاتصال بمركز عمله في اليوم التالي بتاريخ وصوله للمملكة ما لم
   يتاريخ الموافق على تغييره عن العمل بشكل رسمي.
3. يقوم الموظف الموفد بتقاريره ومقابلاته بشكل رسمي خلال السنة بعد تجاوز الأسبوع من تاريخ
   بطاقة التخصص ومركز 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 منعا باتا في المنتدى.

الفصل الثاني عشر
لباس العمل الرسمي

1. يتزامن جميع موظفي المنتدى بارتداء ملابس رسمية تعكس صورة المنتدى المهنية طوال فترة الدوام الرسمي وفي أي موعد ووقت يمثل فيه الموظف المنتدى.
2. يتكون لباس العمل الرسمي للموظفين الذكور من بدلة رسمية وربطة عنق.
3. يتوجب على الموظفات الإناث أرتداء الملابس الرسمية المناسبة بمكان العمل.
4. تطبق العقوبات والجزاءات المنصوص عليها في باب العقوبات.
الفصل الثالث عشر
الضمان الاجتماعي
المادة (44)

الضمان الاجتماعي

1. يتم تسجيل موظفي المنتدى في الضمان الاجتماعي ذلك بالتأمين ضد إصابات العمل وأمراض المهنة.

2. تقوم المنتدى بالإشتراك شهري قيمة 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 مزاولته عمله و بسبقه فانه يخضع لأحكام قانون الضمان الاجتماعي المفصول.
الفصل الرابع عشر

نظام المخالفات والعقوبات

المادة (45)

العقوبات

تصنيف العقوبات التي تتوفر على الموظف و يَكون تسليها على النحو التالي:

1. الإيقظة: وهو تذكير شفهي أو كتبى يوجه إلى الموظف من قبل رئيس المباشر يشار فيه إلى المخالفة التي ارتكبها الموظف ويطلب منه تقبله بإكمال النظام الداخلي والقيام بإجتيازه على الوصف الصحي.

2. الإذنات الكتبية: وهو كتاب يوجه إلى الموظف في حالة ارتكابه مخالفة وفق نظره في هذا الكتاب. صراحة إلى إمكان تعرضه لجزاء أشد في حالة استمرار المخالفة أو تكرارها.

3. الحسم من الراتب: وهو حسم نسبة من الأجر يتراوح بين جزء من أجر يوم إلى أجر يوم في الشهر.

4. إنذار ثاني

5. حجب الراتب أو تأخيره أو تأخير الترقية

6. الفصل من الخدمة دون تعويض: وهو فصل عن العمل المعنوي دون تعويض بسب أو أكثر من الأسباب

7. الفصل من الخدمة مع الملاحقة القضائية.

المادة (46)

نظام المخالفات

كل موظف يخالف النظام أو التعليمات في تقوم بالإجراءات المنوطى إليه يعاقب تأديبيا ولا يعفي الموظف من العقوبات إلا إذا أثبت إن إرتكابه للمخالفة كان نتيجة لأمر صادر إليه من رئيس هو في هذه الحالة تكون المسؤولية على مصدر الأمر.

1. توقيع المزايا من المدير التنفيذي للنادي أو من نوب عنه ويجوز له بالنسبة لأي مخالفة ترتكب للمرأة الأولى استبدال الجزاء المقرر بجزاء أخف.

2. على الرئيسي المباشر أن يعجل نفسه حالات سوء السلوك أو التصرف السريع وحرضاها وذاك بالتوجيه والإشراف السليم.

3. على كل مسؤول الإبلاغ عن أي مخالفة من أي موظف يعمل معه إذا رأى الأمر يستدعى لذلك.

المادة (47)

مخالفات المرحلة الأولى

يفصل الموظف دون إشعار إذا أرتكب أية من المخالفات التالية:

1. إذا أتى الموظف شخصياً أو هواه غير له أو وثائق مزورة يقر جلب المنفعة لنفسه أو الأضرار

2. إذا لم يتم الموظف بالالتزامات المترتبة عليه ومازج عن العمل.

3. إذا أرتكب الموظف خطأ نشا عنه خسارة مادية جسيمة للمؤسسة مقابل أن تبلغ المندي، الجهة أو الجهات المحصنة بالحالة خلال خمسة أيام من وقت طرحها بوجوعه.

4. إذا خالف الموظف النظام الداخلي للمؤسسة بما في ذلك شروط سلامة العمل والعمال رغم إنذاره كتابة مرتين.

5. إذا ثبت الاتهام دون سبب مشروع أكثر من 20 يوم متواصل خلال السنة الواحدة أو أكثر من مرة أخرى مثاثية على أن يسبق الفصل الإداري كاتب بالبريد المسجل عن غضبه ونشر في إحدى الصحف الوروبية المحلية مرة واحدة.

6. إذا اقترح الموظف المرونة الخاصة بالعمل.

7. إذا أدين الموظف بحكم قضائي أكسب كفرة الخطف الادعاء جنحة جنحة موسيقا بالشرف والأخلاق العامة.

8. إذا وجد الواقع في حالة سكر أو مثيرا بما يجعله من مادة محترفة أو أرتكب عمل عما بالأداب

9. إذا اعتدى الموظف على المسؤول المباشر أو أحد رؤسائه أو أي موظف أو على أي شخص آخر أثناء العمل والذك بالإصابة أو التحري.

10. إذا حصل الموظف على ثلاثة إشارات خطيرة.

11. يجوز للمؤسسة ملاحقة الموظف قضائيا في حالة وجود ضرر مادي أو معنوي.
الخلائف المتعلقة بمواعيد العمل

التأخير عن مواعيد الحضور لأكثر من خمسة دقائق ولغة 15 دقيقة بدون إجراء توقع مقبول
التأخير عن أكثر من مواعيد الحضور لأكثر من 30 دقيقة بدون إجراء توقع مقبول
خروج الموظف قبل مواعيد الإضراب
الغياب بدون إذن أو إجراء توقع مقبول

الخلائف المتعلقة بتنظيم العمل

النوم المتعمد أثناء ساعات الدوام
الأكل في غرفة الوقت أو المكان المحدد المثنوين
التدخين في أماكن الممنوحة
اللعبة أو الالعاب أو التراجم في سلال الحضور والغياب
التعامل بطريقة غير لائقة مع الزبان والعامل

الخلائف المتعلقة بسلوك العامل

البلاك أو التشرير البسيط أو أحداث مشابهات في الميدان إذا لم ينتج عن ذلك إصابة أو جرح
إدخال أي نوع من المضرات أو البدلات أو المعدات إلى أماكن العمل أو جرمال
إساءة استخدام المعدات أو الأدوات على قصد أو إثم شخصي
مادة (48)ـ

أـ. تطبق أحكام لائحة الجزاءات الواردة في البلد (أ) من هذه المادة على كل عمل يخالف أحكام هذا النظام أو يخالف واجبات ومسؤوليات وظيفته وفقاً لتدويل العقوبات الواردة فيها واللائحة العامة التالي:

1. تعتبر هذه اللائحة جزءاً لا يتجزأ من النظام الداخلي لتنظيم العمل.
2. لا يتخذ بحق العامل أي إجراء تدابير أو فرض أي عقوبة 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. يقتضي أن أي إدار مقصد عليه أكثر من 12 شهراً يفصل العامل الحاصل على إدارين ساري المفعول إذا ارتكب خلال مدة سببان الإدارتين إحدى المخالفات المنصوص عليها في هذه اللائحة.
6. يراعى تطبيق تدويل الجزاءات.
7. إذا كان الفعل الذي ارتكبه الموظف يتسبب بشكل أكبر من مخالفة واحدة في توقع العقوبة الأشد من بين الجزاءات المعتبرة من المخالفات التي تسببت عنه، لا يجوز توقيع أي جزاء على الموظف إلا بعد إبلاغه كتاباً بما نسب إليه وتوفيق معه وسماع أقواله وتكوين كل ذلك في محل خاصة بين فيه اسم العامل ومقر أجره وأسباب فرض الغرامة عليه وتدوين في ملفه الخاص لدى مسؤول شؤون الموظفين.
8. لا يوقع جزاء على الموظف لأمر ارتكبه خارج مكان العمل إلا إذا كانت له علاقة مباشرة بالعمل.
9. لا يمنح العامل أجرًا عن مدة الغياب أو التأخير عن العمل دون عشر أو إنذار بالإضافة إلى العقوبة التي يتم إيقاعها بحقه بموجب هذه اللائحة.

إضافة إلى العقوبات المنصوص عليها في هذه اللائحة للإلازيم:

10. أن تقتضي من أجر العمل قيمة الإنشاء المفقودة أو الممتدة أو كلفة إصلاحها بما لا يزيد عن أجر خمسة أيام شهرياً وذلك إذا ثبت
11. أن تلك كان ناشعاً عن خطا العمل أو مخالفة التعليمات الإدارية.

ب. إن تكفل بحقها في اللجوء إلى المحاكم النظامية للمطالبة بالتعويض عن الأضرار التي تسببتها العامل.
الفصل الخامس عشر
نظام إنهاء الخدمة

المادة (49)
أحكام عامة:

1) يتم إنهاء عقد الموظف بواسطة السلطة صاحبة الحق بالتعيين وذلك حسب طبيعة عمله ومدتة ونوعه.

2) لا يجوز إنهاء خدمة الموظف أثناء تأديته لإجازته السنوية أو أي إجازة أخرى مصروحة له بها بموجب هذا
النظام.

3) تعتبر فترة الإنذار جزءًا من خدمة الموظف إذا قضى في خدمة المنتدى إلا إذا تفاوض عليها تعويضاً.

4) إذا أُنهِي استخدام أي موظف خلال فترته التجريبية ثم أعيد استخدامه خلال شهر من تاريخ إنهاء استخدامه فإن
خدمة في تلك الحالة تعتبر متواصلة.

5) يُبِتِ جَانِبَ الموظف إذا انتهت خدمته في المنتدى و لم يستعمل إجازته السنوية الأجر عن الأيام التي لم يستعملها
من تلك الإجازة.

6) يتم استئناف رواتب ومستحقات الموظف / العامل الذي تنتهي خدماته وفقًا لأحكام قانون العمل الأردني.

المادة (50)
حالات إنهاء الخدمة:

1) تنتهي خدمة الموظف بالمنتهى بصورة طبيعية بأحد الأسباب التالية:

• الإستقالة
• الفصل من الخدمة
• عدم القدرة الصحية بدءًا على تقارير طبية من جهات مختصة
• نقل الموظف في غير مناسبة
• إلغاء الوظيفة أو تخفيض عدد الموظفين بسبب إعادة التنظيم في المنتدى، مقابل إيداع / إشعار للمرة القانونية
• المنصوص عليها في قانون العمل أو دفع بدله.

المادة (51)
الاستقالة

تنتهي خدمة الموظف من العمل بتدقيمه استقالته ولا تعتبر الاستقالة نافذة المفعول إلا بعد موافقة جهة المحروقة بقبولها
حسب هذا النظام أو بعد مرور (30) يومًا على تاريخ تدقيمها دون صدور قرار بقبولها.

1. تكون فترة الإنذار على النحو التالي:

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

2. إذا رغب الموظف بالاستقالة دون أن يعني فترة الإنذار المقررة في النص للمنتدى أن تخصيص من مستحقاته ما يعادل فترة
الإيداع ولكن يجوز بمواقعة المدير التنفيذيجنسية الوظائف 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 قادرًا على خدمة المنتدي بنفس المستوى المطلوب وأن إمكانية تقدمه بالموظف أصبحت محدودة، وقرر ذلك الدبير العام.
2. إذا تعرض الموظف للشرطة، أو تعرض لأي مصلحة نظامية أو تعامل مع أي مصلحة نظامية في القانون، أو تعرض لأي مصلحة نظامية في النظام.
3. إذا تعرض الموظف لأي من الأسباب المذكورة في المادة 51، أو تعرض لأي مصلحة نظامية في القانون.
4. إذا تعرض الموظف لأي من الأسباب المذكورة في المادة 51، أو تعرض لأي مصلحة نظامية في النظام.
5. إذا تعرض الموظف للشرطة، أو تعرض لأي مصلحة نظامية في القانون، أو تعرض لأي مصلحة نظامية في النظام.
6. إذا تعرض الموظف للشرطة، أو تعرض لأي مصلحة نظامية في القانون، أو تعرض لأي مصلحة نظامية في النظام.
7. إذا تعرض الموظف للشرطة، أو تعرض لأي مصلحة نظامية في القانون، أو تعرض لأي مصلحة نظامية في النظام.
8. إذا تعرض الموظف للشرطة، أو تعرض لأي مصلحة نظامية في القانون، أو تعرض لأي مصلحة نظامية في النظام.
9. إذا تعرض الموظف للشرطة، أو تعرض لأي مصلحة نظامية في القانون، أو تعرض لأي مصلحة نظامية في النظام.
10. إذا تعرض الموظف للشرطة، أو تعرض لأي مصلحة نظامية في القانون، أو تعرض لأي مصلحة نظامية في النظام.
11. إذا تعرض الموظف للشرطة، أو تعرض لأي مصلحة نظامية في القانون، أو تعرض لأي مصلحة نظامية في النظام.

المادة (53)

دعم اللقب الصحية

1. تتبع خدمة الموظف نحو دعم اللقب الصحية إذا تم الابتعاد ذلك بواسطة تقدير طبية معتمدة ويشترط في هذه الحالة

المادة (54)

بلغ الموظف سن الستين:

تلتقي خدمة الموظف في المنتدي إذا أكن السن الستين عامًا، من عمره إلا أنه يجوز في بعض الحالات الضرورية وتبعًا لمنظمة القضاة العامة لل�인ة في المنتدي بناءً على طلب من الموظف وتعوضه بالموافقة من المدير التنفيذي وموافقة رئيس هيئة المديريات، وذلك لموظف المنتدي براتب مدرة لما فوق ما هم الموظفين الفهم البناء، على طلب من الموظف وتعوضه بالموافقة من رئيسه المباشر وموافقة المدير التنفيذي، على أن تحدد هذه الموظف سنوية/كتر طر في الخدمة.

المادة (55)

إلغاء الوظيفة أو تخفيض عدد العاملين:

1. يحق إلغاء الوظيفة أو تخفيض عدد العاملين في حالة إلغاء الوظيفة التي يعمل بها أو تقرر تخفيض عدد العاملين في المنتدي، يجب مراعاة الأحكام في المادة 51، وتحدد ذات المادة بال موظف.
2. تلتزم المنتدي بإلغاء حماية أثناء الانتداب.
3. لا يمكن إلغاء الوظيفة أو تخفيض عدد العاملين في المنتدي إلا بقرار من الرئيس لموظف المنتدي براتب مدر.
4. بما فوق وقرار من المدير التنفيذي لباقي الموظفين.
الفصل السادس عشر
أخلاقات العمل

1. لا يجوز للموظف تلقي الهدايا من عماله المنتدي الا بعد موافقة المدير التنفيذي.
2. لا يجوز للموظف استغلال وظيفته في المنتدي من أجل تحقيق مصلحة خاصه.
3. لا يجوز للموظف العمل لدى العملاء سواء خلال الوظيفة أو بعدها.
4. لا يجوز بيع معلومات عن العمل أو مشروع معين أو معلومات شخصية لأي زبون أو شخص اخر.
5. لا يجوز استعمال اغراض العمل كالاوراق المروحة أو جهاز الفاكس أو القرطاسية للاغراض الشخصية.
6. يجب على الموظف اعطاء عنوان كامل وتلقونه الشخصي خلال الإجازة أو المغادرة أو المرض أو الخروج للغداء.

الخ.