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LABOR FORCE PROFILE OF DEAD SEA DEVELOPMENT AREA

Labor Force Supply and Demand Study
Final Report

January 6, 2010

This publication was produced for review by the United States Agency for International Development. It was prepared by Khalid Dajani and Samer Ghannam from Dajani Consulting - Jordan.

LABOR FORCE PROFILE OF DEAD SEA DEVELOPMENT AREA

LABOR FORCE SUPPLY AND DEMAND STUDY

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

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

DELOITTE CONSULTING LLP

USAID/JORDAN

USAID/ OFFICE OF ECONOMIC GROWTH (EG)

JANUARY 6, 2010

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DELIVERABLE NO: 2.14.02.08.38.07

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CONTENTS

ACRONYMS	1
EXECUTIVE SUMMARY	2
LABOR SUPPLY PROFILE	3
OBJECTIVES	4
METHODOLOGY AND TIMEFRAME.....	5
MAIN FINDINGS.....	6
Statistics	6
Sample.....	8
Fieldwork observations	8
Labor Force Profile at Sawimeh.....	9
labor force supply profile at dead sea area	12
1. Basic characteristics of the workforce	12
2. Education qualification.....	13
3. Employment and job search pattern.....	19
4. Income and other aspects	24
LABOR DEMAND PROFILE	25
OBJECTIVES	26
METHODOLOGY AND TIMEFRAME.....	27
MAIN FINDINGS.....	27
List of Investments at DSDA	28
GENERAL PROFILE OF INVESTMENTS	29
LABOR FORCE DEMAND PROFILE.....	32
1. Response rate and contents.....	32
2. Labor demand by company	32
3. Labor demand by department	33
4. Labor demand by gender	41
5. Labor demand by job criteria	42
CONCLUSIONS	48
RECOMMENDATIONS	49
APPENDICES.....	50

ACRONYMS

DZC	Development Zones Commission
DSDA	Dead Sea Development Area
DSDC	Dead Sea Development Company
MOL	Ministry of Labor
SABEQ	USAID Jordan Economic Development Program
DOS	Department of Statistics
ILO	International Labor Organization

EXECUTIVE SUMMARY

The Labor Force Supply and Demand Profile of Dead Sea Development Area represents the results of a field survey study conducted during October 2009, covering the existing companies within Dead Sea Area in addition to the population residing in the neighboring areas of the area within Balqa and Madaba governorates, focusing on Swaimeh's community.

The labor supply study sample included more than 700 people of the population, and was randomly selected taking into consideration the proportional distribution of the target segment as males and females. Sample members were interviewed by professional surveyors using a pre-designed and customized survey tool.

The labor demand study sample included 17 companies representing hotel and tourism investors in Dead Sea Area, in all phases of development (concept, design, construction, operation). The responses were obtained from 5 companies, using a special survey tool explained and completed during an interview with key person or human resources manager of the company. Further data was collected from DSDC and used to estimate the labor demand projections for the next five years in Dead Sea Development Area.

The analysis of the collected information of workforce and investors revealed a set of indicators that suggest the need for social and economic interventions in order to enhance the employment of the people in the Dead Sea Development Area in coordination with the local community. There is a great potential for educating and training jobless population in order to prepare them for the planned investments in the field of tourism and hotels. The expected demand on skilled labor is relatively high in the Dead Sea Development Area; therefore, a wise approach is required to fulfill these needs utilizing the local community as much as possible.

The conclusions and recommendations for the labor force provide a useful guide for decision makers in order to take actual steps for integrating efforts of the DZC, DSDA and the private sector with the purpose of providing adequate number of qualified workforce for the investors from the Dead Sea Area population.

LABOR SUPPLY PROFILE

The Labor Force Supply Study measures one side of the labor market equation. Basically, it is a large household survey designed to give information about the economic activity status of people, number of people with jobs, the details of these jobs, the job-search activities of those without work, and so on. The results are usually used to match the labor supply with the labor demand. The “labor market” covers all aspects of people’s work, including the education and training needed to equip them to work, the jobs themselves, job-search for those out of work, and income from work and benefits.

The Development Zones Commission (DZC) supported DSDA to carry out the Labor Force Supply Survey to produce the labor supply profile. In parallel, the labor demand profile of DSDA was being prepared. The rationale behind conducting both profiles is to match labor supply with demand, and detect gaps in the labor market. Since DSDA was established to serve the areas surrounding it, the Labor Force Supply survey covers parts of neighboring governorates; Balqa and Madaba.

DSDA Company will use the results of the Labor Force Supply Study to take action and create initiatives that would promote the recruitment of Dead Sea workforce by existing and potential investors in the Area. Actions may vary between developing specialized training programs to establishing internship programs.

OBJECTIVES

The main objective of the Labor Force Supply Study for Dead Sea is to assess the labor market in the surrounding populated areas (Balqa and Madaba), and identify the characteristics of the available workforce in order to compare it to the labor force demand at a later stage. The overall objective of this study is to develop a comprehensive labor profile database of Dead Sea. Another objective is to provide specific updated information about the labor force in the Dead Sea and surrounding areas, in order to feed into its employment databases and job application system at Ministry of Labor.

METHODOLOGY AND TIMEFRAME

1. Hold kick off meeting for DZC and DSDA Company to explain the methodology and coordinate efforts.
2. Identify target segment which included a sample of the population of surrounding areas of DSDA in Balqa and Madaba governorates representing the workforce (unemployed and employed who are searching for jobs). Agree with DSDA on the target segment and sample.
3. Develop the Labor Force Supply Survey Tool (questionnaire) that was used in collecting data from the workforce. The tool was based on the original survey tool used previously for the labor force profile study in Mafraq. The questionnaire passed several review and testing steps until it was finalized. The final version of the questionnaire was in Arabic and customized to the DSDA, focusing on the local community criteria and type of investments. The questionnaire form included cover letters issued by Governors and DZC to facilitate the survey work.
4. Develop the data entry frame using MS Access database.
5. Recruit experienced professional surveyors and data entry staff.
6. Prepare the sample, data entry frame and fieldwork plan for the survey.
7. Orient and train the survey team and data entry staff by the Consultants and DZC.
8. Launch fieldwork in Balqa and Madaba, covering all geographic locations and interview the sample of the target segment under supervision of the team leaders. The survey team was supported by awareness and facilitation efforts by DZC.
9. Examine and quality control of the collected data before data entry. Verification and validation processes of data were also performed.
10. Statistical analysis of the entered data and preparation of the labor force supply indicators.
11. Report and present the results to DZC and DSDA Company.

The timeframe of the labor force supply study is illustrated in table 1.

Table 1: DSDA Labor Supply Study Timeframe

Stage/Task	September 2009 (weeks)				October 2009 (weeks)				November 2009 (weeks)			
	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
Preparations	■	■	■	■								
Surveyors recruitment and training					■							
Field Survey						■	■					
Data entry and quality control								■				
Analysis									■			
Reporting and Presentation										■	■	

MAIN FINDINGS

STATISTICS

The official statistics of DOS reveal the main indicators of employment and unemployment survey at Balqa and Madaba governorates as in 2008. According to DOS, the total population of Balqa and Madaba areas under the scope of Dead Sea study was 118,220. The population of areas under the scope of Dead Sea study was divided among the two governorates as follows:

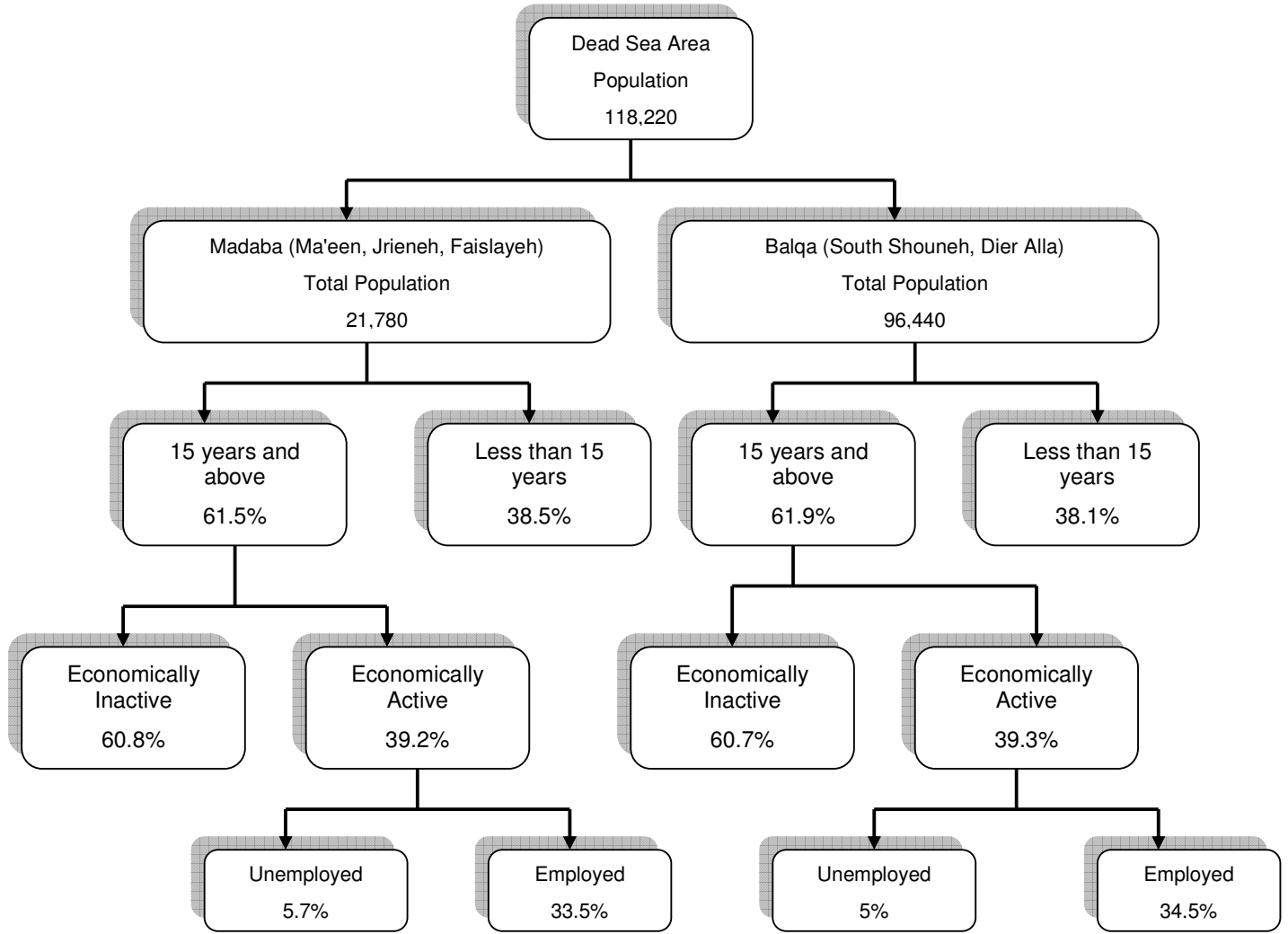
- Blaq (South Shouneh, Dier Alla): 96,440
- Madaba (Ma'een, Jrieneh, Al Faisalyeh): 21,780

According to the employment and unemployment survey conducted regularly by DOS, the workforce of Balqa (population aged 15 years and above) represent 61.9% of the total population, while in Madaba the proportion is 61.5%. Economic activity rate in Balqa was 39.3% while in Madaba it was 39.2%. The unemployment rate was 12.8% in Balqa and 14.6% in Madaba. These ratios and rates apply to the areas under the scope of Dead Sea study, since those areas are part of the governorates and regarded as homogenous population with relatively similar social, economic and demographic characteristics. Figure 1 below demonstrates the breakdown of employment and unemployment indicators of Balqa and Madaba according to DOS.

There are some standard international definitions relevant to employment and unemployment survey which apply to the above statistics, including:

- (a) Workforce: People over the age of 15 who are economically active or inactive.
- (b) Employed: People over the age of 15 who did some paid work in the reference week (whether as an employee, self-employed or own business) for the public or the private sector; those who had a job that they were temporarily away from (on holiday, for example); those on government-supported training and employment programs; and those doing unpaid family work.
- (c) Unemployed: The ILO's measure of unemployment refers to people without a job who were available to start work within the two weeks following their interview and those who either had looked for work in the four weeks prior to interview or were waiting to start a job they had already obtained.
- (d) Economically Inactive: People who are neither employed nor unemployed on the ILO measure. This group includes all those who were looking after a home (homemakers) or retired (as well as those aged under 15). This category includes Student, Housemaker, Income recipient, Disabled, Others
- (e) Economically Active: People over the age of 15 who are either employed or unemployed.

Figure 1: Employment and unemployment indicators - DOS



SAMPLE

The sample for labor supply profile study was designed according to the population estimates of 2008 provided by DOS. The sample included geographic areas surrounding DSDA and belonging to Balqa and Madaba governorates. The sample size and distribution followed scientific statistical standards for representative random sampling. Table 2 shows the sample design for DSDA labor force supply survey.

Table 2: Labor Force Supply Survey Sample Design

Table 2 Population Sample Design of DSDA Labor Supply Survey					
Governorate	District	Population	Total sample	Males	Females
Balqa	South Shouneh	43,850	210	107	103
	Dier Alla	52,590	250	126	124
Madaba	Al Faisaliyeh	5,910	70	35	35
	Ma'een	8,300	80	40	40
	Jrieneh	7,570	80	40	40
Total		118,220	690	348	342

The sample was distributed on the district level geographically, based on the assumption that the localities within each district are regarded homogenous in terms of population's socio-economic characteristics. The sample size of the district was randomly distributed on the localities (villages and towns). Due to special emphasis on Sawimeh, the sample was designed to include significant proportion from Sawimeh as one of the main localities within South Shouneh. The sample distribution of South Shouneh is included in the appendix.

Fieldwork observations

1. The survey focused on the target segments, by covering households in different districts systematically. People and families were cooperative and participated in the survey by answering questions and giving relevant information.
2. Respondents took a significant amount of time to complete the questionnaire due to the length and level of details required, along with their perception and understanding of questions. The duration of the interview ranged between 30 to 60 minutes.
3. Some questions remained unanswered by few respondents due to their sensitivity (e.g. salaries) or irrelevancy to the case.
4. The sample was reorganized and increased to include more people from the adjacent areas of DSDA representing the local community in Swaimeh. The resulting sample is shown in table 3.

Table 3: Labor Supply Survey – Actual Sample

Table 3 Labor Supply Survey Sample – Actual Sample Entered				
Governorate	District	Total Sample	Males	Females
Balqa	South Shouneh	225	120	105
	Dier Alla	252	128	124
Madaba	Al Faisaliyeh	76	40	36
	Ma'een	82	39	43
	Jrieneh	83	42	41
Total		718	369	349

Labor Force Profile at Sawimeh

Due to the location of Swaimeh in the heart of DSDA, special focus was given to the community there. A sample of 124 people was surveyed in Sawimeh during the labor force supply study. The analysis of the data coming from Sawimeh's sample revealed the following indicators:

- Males represented 52.4% of the sample, while females represented 47.6% of the sample.
- Ages ranged between 16 and 56 years old, with the largest proportion (69.3%) in the age category of 16 – 34 years old.
- In terms of the education level, 15.3% were illiterate, 16.9% hold an elementary certificate, 27.4% hold basic/intermediate certificate, 36.3% hold general secondary certificate, 0.8% hold community college certificate, and 3.2% hold bachelor degree.
- Regarding training, around 75% of the Swiameh sample stated that they didn't attend any training course in the past. The remaining 25% of the sample member have attended one or more training courses mainly in vocational fields including clothes making, hairdressing, hotels, cooking and others. Few of them attended commercial, computer, languages and military courses.
- When employment status was investigated, 35.5% of the sample members in Swaimeh stated that they currently hold stable jobs, while 64.5% stated that they are currently without work.
- Half of the currently employed declared that they desire to change current job due to mainly one reason, which is financial inadequacy.
- About 59.7% of the sample members stated that they were never employed for a period exceeding one month, which means they suffer from long unemployment period and poor experience.
- More than 90% of the sample in Swaimeh lack the important skills such as languages, computer, commercial correspondence, accounting, typing and business skills. Only 18% have high skills in using tools and equipment according to their self assessment.

- According to the sample results, 65.3% of the Swaimenh labor force are looking for jobs (job seekers), where the widely used method of job search is through relatives and friends.
- The preferred sector for work among Swaimenh labor force is public sector (53.1%) and private sector (44.4%), while limited number are interested in the armed forces (2.5%).
- In the private sector, Swaimenh labor force tend to favor (29.4%) jobs in the tourism and hospitality activity.
- In the income aspect, the average acceptable monthly salary among Swaimenh labor force was 227 JD. Few of the sample members have income sources other than employment (7.3%).
- Most of the non-working individuals (86.4%) stated that they were immediately available for work if they found the acceptable and desirable job that they want.

Below are some charts illustrating the main indicators of labor force profile at Swaimenh:

Figure 2: Distribution of Sawimeh Workforce according to age groups

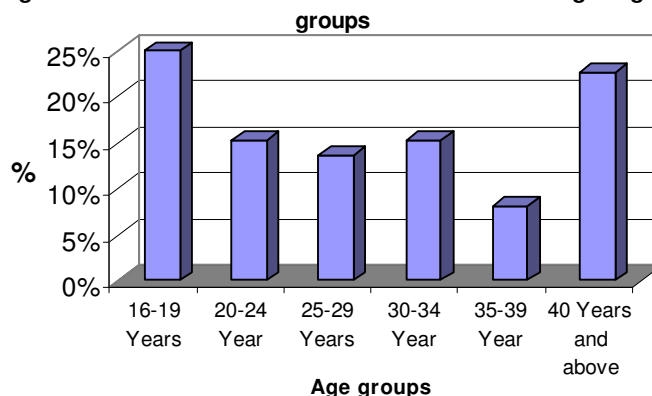


Figure 3: Distribution of Swaimenh Workforce according to education level

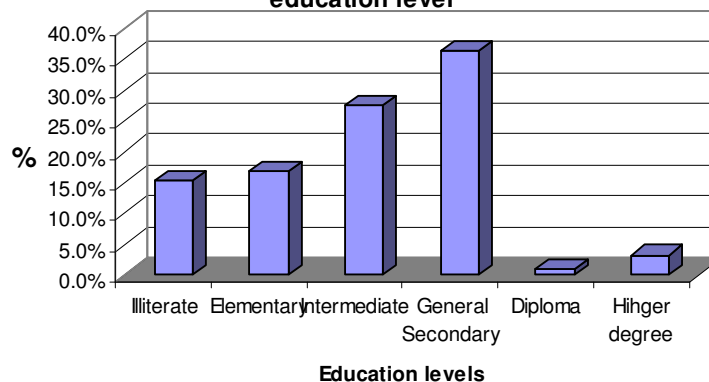


Figure 4: Distribution of Swaimenh Workforce according to previous training

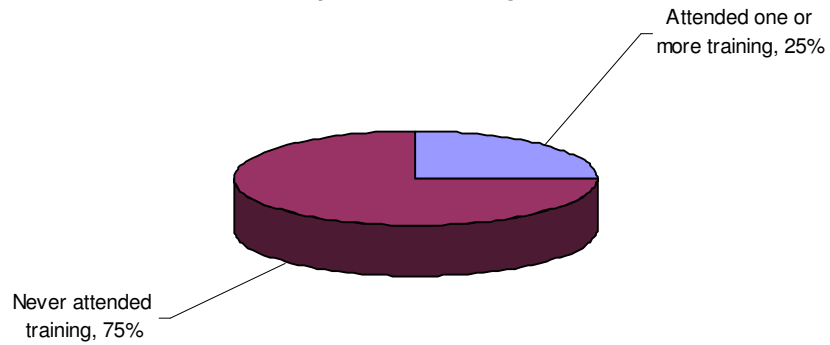


Figure 5: Distribution of Swaimenh Workforce according to current work status

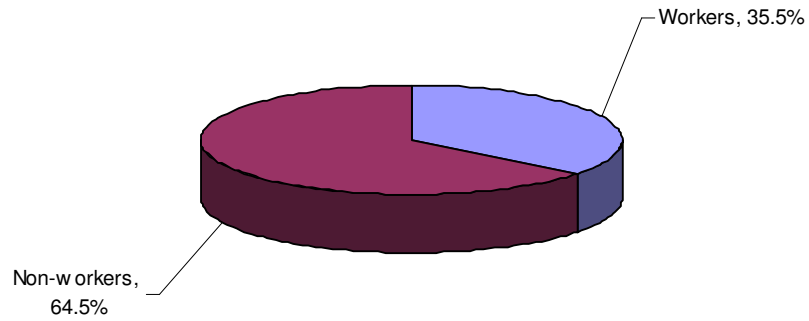
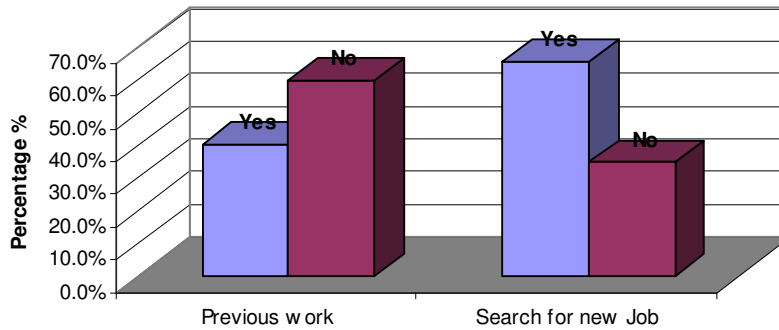


Figure 6: Swaimenh workforce according to previous employment and searching for job



LABOR FORCE SUPPLY PROFILE AT DEAD SEA AREA

The labor force supply profile is divided into four major parts:

- Basic characteristics of the workforce
- Education qualifications
- Employment and job search pattern
- Income and other aspects

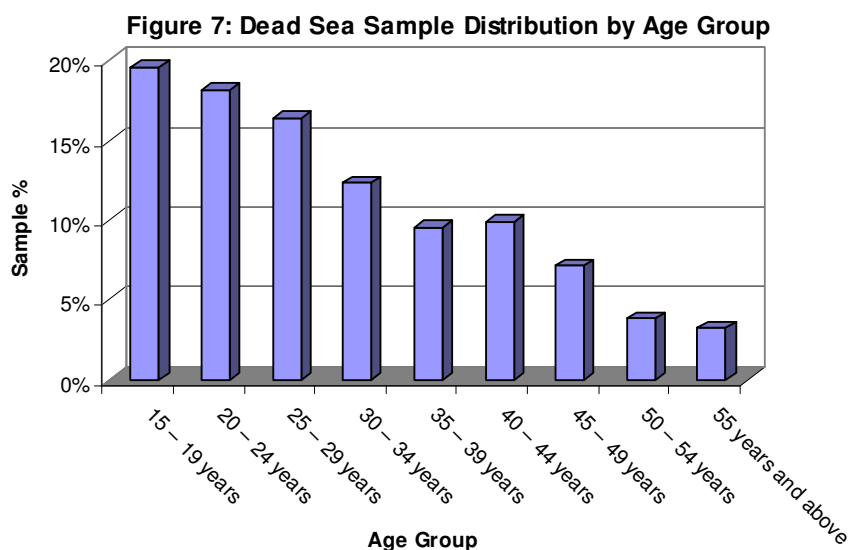
Each part contains indicators relevant to the labor force. All these parts are analyzed for the total sample and can be analyzed on geographic basis, taking into consideration minor differences between communities and population density.

1. Basic characteristics of the workforce

1.1. The total sample was balanced in terms of gender as indicated in table 4 below.

Table 4: Basic Characteristics of Dead Sea Sample

Table 4 Basic Characteristics of Dead Sea Labor Force Sample (gender and age)		
Gender	Number	%
Male	369	51.4%
Female	349	48.6%
Total	718	100%
Age Category	Number	%
15 – 19 years	141	19.6%
20 – 24 years	131	18.2%
25 – 29 years	118	16.4%
30 – 34 years	88	12.3%
35 – 39 years	68	9.5%
40 – 44 years	71	9.9%
45 – 49 years	51	7.1%
50 – 54 years	27	3.8%
55 years and above	23	3.2%
Total		100%



1.2 In terms of age groups, the total sample consisted mainly from young people aged 15 – 34 years with a percentage of 66.5% as listed in table 4 above.

1.3 Regarding the marital status of the sample, it was found that most of the people are either single (44.3%) or married (53.5%). The remaining part of the sample is distributed among divorced (1.4%) and widow (0.8%).

1.4 The average number of family members in the sample was 7.6 persons, which indicates large families. The average family size in Balqa sample was about 8 members, while the average family size in Madaba was about 7 members.

2. Education qualification

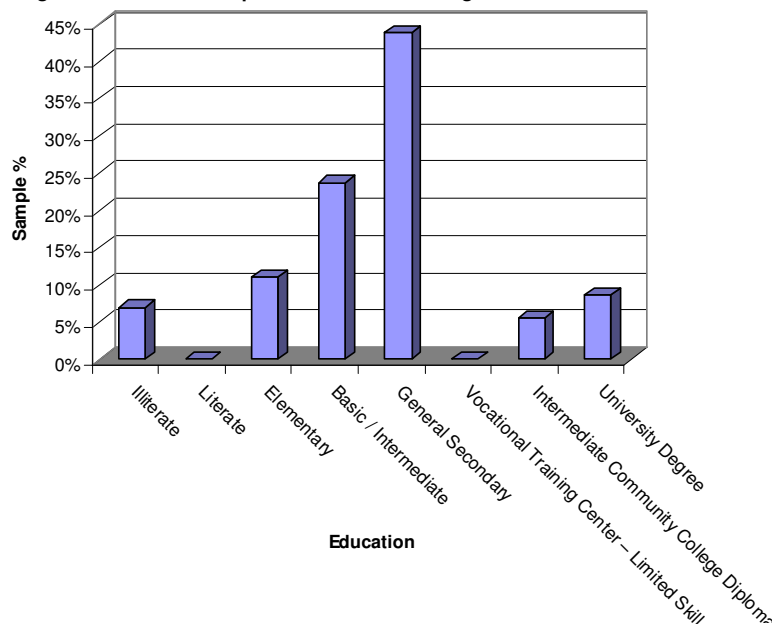
2.1 As education is an essential aspect determining the opportunities available for labor force, it was studied during the labor supply survey. It was found that a major part (43.9%) of the labor force in Dead Sea sample holds the General Secondary Certificate, while a minority holds higher education degrees (14.2%). The specializations varied among the sample members.

Table 5: Distribution of Dead Sea Sample according to Education Qualifications

Table 5 Distribution of Labor Force Sample in Dead Sea according to the highest education qualification				
Education Qualifications	Males	Females	Total	%
Illiterate	8	42	50	7%
Literate	1	-	1	0.1%
Elementary	37	43	80	11.1%
Basic / Intermediate	98	72	170	23.7%
General Secondary	174	141	315	43.9%
Vocational Training Center – Limited Skill	1	-	1	0.1%
Intermediate Community College Diploma	22	18	40	5.6%
Bachelors	25	28	53	7.4%
High Diploma	-	4	4	0.6%
Masters	3	1	4	0.6%
Total	369	349	718	100%

In general, the education level of females is lower than that of males among the Dead Sea sample in the basic education (school) while they are almost equal in terms of higher education (college and university).

Figure 8: Dead Sea Sample distributed according to Educational Qualification



2.2 The specializations of educated sample members of Dead Sea covered several fields as indicated in tables 7 and 8 below. Limited graduates are specialized in tourism and hotels fields. School graduates are concentrated in arts/literature stream.

Table 6: Specializations of Dead Sea Sample (Secondary and Diploma)

Table 6 Distribution of Dead Sea Labor Force According to Fields of Education						
General Secondary Certificate Field	Males		Females		Total	
	Number	%	Number	%	Number	%
Scientific stream	19	10.9%	11	7.9%	30	9.5%
Art/literature stream	98	56.3%	88	62.9%	186	59.0%
Information Management stream	1	0.6%	1	0.7%	2	0.6%
Vocational (Hotel)	12	6.9%	-	-	12	3.8%
Vocational (Health)	1	0.6%	11	7.9%	12	3.8%
Vocational (Industrial)	22	12.6%	-	-	22	7.0%
Vocational (Agriculture)	11	6.3%	1	0.7%	12	3.8%
Vocational (Hairdressing)	-	-	3	2.1%	3	1.0%
Vocational (Garments production)	-	-	4	2.8%	4	1.3%
Vocational (housekeeping)	-	-	4	2.9%	4	1.3%
Vocational (Child Care, Special education)	-	-	4	2.9%	4	1.3%
Vocational (commercial)	1	0.6%	1	0.7%	2	0.6%
Undefined	9	5.2%	13	9.3%	22	7.0%
Total	174	100%	141	100%	315	100%
Intermediate Diploma Field	Males		Females		Total	
	Number	%	Number	%	Number	%
Libraries and information science	-	-	2	11.1%	2	5.0%
Business and commerce administration	3	13.6%	1	5.6%	4	10.0%
Tourism and hospitality management	1	4.5%	-	-	1	2.5%
English / Arabic language	-	-	2	11.1%	2	5.0%
Education and special education	1	4.5%	5	27.8%	6	15.0%
Internal design and decoration	1	4.5%	-	-	1	2.5%
Nursing and healthcare	4	18.2%	6	33.3%	10	25.0%
Automobile repair and maintenance	4	18.2%	-	-	4	10.0%
Customs procedures and clearance practices	1	4.5%	-	-	1	2.5%
Industrial	3	13.6%	-	-	3	7.5%
Finance and banking sciences	-	-	1	5.6%	1	2.5%

Fine arts / Sports	1	4.5%	1	5.6%	2	5.0%
Agriculture	1	4.5%	-	-	1	2.5%
Land survey	2	9.1%	-	-	2	5.0%
Total	22	100%	18	100%	40	100%

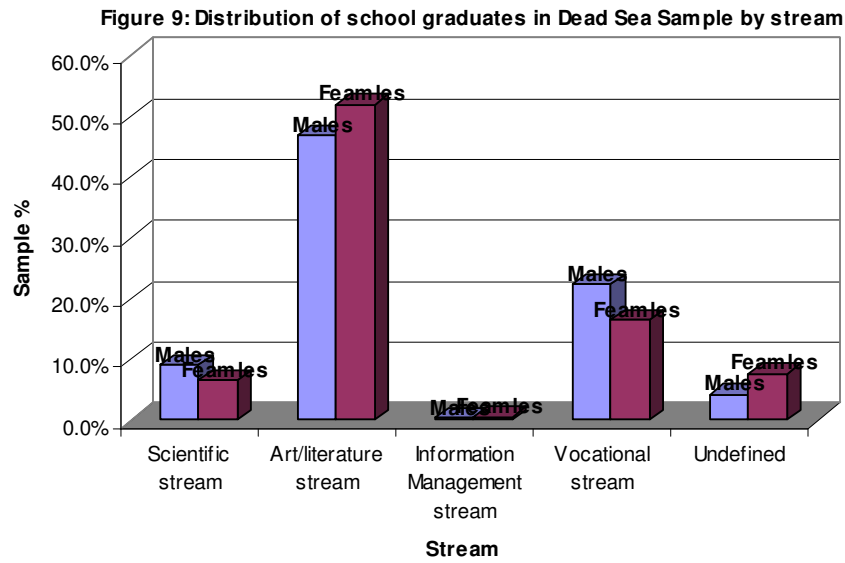


Table 7: Specializations of Dead Sea Sample (Higher Education)

Field	Male		Female		Total	
	Number	%	Number	%	Number	%
Business Administration/Accounting	5	19.2%	2	5.7%	7	11.5%
Management Information Systems (MIS) Technology	2	7.7%	2	5.7%	4	6.6%
Computer science and computer engineering	-		2	5.7%	2	3.3%
Psychological counseling and education	-		1	2.9%	1	1.6%
Political and economic sciences	1	3.8%	1	2.9%	4	6.6%
Religious and Islamic sciences and studies	2	7.7%	2	5.7%	4	6.6%
History and Geography	-		2	5.7%	2	3.3%
Law	2	7.7%	2	5.7%	4	6.6%
Regional and Urban Planning	1	3.8%	1	2.9%	2	3.3%
Child/special/physical education	6	23.1%	12	34.3%	18	29.5%
Marketing	1	3.8%	-		1	1.6%
Nutrition	-		1	2.9%	1	1.6%

Field	Male		Female		Total	
	Number	%	Number	%	Number	%
Mathematics	1	3.8%	1	2.9%	2	3.3%
Nursing and healthcare	1	3.8%	-		1	1.6%
Agriculture	2	7.7%	-		2	3.3%
English / Arabic literature and art	2	7.7%	3	8.6%	5	8.2%
Social sciences	-		1	2.9%	1	1.6%
Total	26	100%	35	100%	61	100%

It is observed that many of the university graduates (29.5%) are in the educational fields, while only a limited group (11.5%) of graduates is in the business administration field.

2.3 Many of Dead Sea sample members stated that they have attended a variety of training courses to improve their skills and find jobs. These courses included vocational, commercial and other courses as listed in table 9.

Table 8: Training Attended by Dead Sea Labor Force Sample

Courses	Total	
	Number	%
Vocational/Technical	96	33.4%
Commercial/Administrative	53	18.5%
Computer and IT	99	34.5%
Languages	11	3.8%
Others	28	9.8%
Total	287	100%
Total sample members who attended training courses	197	27.4%
Total sample members who did not attend any training course	521	72.6%

As revealed in table 9 above, the extent of training taken is considered low among Dead Sea sample, because less than one third (27.4%) of the sample members attended one or more training courses in the past. Those who attended training courses have participated mainly in different vocational and computer courses. Language training is still weak among the sample members. Examples of the training courses attended by the Dead Sea labor force sample include:

- Vocational/Technical:
 - Hairdressing and beauty care
 - Clothes making and embroidery
 - Men Barber
 - Hotel and hospitality, Food and Beverage
 - Laboratory technician
 - Radio officer
 - Carpentry and decorations
 - Nursing
 - Healthcare inspection
 - Plumbing, piping and sanitary installations, central heating
 - Handicrafts
 - Auto electrics and auto body repair
 - Bakery and pastry making
 - Mobile phones maintenance
 - Metal welding and lathing
 - Mechanical maintenance
 - Electrical installations
 - Dairy production
 - Postal system training
- Commercial/Administrative:
 - Typing
 - Data entry
 - Financial analysis
 - Secretary and office management
 - Advanced accounting
 - Marketing
 - Customs clearance
 - Communication skills
 - Reception
 - Debt collection
 - Project management
- Computer and IT:
 - Microsoft Windows and Office
 - Computer maintenance
 - ICDL

- INTEL
- Auto CAD
- Website design
- Programming
- GIS
- Languages:
 - English
 - Ukrainian
 - Russian
- Others:
 - Military courses
 - Swimming life guard
 - Self defense and martial arts
 - Skills for success
 - Quran reciting
 - Learning difficulties
 - Sports
 - First aid
 - Curriculum management
 - Plant protection

3. Employment and job search pattern

3.1 Among the sample members, only 31.1% confirmed that they currently have stable jobs, while 68.9% stated that they are currently without work. The jobless females are far more than the jobless males as shown in table 10.

Table 9: Work Status of Dead Sea Labor Force Sample

Table 9 Distribution of Dead Sea Labor Force According to Work Status and Gender						
Gender	Workers		Non-workers		Total	
	Number	%	Number	%	Number	%
Males	186	50.4%	183	49.6%	369	100.0%
Females	37	10.6%	312	89.4%	349	100.0%
Total	223	31.1%	495	68.9%	718	100%

3.2 It was found that the workforce in the Dead Sea sample held various types of job positions. In terms of employment type, employed workforce are divided into wage employed, employer, self-employed and family-employed as in table 11.

Table 10: Workforce of Dead Sea Sample according to employment type

Employment	Males		Females		Total sample	
	Number	%	Number	%	Number	%
Wage employed	155	83.3%	36	97.3%	191	85.7%
Employer	7	3.8%	-	-	7	3.1%
Self-employed	22	11.8%	1	2.7%	23	10.3%
Family-employed	2	1.1%	-	-	2	0.9%
Total	186	100%	37	100%	223	100%

Figure 10: Employed and Unemployed in Dead Sea Sample

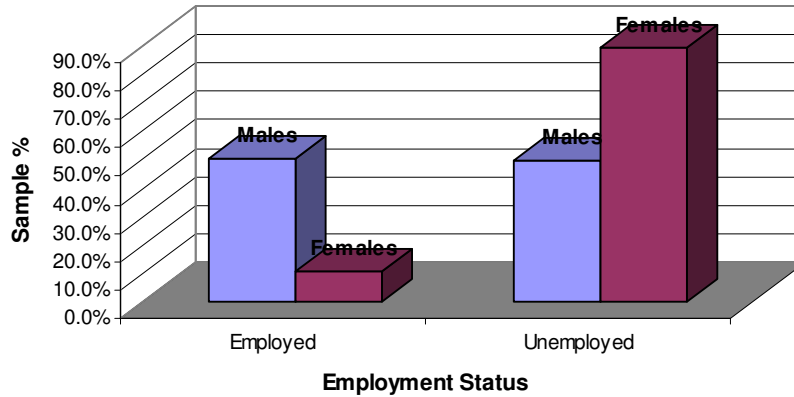
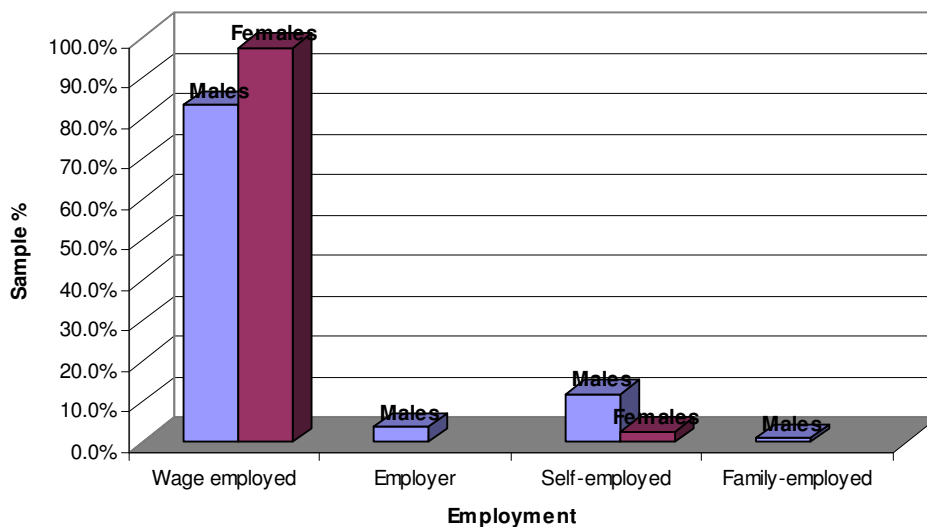


Figure 11: Dead Sea Employed Labor by employment type

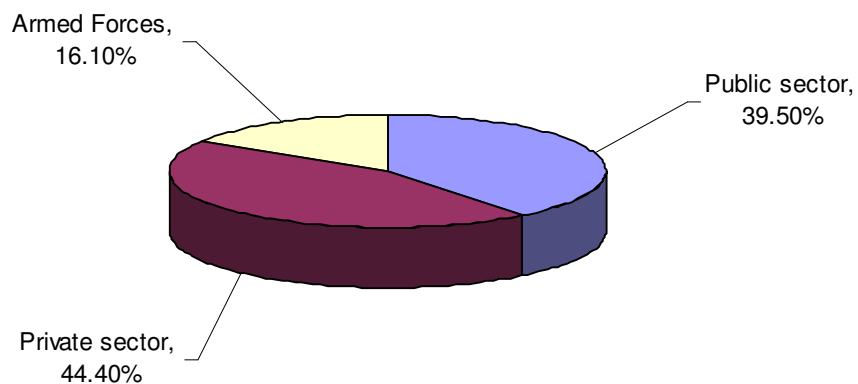


The currently working people in the Dead Sea sample are working in numerous organizations and institutions in public, private and armed forces sectors. They are holding a range of different positions. Examples include:

- Hotel worker (room service, receptionist, laundry...etc.)
- Security guard
- Military soldier / policeman
- Grocery owner/worker
- School teacher / director
- Customer service officer
- Farmer
- Carpenter / electrician
- Driver
- Air conditioning maintenance technician
- Court staff / clerk
- Advocate trainee
- Swimming pool life guard
- Pharmacist assistant
- Cashier (cash register)
- Computer data entry staff
- Office manager / secretary
- Statistics supervisor
- Credit officer
- Bakery worker
- Construction worker
- Factory worker
- Municipality staff
- Telephone operator
- Accountant
- Nurse / midwife
- Agriculture worker
- Cleaning worker
- Packaging worker
- Sales person
- Store keeper / worker
- Mechanics technician
- Hair dresser
- Post office staff
- Social worker

The employed workforce is concentrated in the public sector (39.5%) and the private sector (44.4%) while less people are employed in the armed forces (16.1%).

Figure 12: Dead Sea employed workforce by sector of employment



3.3 When the interest in changing work was investigated among employed workforce in Dead Sea sample, more than half of the sample (52.5%) confirmed the intention to change work, while 47.5% were uninterested in changing their current jobs. The main reason for the desire to change work was inadequate financial income (34.8%). Other minor reasons for changing current work include limited incentives (12.7%) hard work conditions (6.6%), difficult transportation (3.3%), lost interest in the nature of the job (8.2%) looking for better opportunity (17.2%) and others.

3.4 Regarding the job history of currently employed in the Dead Sea workforce sample, 59.5% of the employed have never been employed for a period of more than one month before, meaning that this current employment is their first actual or real stable job. The previous jobs of the remaining workforce (40.5%) were located mainly in the same governorate that they live in (Balqa and Madaba).

3.5 The survey included a part about the self-assessment of personal skills gained by Dead Sea workforce sample during education or previous practical experience. The results indicate that there is a major deficiency in English language and office work as described in table 12.

Table 11: Gained skills of Dead Sea workforce Sample

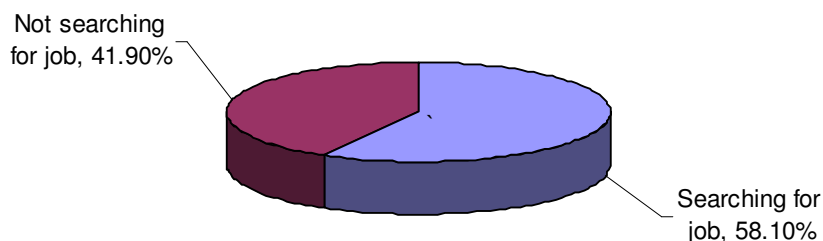
Table 11 Distribution of Labor Force Sample in Dead Sea according to gained skills				
Skill	Males	Females	Total	%
English (reading, writing, conversation)	49	60	109	15.2%
Computer applications (MS office, Internet, E-mail)	86	89	175	24.4%
Office and secretarial work:				
Business and commercial correspondence	21	24	45	6.3%
General accounting	28	24	52	7.2%
Typing	61	52	113	15.7%
Office management	35	40	75	10.4%
Handling tools and equipment	117	32	149	20.8%
Others	30	48	78	10.9%
Total	369	349	718	100%

Other skills include vocational skills such as clothes sewing, machines repair, car maintenance, flowers, makeup, carpentry, metal works and others according to the sample members.

3.6 In terms of job search, the Dead Sea sample indicated that more than half of the workforce (58.1%) is considered job seeking category. The widely used method for job search is through family relatives and friends (54.5%). Other important methods

for job search include direct contact and random visits to companies and institutions (24.2%), in addition to newspaper advertisements (14.2%).

Figure 13: Dead Sea Sample according to Job Search



3.7 As expected, the preferred sector for work among the non-workers is the public sector. However, there are some of the non-working sample members (particularly males) who are interested in working in the private sector as detailed in table 13.

Table 12: Preferred sector for work by Dead Sea workforce Sample

Table 12 Distribution of Labor Force Sample in Dead Sea according to preferred sector				
Skill	Males	Females	Total	%
Public Sector	111	117	228	54.9%
Private sector	87	53	140	33.7%
Armed Forces	30	17	47	11.3%
Total	228	187	415	100%

The most attractive private sector economic activities for the non-workers in the Dead Sea sample are tourism and hotels (32.8%), industry and healthcare.

3.8 To investigate the trend among the non-workers for working in the Dead Sea Development Area, they were asked to specify their preference of work location. 68% of them confirmed the acceptance of work in the DSDA if the available job meets their approval. Only 32% stated that they prefer to accept jobs outside DSDA. This group of them justified their decision of working outside DSDA by their preference of other governorates within Jordan, mainly due to their need for improving their income.

3.9 Fringe benefits represent important factor in employment, therefore most of the non-workers will accept social security subscription and health insurance as minimum fringe benefits provided by employers as in table 14.

Table 13: Minimum Fringe Benefits accepted by Dead Sea Sample

Table 13 Dead Sea Sample according to minimum acceptable fringe benefits		
Benefits	Total	%
Social Security membership	333	32.2%
Health Insurance	347	33.5%
Transportation	239	23.1%
Accommodation	9	0.9%
Daily free meals	9	0.9%
Children kindergarten (for mothers)	11	1.1%
Others	87	8.4%
Total	1025	100%

4. Income and other aspects

4.1 The acceptable salary scale analysis of the Dead Sea Labor Force indicated that the average acceptable salary was 260 JD, regardless of the job or position. Moreover, the average salary of the currently employed was 227 JD.

Table 14: Acceptable Salary of Dead Sea Sample

Table 14 Acceptable Salary Scale for Dead Sea Sample				
Salary Scale (JD)	Males	Females	Total	%
100 – 200	13	53	66	16%
200 – 300	111	101	212	51.2%
300 – 400	76	28	104	25.1%
400 – 500	15	2	17	4.1%
Over 500	13	2	15	3.6%
Total	228	186	414	100%

4.2 Income may be from several sources. About 11.4% of the Dead Sea sample stated that they have other income sources other than employment. These sources are mainly pension or national aid fund.

4.3 Females of the Dead Sample highlighted certain difficulties faced in the labor and employment market. These difficulties include low wages compared to males, transport and mixed work environment.

LABOR DEMAND PROFILE

The Labor Demand Profile is an important initiative for less-advantaged and poor areas to help fight unemployment and alleviate poverty. It focuses on the company and sector/industry in terms of staffing plans, service capacity, human resources and employment trends. Secondly, the Labor Demand Survey provides an estimate of job vacancies. In addition, the survey also makes available focused information about reported occupations, including necessary skills, work environment, education, desired years of experience, required personal attributes and recruitment methods.

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

The Dead Sea Development Area (DSDA) in Balqa governorate is a new kind of investment destination that has already started to attract interested local and international investors. DSDA is specialized in the tourism and hospitality investments due to its strategic location on the coast of Dead Sea.

The two most important aspects that are vital to the investment are infrastructure and labor force. DSDA Company is the master developer of the Area, and one of its mandates is to advise investors regarding the availability and relevance of the local workforce and help them to find the adequate labor. The Development Zones Commission (DZC) supports and supervises the performance of the master developer, hence enabling DSDA Company to play its role effectively. Therefore, DZC in cooperation with DSDA have embarked on a labor force demand study for the benefit of Dead Sea Development Area.

OBJECTIVES

The objective of the Labor Force Demand Study for Dead Sea is to identify the quantity of possible job opportunities that may be on offer by the potential investors in the Dead Sea Development Area (DSDA). The study also aims at determining the different aspects of the required positions such as work environment, education, skills, salaries, compensations, benefits and recruitment policies. This will provide updated information for DSDA Company to plan its support and coordination activities with the training providers in order to serve the investors' needs.

METHODOLOGY AND TIMEFRAME

1. Held kick off meeting for DZC and DSDA Company to explain the methodology and coordinate efforts.
2. Identified target segment, which included existing and potential investing companies in DSDA. Lists of investors were provided to consultants, mainly including hotels and resorts development projects.
3. Creating a survey tool (questionnaire) for the Labor Demand Survey; this was tested and finalized in the form of a data sheet (Excel) based on the survey tool developed and used in Mafrag previously. The sheet was categorized with the following topics: basic information of the company, labor demand characteristics, labor demand factors and human resources planning. The survey tool was further customized to suit the nature of hotel and tourism investments in the DSDA.
4. Implementation of labor demand survey by contacting and interviewing key personnel (human resources managers, project managers) at the potential companies of DSDA. Organized field visits were conducted to the sites of investment companies and projects. The interviews focused on completing the survey tool with current and future labor needs of the company, and the aspects of the available positions and jobs such as required qualifications, skill level, benefits and salary.
5. Review and improvement of collected data to control the quality of information.
6. Analysis of the collected data and preparation of the labor force demand profile. The profile is a set of indicators representing the estimated labor demand of investments in the DSDA as expressed by the companies themselves.
7. Presentation of results to DZC and DSDA for discussion and approval.

The timeframe of the labor force demand survey is illustrated in table 17.

Table 15: Labor Demand Study Timeframe

Stage/Task	October 2009 (weeks)				November 2009 (weeks)			
	1 st	2 nd	3 rd	4 th	1 st	2 nd	3 rd	4 th
Preparations	■	■						
Field Work			■	■	■			
Data Handling and analysis				■	■	■		
Reporting							■	
Presentation							■	

The duration of the fieldwork stage depends on the cooperation of the interviewed investors.

MAIN FINDINGS

Limited findings are available on the labor demand survey due to the small number of operating companies in the area. Most of the contacted investments were in the design or construction phase, therefore they lack the human resources requirements and staffing

plans at this early stage of development. Some of these projects are being developed by an investor contractor, who is responsible of the real estate development only, while the actual operations are expected to be assigned to an international hotel chain by means of a management contract. The hotel management company will be responsible of all operations, including human resources planning, staff selection, hiring and training.

List of Investments at DSDA

1. List of investments include 17 companies:
 - Dead Sea Hotels Company (Dead Sea Spa Hotel)
 - Winter Valley Dead Sea Company (Swiss Belhotel)
 - The Saudi Jordanian United Company for Tourism and Hotels (Kempinski Hotel Ishtar)
 - Tourism Businesses Company (Marriot Hotel and Resort)
 - Arabian Sharm Company for Investment
 - National Hotel Company (Movenpick Resort and Spa)
 - Swaimeh Development and Investment Company (Amber Day Stay Resort)
 - Social Security Corporation (Holiday Inn and Crown Plaza Hotels)
 - Jordan River Company for Tourism Development
 - International Sun Days Company for Tourism Investment
 - Al Khair Company
 - Jordan Dubai Capital Company
 - Salam International Transport and Trading Company – Technical Property Management
 - Al Sanabel Company
 - Pella Investment Company
 - Union Integrated Tourism Company (Accor Hotel)
 - Cristal City Company

2. The investments are divided according to phase into operating projects, concept, and design or under construction projects. The currently operating projects include:
 - Dead Sea Spa Hotel
 - Kempinski Hotel Ishtar
 - Marriot Hotel and resort
 - Movenpick Resort and Spa
 - Holiday Inn Hotel

GENERAL PROFILE OF INVESTMENTS

Some of the investment companies of the DSDA provided exact information about their labor demand profile, which was used as guidance to estimate the overall labor demand profile of DSDA including the projects in the design and construction phase. The labor force demand estimations were based on the information of the existing and operating projects, due to the similarity of projects (hotels and resorts). Following is a general profile of the DSDA investments.

Table 16: General Labor Profile of DSDA Investments

Table 16 General Labor Profile of DSDA Investments									
Company/Project	Phase	Capacity (rooms)		Labor by department					
		Max.	Exp.	Management	Rooms	F&B	Marketing & sales	Others	Total
Dead Sea Spa Hotel	Operating	277	235	3	103	102	4	89	301
Swiss Belhotel	Construction	161	NA	2	58	48	7	44	159
Arabian Sharm	Construction	425	NA	NA	NA	NA	NA	NA	NA
Marriot Hotel	Operating	255	178	7	125	182	-	154	468
Kempinski Hotel	Operating	334	NA	NA	NA	NA	NA	NA	NA
Movenpick Hotel	Operating	340	315	40	133	240	-	173	586
Swaimeh Development	Construction	NA	NA	3	71	110	3	139	326
Holiday Inn Hotel	Operating	222	NA	NA	NA	NA	NA	NA	NA
Crown Plaza Hotel	Construction	420	NA	NA	NA	NA	NA	NA	NA
Jordan River Company	Design	200	NA	NA	NA	NA	NA	NA	NA
International Sun Days	Design	400	NA	NA	NA	NA	NA	NA	NA
Al Khair Company	Construction	NA	NA	NA	NA	NA	NA	NA	NA
Jordan Dubai Capital	Concept	140	NA	NA	NA	NA	NA	NA	NA
Salam – Technical	Design	273	NA	NA	NA	NA	NA	NA	NA
Al Sanabel Company	Design	420	NA	NA	NA	NA	NA	NA	NA
Pella Investment	Design	220	NA	NA	NA	NA	NA	NA	NA
Accor Hotel	Construction	298	NA	NA	NA	NA	NA	NA	NA
Crystal City Company	Design	410	NA	NA	NA	NA	NA	NA	NA
Total		4,795	728	55	490	682	14	599	1,840

NA: Data Not Available; Max.: Maximum Capacity; Exp.: Expected Capacity

Other departments include financial, human resources, security, engineering and maintenance, recreation facilities and others.

It is worth mentioning that hotels which cooperated in providing information included Dead Sea Spa, Movenpick, Swiss Belhotel, Marriott and Amber resort beach. Among these companies, the Amber resort is a day-stay tourist resort, without accommodation facilities (rooms); therefore, the rooms division consists mainly from front office and reception sections. In addition, the marketing and sales departments of Marriot and Movenpick hotels in the Dead Sea are located at the headquarters in Amman; therefore, these departments were excluded from the labor demand profile of Dead Sea. The information of the remaining hotels and companies was provided by DSDC. The data from the survey and DSDC divided the projects into several categories according to classification and planned year of opening:

Table 17: Dead Sea Area Projects and Capacity according to Classification and Opening Year

Table 17 Dead Sea Projects and Capacity according to Classification and Opening Year								
Year of Opening	No. of Hotels (Classification)				Total No. of Rooms			
	3 ★	4★	5★	day	3 ★	4 ★	5 ★	Total rooms
2009 (operating)	-	1	4	-	-	277	1151	1428
2010	1	-	2	1	161	-	845	1006
2011	-	-	-	-	-	-	-	0
2012	-	2	1	-	-	518	420	938
2013	-	-	3	-	-	-	1083	1083
2014	-	-	2	-	-	-	340	340
Total	1	3	12	1	161	795	3,839	4,795

As indicated in the above table, it is estimated to have a total of **4,795** rooms in the projects opened in the Dead Sea Development Area by the year 2014. Based on the data received from the participating hotels, estimated labor demand projections can be extracted. The following indicators were derived from the responses of the hotels:

Table 18: Estimated Labor Demand Projections

Table 18 Estimated Labor Demand Projections of Dead Sea Development Area Hotels					
Indicator	Hotel Classification				Total
	3 ★	4★	5★	day	
Average Number of Staff	160	300	527	325	-
Average Number of Rooms	161	265	320	NA	-
Average Ratio of staff to room	0.99	1.13	1.65	-	-
Total number of hotels in 2009	-	1	4	-	5
Estimated total labor demand 2009	-	300	2108	-	2408
Total number of new hotels in 2010	1	-	2	1	4
Estimated total labor demand in 2010	160	-	1054	325	1539

Table 18
Estimated Labor Demand Projections of Dead Sea Development Area Hotels

Indicator	Hotel Classification				Total
	3 ★	4★	5★	day	
Total number of new hotels in 2012	-	2	1	-	3
Estimated total labor demand in 2012	-	600	527	-	1127
Total number of new hotels in 2013	-	-	3	-	3
Estimated total labor demand in 2013	-	-	1581	-	1581
Total number of new hotels in 2014	-	-	2	-	2
Estimated total labor demand in 2014	-	-	1054	-	1054

According to the above table, each room requires 0.99 staff in a 3 star hotel, and 1.13 staff in a 4 star hotel, while each room requires 1.65 staff in a 5 star hotel. In 2009, it is estimated to have a labor demand of 2408 in Dead Sea Development Area. The estimations for the next 5 years can be calculated based on the number of hotels that are expected to open each year, their classification and their maximum capacity (number of rooms). It is expected to open a total of 12 new projects in Dead Sea Development Area during the next five years. As observed in the above table, the total labor demand generated by new projects during the next five years (2010 – 2014) is estimated to reach **5,300** jobs.

LABOR FORCE DEMAND PROFILE

1. Response rate and contents

Overall, 17 companies were contacted to participate in the survey but those who responded were five, which means a response rate of 29.4%. Some of the companies are at the concept stage while others are still at the design stage. Others are at the construction stage and yet they have not finalized the constructions. All of those at the construction stage have clearly indicated that the issue of employment will be the responsibility of the hotel management company.

The combination of participating hotels include 5 stars, 4 stars and 3 stars hotels, as well as day resort (without accommodation facilities). Only one participant was under construction (Swiss Belhotel) while the other 4 participants were operating hotels. The participating companies gave labor data according to the current status, which can be considered the typical or average labor demand for similar cases.

The participating hotels provided useful and accurate information about their human resources profile in terms of quantity and quality. However, they were unable to provide future projections of their labor needs for the coming five years. Estimates were used to calculate projections of total labor demand.

2. Labor demand by company

Table 19: Average Labor Demand according to Hotel Classification

Table19 Average Labor Demand according to Hotel Classification						
Department	3 stars		4 stars		5 stars	
	number	%	number	%	number	%
Management	3	1.88	1	0.33	24	4.70
Front Office	30	18.75	23	7.67	54	10.81
Food and Beverage	48	30.00	102	34.00	211	42.24
Marketing and sales	7	4.38	5	1.67	0	0.00
Financial	8	5.00	20	6.67	24	4.80
Human resources	5	3.13	14	4.67	30	6.01
Security	8	5.00	18	6.00	25	5.01
Maintenance	11	6.88	30	10.00	37	7.51
Housekeeping	28	17.50	80	26.67	75	15.02
Other (recreation, purchasing, banqueting, spa...etc.)	12	7.50	7	2.33	47	9.41
Total	160	100%	300	100%	527	100%

In general, the average number of employees increased with the upgrade of hotel classification as quality of service improves. This may vary from one hotel to another within the same classification category depending on number of rooms, outlets and recreational facilities that the hotel contains.

3. Labor demand by department

Percentage of employees within the main departments may vary depending on the hotel classification and type of services/activities offered. It was found that the main departments that can absorb the highest employment in hotels include food and beverage, housekeeping and front office. Some hotels combine housekeeping, food and beverage in one department while others separate them. The following charts demonstrate the proportions of labor demand distributed by hotel classification and department in Dead Sea Area.

Figure 14

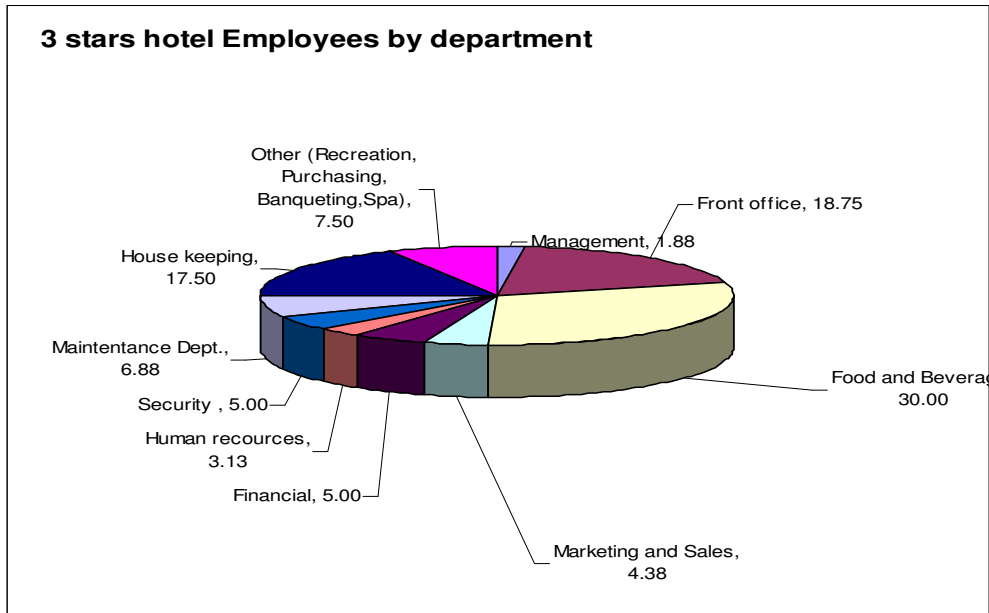


Figure 15

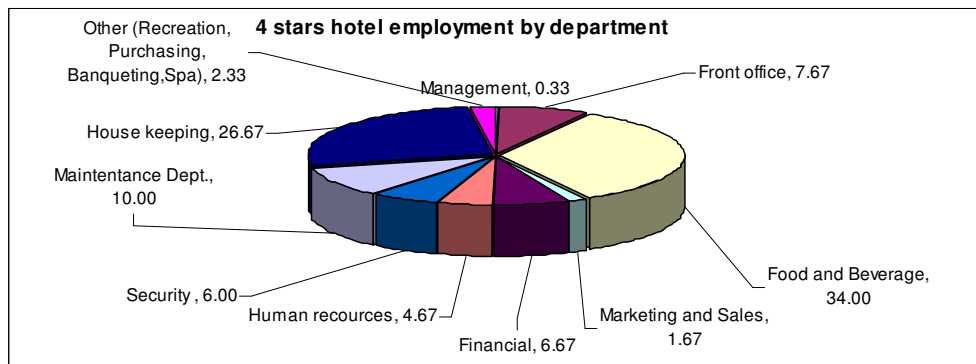
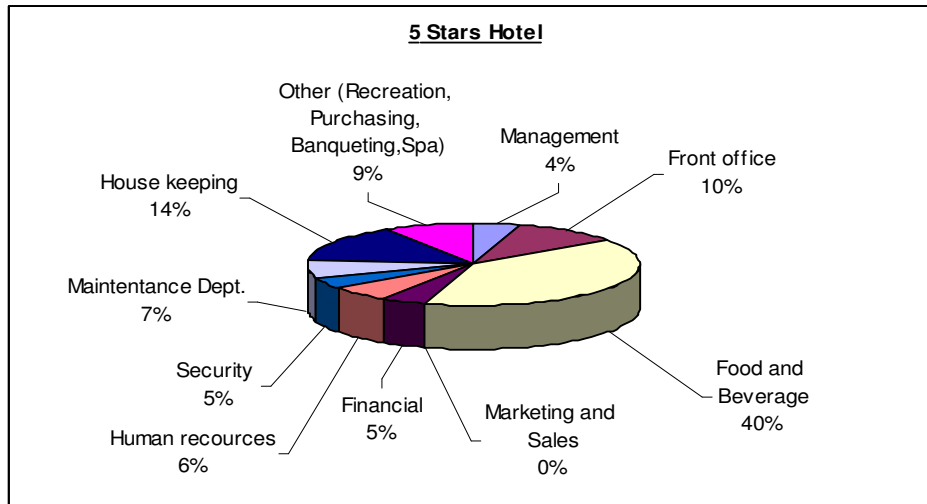


Figure 16



The demand of certain positions in each department also varied depending on the classification of the hotel. There are also some minor differences among hotels regarding the job title for the same position. The labor demand according to department and positions is illustrated in the following tables.

Table 20: Labor Demand by Position in the Management Department

Position	Hotel						Total	%
	Swiss Belhotel	Dead Sea Spa	Marriot	Movernpick	Amber			
General Manager	1	1	1		1	4	25.00	
Executive Secretary to GM	1		1			2	12.50	
IT Manager	1		1		1	3	18.75	
Night Manager	1		1			2	12.50	
Cluster E-commerce Coordinator			1			1	6.25	
Groups And Parking Supervisor			1			1	6.25	
Manager on Duty	1		1		1	3	18.75	
Total	5	1	7	40	3	56	100%	

Table 21: Labor Demand by position in the Financial Department

Table 21 Labor Demand by position in the Financial Department at Dead Sea Hotels							
Position	Hotel						
	Swiss Belhotel	Dead Sea Spa	Marriot	Movernpick	Amber	Total	%
Director of Finance (Financial controller)	1	1	1		1	4	4.71
Assistant financial controller			1			1	1.18
Purchasing		1	1			2	2.35
Income Audit	1		1		1	3	3.53
Cost controller	1	1	1		1	4	4.71
Payroll Clerk	1		1			2	2.35
Accounts Payable Clerk	1		1		1	3	3.53
Accounts Receivable Clerk	1		1		1	3	3.53
Assistant Cost Controller			1		2	3	3.53
General Cashier	1	1	1		1	4	4.71
Night Auditor			3			3	3.53
Receiving Clerk			1			1	1.18
Credit Supervisor		1	1			2	2.35
Assistant Accounts Receivable			1			1	1.18
Accounting Office Manager		1	1			2	2.35
Chief Accountant		1			1	2	2.35
Secretary Finance	1					1	1.18
Collector		1				1	1.18
Store keeper		2				2	2.35
Store worker		2				2	2.35
Cashier		8				8	9.41
Other						0	0.00
Total	8	20	17	31	9	85	100%

Table 22: Labor Demand by position in the Human Resources Department

Table 22 Labor Demand by position in the Human Resources Department at Dead Sea Hotels							
Position	Hotel						
	Swiss Belhotel	Dead Sea Spa	Marriot	Movernpick	Amber	Total	%
Director of Human Resources			1			1	1.05
Human Resources Manager	1	1	1		1	4	4.21
Human Resources Supervisor			1			1	1.05
Human Resources Officer			1			1	1.05
Human Resources Coordinator			1			1	1.05
H.R Admin Assistant			1		1	2	2.11
Training Executive	1	2				3	3.16
Personnel Coordinator						0	0.00
Govt. Relations Officer	1	2				3	3.16
Secretary - HR & Training	1	1				2	2.11
Transportation	3	9	10		6	28	29.47
Accommodation		2				2	2.11
Guest Relations In charge				2	1	3	3.16
Guest Relations VIP area					2	2	2.11
Others			4			4	4.21
Total	7	17	20	40	11	95	100%

Table 23: Labor Demand by position in the Front Office Department

Table 23 Labor Demand by position in the Front Office Department at Dead Sea Hotels							
Position	Hotel						
	Swiss Belhotel	Dead Sea Spa	Marriot	Movernpick	Amber	Total	%
Resident Manager			1			1	0.44
Director of Rooms Operations			1			1	0.44
Front Office Manager			1			1	0.44
Assistant Front Office Manager			1			1	0.44
Front Desk Manager			1	1		2	0.88

Table 23

Labor Demand by position in the Front Office Department at Dead Sea Hotels

Position	Hotel						Total	%
	Swiss Belhotel	Dead Sea Spa	Marriot	Movernpick	Amber			
Front Desk Supervisor			1		2	3	1.32	
Front Desk Shift Leader			2			2	0.88	
Rooms Controller			1			1	0.44	
Guest Relations Clerk	1		2	2		5	2.20	
Front Desk Agent			4	2	3	9	3.96	
AYS Supervisor			1			1	0.44	
AYS Shift leader			1			1	0.44	
AYS Agent			6			6	2.64	
Gift Shop Supervisor			1			1	0.44	
Gift Shop Attendant			3			3	1.32	
Bell Stand Captain			2			2	0.88	
Bell Boy	6		7			13	5.73	
Bell Stand Shift Leader			1			1	0.44	
Valet Parking			3			3	1.32	
Hostess					2	2	0.88	
Operator	2				2	4	1.76	
Outlet Manager Expat "B"					1	1	0.44	
Supervisor Expat "C"					1	1	0.44	
CDR Expat "C"					6	6	2.64	
CDR					15	15	6.61	
1/2 CDR					15	15	6.61	
Reservation agent					1	1	0.44	
IT Assistant					1	1	0.44	
Commis					12	12	5.29	
Room Division Manager	1					1	0.44	
Assistant RDM FO in charge	1					1	0.44	
Yield Supervisor	1					1	0.44	
Duty Manager	1					1	0.44	
Night Duty Manager	1					1	0.44	
Reservation Supervisor	1					1	0.44	
Night Auditor	1					1	0.44	
Chief Concierge	1					1	0.44	

Position	Hotel						Total	%
	Swiss Belhotel	Dead Sea Spa	Marriot	Movernpick	Amber			
Receptionist	7					7	3.08	
Security Supervisor	1					1	0.44	
Other	3	20			10	33	14.54	
Total	28	20	40	68	71	227	100%	

Table 24: Labor Demand by position in the Food and Beverage Department

Position	Hotel						Total	%
	Swiss Belhotel	Dead Sea Spa	Marriot	Movernpick	Amber			
Director of Food and Beverage			1			1	0.15	
Assistant director of F&B			1			1	0.15	
Director of Restaurants			1			1	0.15	
Restaurant Manager			2			2	0.29	
Assistant Restaurant Manager			4			4	0.59	
Supervisor			10		4	14	2.05	
Captain	4		10			14	2.05	
Head Host/Hostess			4			4	0.59	
Cashier			3			3	0.44	
Host/Hostess			4	4		8	1.17	
Bartender	5		5			10	1.47	
Waiter/Waitress	5	10	25	4		44	6.45	
Barback/Busboy			15			15	2.20	
Admin Assistant			1			1	0.15	
Executive Chef.	1	1	1		1	4	0.59	
Executive Sous Chef	1		1			2	0.29	
Senior Sous Chef			1			1	0.15	
Pastry Chef			1			1	0.15	
Banquet Chef			1			1	0.15	

Table 24

Labor Demand by position in the Food and Beverage Department at Dead Sea Hotels

Position	Hotel						Total	%
	Swiss Belhotel	Dead Sea Spa	Marriot	Movernpick	Amber			
Junior Sous Chef			3		3	6	0.88	
Sous Chef			2			2	0.29	
Chef De Partie	2		8		14	24	3.52	
Demi Chef			11			11	1.61	
Commis 1			6			6	0.88	
Commis 2			10			10	1.47	
Commis 3			16			16	2.35	
Cafeteria Supervisor			1			1	0.15	
Cafeteria Attendant			5		11	16	2.35	
Chief Steward			1		1	2	0.29	
Assistant Chief Steward			4			4	0.59	
Steward Supervisor	1		1			2	0.29	
Steward Lead			2			2	0.29	
Stewarding Attendant			18		16	34	4.99	
F&B manager	1	1			1	3	0.44	
Assistant F&B	1					1	0.15	
Runners	15					15	2.20	
Chef De Cuisine	2				14	16	2.35	
Dish Washer	6					6	0.88	
Cook Helper	4					4	0.59	
Pastry Chef					1	1	0.15	
Outlet Chef					1	1	0.15	
Outlet Chef Expat "C"					3	3	0.44	
Others		90	3		40	133	19.50	
Total	48	102	182	240	110	682	100%	

Table 25: Labor Demand by position in the Housekeeping Department

Table 25 Labor Demand by position in the Housekeeping Department at Dead Sea Hotels							
Position	Hotel						
	Swiss Belhotel	Dead Sea Spa	Marriot	Movernpick	Amber	Total	%
Director of Services			1			1	0.38
Housekeeping Manager			1			1	0.38
Assistant H.K Manager	1		1			2	0.75
Senior H.K Supervisor			1			1	0.38
Housekeeping Supervisor	3		6		3	12	4.53
Housekeeping Coordinator			1			1	0.38
Room Attendant	12		26			38	14.34
Public Area Attendant	6		25			31	11.70
Locker Attendant			1			1	0.38
Laundry Supervisor	1		1		1	3	1.13
Uniform Supervisor			1			1	0.38
Tailor	1		1			2	0.75
Laundry Attendant			19		3	22	8.30
Floor Runners	4					4	1.51
Other		80				80	30.19
Total	28	80	85	65	7	265	100%

Table 26: Labor Demand by position in the Maintenance Department

Table 26 Labor Demand by position in the Maintenance Department at Dead Sea Hotels							
Position	Hotel						
	Swiss Belhotel	Dead Sea Spa	Marriot	Movernpick	Amber	Total	%
Director of Engineering			1			1	0.82
Assistant Chief Engineer	1		1			2	1.64
Senior Supervisor			2			2	1.64
Engineering Supervisor			4		1	5	4.10
Senior rooms maintenance			2			2	1.64
Shift Leader			3			3	2.46

Table 26

Labor Demand by position in the Maintenance Department at Dead Sea Hotels

Position	Hotel						Total	%
	Swiss Belhotel	Dead Sea Spa	Marriot	Movernpick	Amber			
Carpenter	1		3			4	3.28	
Technicians	2	28	3			33	27.05	
Painter	1		5			6	4.92	
Gardener			8			8	6.56	
Mechanic			2			2	1.64	
Electrician			2			2	1.64	
Blacksmith			1			1	0.82	
General Maintenance			2		5	7	5.74	
Admin Assistant			2			2	1.64	
Chief Engineer	1	1				2	1.64	
Maintenance manager		1				1	0.82	
Electrical Officer	2					2	1.64	
Plumbing Officer	2					2	1.64	
AC Technicians	1					1	0.82	
Total	11	30	41	34	6	122	100%	

The above tables indicate the high diversity of jobs and positions within each department, which also means the wide variety and range of required skills among needed workforce.

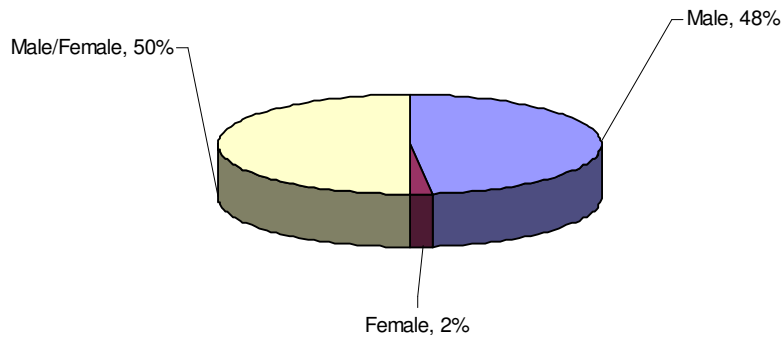
Another observation is that most jobs require vocational skills, and may be suitable for inexperienced unemployed young people. This means that there is a significant opportunity to absorb the workforce.

The labor demand by sector as estimated in the above tables is usually less than the ideal or actual demand, since most of the hotels operate in spite that they have deficiency in the size of labor, particularly during the high seasons. Even in low seasons, hotels tend to downsize their labor to increase efficiency and reduce operational cost. In addition, some hotels may declare inaccurate numbers of labor due to regulatory reasons (MOL regulations and social security subscription). Therefore, it is expected that the labor demand of the Dead Sea Area will be higher than reported by investors.

4. Labor demand by gender

The hotels environment welcomes both male and female employees due to the nature of the tourism and hospitality industry, and the various types of available jobs. In the Dead Sea labor demand profile, it was found that 48% of the jobs are open for males only, while 2% of the jobs are open for females only and about 50% of jobs are open for both genders. This suggests that females can play a larger role as available labor force.

Figure 17: Labor Demand by Gender

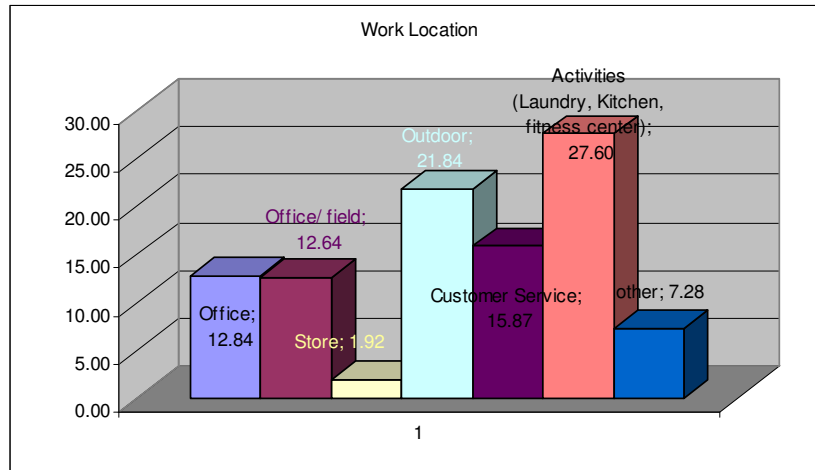


5. Labor demand by job criteria

In terms of labor demand profile, a number of criteria was used to define attributes of each position. Based on these criteria, hotels described the required capacities, capabilities, qualifications, traits and skills that should be available for future employment according to current status.

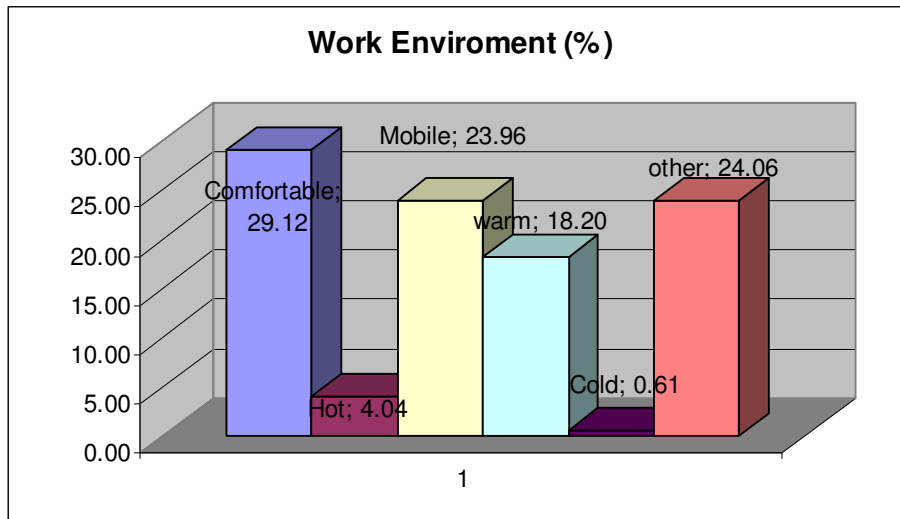
The labor profile (job description) of the different positions can be summarized in the following graph:

Figure 18: Distribution of Jobs by Work Location



5.1 More than quarter of the jobs available in hotels are located in the activities areas such as Kitchen (F&B) , laundry and fitness center, while 21.8% of the jobs are located outdoors, 15.8 % are located at customers service sites,12.8 % are located in offices and 12.64% are located in both office and field. Finally, 7.28% are located at other locations in the hotel.

Figure 19: Distribution of Jobs by Work Environment

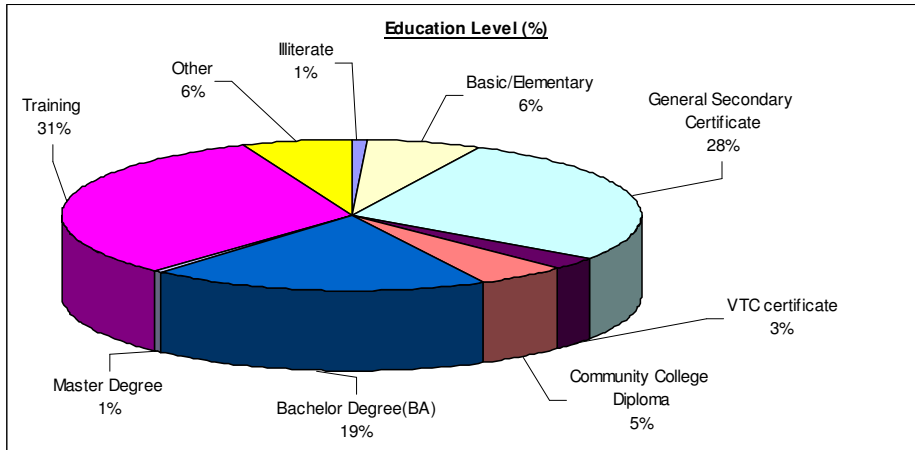


5.2 About one third of the jobs are characterized by comfortable environment (offices, outlets) which is considered attractive for labor, while 0.4 % of the jobs are in a hot environment (beach, kitchen) and 0.6% of the jobs are in cold environment (cold stores).

5.3 Most of the technical jobs inside a hotel need qualified (trained) employees, and those jobs that need trained employees reached 31% of the total jobs, while 28%

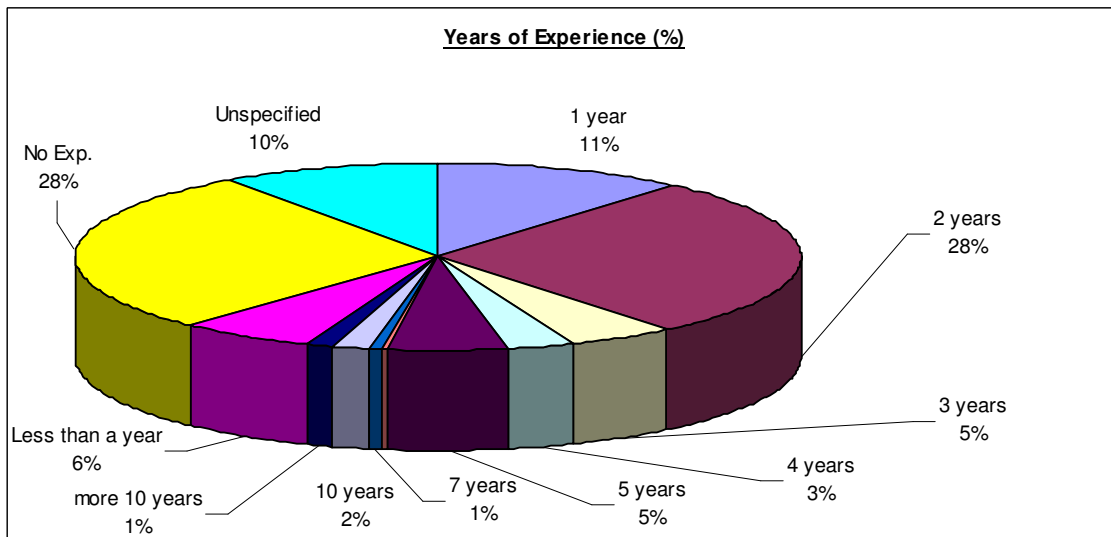
require general secondary certificate holders, and 19% require bachelor degree holders.

Figure 20: Distribution of Jobs by Required Education Level



5.4 Near 28% of the jobs in hotels require non-experienced workforce, while 28% require at least 2 years experience, and very limited positions require more than 10 years of experience as demonstrated in figure 21. This indicates a very good employment opportunity for the fresh graduates and less experienced young people in the Dead Sea Area.

Figure 21: Distribution of Jobs by Required Years of Experience



5.5 Another essential aspect of the labor demand profile is competency. There are a number of competencies related to each job that enable the employee to fulfill the job's tasks effectively, and retain the position for long time. Most hotels classified their labor demand according to required competencies as follows in matrix 28:

Table 27: Required Job Competency Matrix

Table 27 Labor Demand by Required Job Competency at Dead Sea Hotels										
Competency	Department									
	Management	Front office	F&B	Marketing and Sales	Financial	HR	Security	Maintenance Dept.	House keeping	Other
Arabic & English languages	x	x		x	x	x				
Other languages	x	x								
Work habits	x		x				x	x	X	
Interpersonal and team skills	x	x	x	x	x	x	x	x	X	x
Social skills	x	x	x	x		x		x	X	
Acquiring and using information	x	x			x					
Managing time wisely	x	x	x	x	x	x	x	x	X	x
Computer Literacy/skills	x	x			x	x				
Technical skills specific to the job	x		x	x	x		x	x	X	
Commitment	x						x	x	X	

As can be seen in the above matrix, most of the jobs in all departments concentrate on time management, interpersonal skills and technical skills specific to the job.

5.6 Some of the factors affecting the labor market include availability of a qualified candidate, particularly for senior positions. The availability can be measured by the difficulty and duration of recruitment process. In general, it is difficult to find and recruit qualified, experienced employees, especially in remote and rural areas of the country such as Dead Sea. The recruitment process takes longer, and may involve higher cost when recruiting for an executive manager or director. The labor demand profile is characterized by the differences in the levels of recruitment difficulty as shown in the following table 29:

Table 28: Difficulty and Cost of Labor Recruitment

Table 28 Difficulty and Cost of Recruitment at Dead Sea Hotels				
Department/positions	Labor Recruitment Aspects			
	Cost of recruitment	Recruitment method	Recruitment difficulty	Recruitment duration
Management	More than 2000 JD	Internet	Great difficulty	More than 6 months
Food Chefs	More than 2000 JD	Internet	Great difficulty	More than 6 months
Front office	100 - 500 JD	Newspaper	Some difficulty	2 months
Food and Beverage	100 - 500 JD	Newspaper	Some difficulty	1 month
Marketing and Sales	100 - 500 JD	Newspaper	Some difficulty	1 month

Table 28

Difficulty and Cost of Recruitment at Dead Sea Hotels

Department/positions	Labor Recruitment Aspects			
	Cost of recruitment	Recruitment method	Recruitment difficulty	Recruitment duration
Financial	100 - 500 JD	Newspaper	Some difficulty	1 month
Human resources	100 - 500 JD	Newspaper	Some difficulty	1 month
Security	Less than 100 JD	Newspaper	No difficulty	1 - 3 weeks
Maintenance Dept.	100 - 500 JD	Newspaper	Some difficulty	1 month
House keeping	Less than 100 JD	Newspaper	No difficulty	1 - 3 weeks
Other	100 - 500 JD	Newspaper	Some difficulty	1 month

As stated in the above table, hotels find great difficulty and usually spend great amount of money on recruiting top management such as (General Manager, Financial Manager. etc), and on recruiting food chiefs, also a different recruitment method (internet) is used on finding candidates to fill in such positions. While like other firms, the recruitment process is almost the same for every position required, which depends on the education level, years of experience and salary.

5.7 The survey showed that all the jobs need full time labor, with a minimum of three months probations period for all jobs.

5.8 According to the survey, almost all of the jobs offer the same package of benefits and incentives for employees including (social security, medical insurance, and transportation/housing).

5.9 The labor demand profile was also assessed in terms of salary scale. Most of the hotels consider their salary scales as confidential information. The estimated salary scale of the labor demand is illustrated in the following table 30:

Table 29: Labor Demand by Salary Scale

Table 29 Labor Demand by Salary Scale in Dead Sea Area	
Salary Scale (JD)	% of Jobs
Less than 200	41.05
200 - 300 JD	17.19
300 - 400 JD	10.01
400 - 500 JD	4.65
500 - 600 JD	3.84
600 - 700 JD	1.11

Salary Scale (JD)	% of Jobs
700 - 800 JD	2.63
800 - 900 JD	0.71
900 – 1000 JD	0.51
1000 - 1500 JD	2.12
1500 - 2000 JD	0.71
2000 - 2500 JD	0.51
2500 - 3000 JD	0.81
3000 - 3500 JD	0.00
3500 - 4000 JD	0.20
4000 - 4500 JD	0.00
4500 - 5000 JD	0.40
Unspecified	13.55
Total	100%

It is observed that most of the jobs offer less than 200 JD as basic salary, but comply with the minimum wage stipulated by MOL. A significant proportion of jobs (27.2%) offer a salary ranging between 200 JD and 400 JD which is considered financially adequate for most of the workforce in Dead Sea area. The salary scale of about 13.5% of the jobs was undisclosed during the survey.

CONCLUSIONS

1. Hotel business is a labor-intensive business and level of employment may vary depending on the classification category, number of outlets and activities available within the hotel. The Hotels usually employ seasonal labor in the high season, but they are considered as full time permanent employees.
2. Many of employees work in comfortable environment inside the hotel, however the great majority of employees work in other difficult environments. Dead Sea climate is known as a warm to hot climate which is unattractive for labor coming from other parts of Jordan.
3. Many employees from Amman do not favor to work at the Dead Sea area for many reasons including the distance from Amman, hot environment at the Dead Sea , lack of housing at the Dead Sea and limited entertainment centers.
4. The great majority of jobs are suitable for males. However, hotels welcome females in many jobs as an alternative for males, if they are willing to accept jobs in hotels. Cultural barriers among Dead Sea area inhabitants prevent unemployed females from working in hotels and resorts.
5. Required level of education for jobs focuses on training and general secondary certificates, which are mostly available in Dead Sea surrounding areas.
6. The great majority of hotels requires personal with 3 years experience and lower, which can easily be found among Dead Sea area population.
7. There are over 20 new investments that are expected to be created at the Dead Sea Development Area within the next 4 to 5 years, and all of these investments require well-trained and fairly-educated labor living in the neighboring areas.
8. Most of the investments that will be created at the Dead Sea will be within the hotel and tourism industry.
9. The lack of interest in employment among potential workforce is a major barrier affecting the labor supply, especially in the South Shouneh area (Sawimeh).
10. There is a gap in the labor demand resulting from policy of the hotel to employ less than the ideal number of workforce. This represents a window of opportunity for the unemployed if the hotels comply with international standards of "head count" in each department.

RECOMMENDATIONS

1. Since the number of jobs will be created is quite large, and there are limited availability of supply of labor willing to work at the Dead Sea area, it is expected that there will be shortage of employment when all projects opens up there. A proactive approach should be launched by DSDA developer in cooperation with DZC and private sector to respond to the potential labor demand. This approach must train and rehabilitate the existing workforce in order to fulfill the specific needs of the investments.
2. Due to the fact that most jobs that are available in the hotels are concentrated in three main departments (food and beverage, rooms and front office), it is recommended that new specialized vocational training center be created to cater for the high demand of labor. The vocational training center will focus on providing the needed trained labor for the three departments, as well as other departments in the field of hotel and hospitality. The center should coordinate the with the existing private sector projects in Dead Sea Area regarding development of skills, programs and curricula. A regular training needs assessment would be a good start. The vocational training center could provide training for new entrants to the labor market as well as to those that already are employed but need further advanced training. In a later stage, the center could obtain recognition from international organization. It is advised to support the vocational training center with an "educational hotel" to apply all learned skills, and generate revenue for the center.
3. For those who register for training and employment at the Dead Sea, it is highly recommended that they be provided with accommodation to get used to live at the Dead Sea area and hot environment.
4. The training should be linked to employment where private sector will be responsible for employment of graduates for certain period. An internship program or mechanism could be established.
5. Special incentives may be provided for companies that employ more females to encourage employment of females in certain jobs. Special awareness programs must be implemented for families in the Dead Sea to promote female employment and change mentality of the community regarding working women.
6. Local community persons at the Dead Sea should be utilized in certain jobs that fit their ability and endurance such as outside work (guards , gardeners , pool cleaners ,...etc.)
7. The classification of hotels by Ministry of Tourism should be linked to the number of employees, where more labor means higher classification. This could encourage hotels to employ more labor from the local community.
8. As part of the Corporate Social Responsibility programs of hotels, they should train and employ more of the Dead Sea unemployed young people to satisfy their labor demands. Hotels may be granted tax exemptions and incentives for employing local community people.
9. Since the labor demand and supply is a dynamic environment, it is recommended to assess the gap between labor supply and demand regularly, through conducting the surveys annually or upon introduction of new changes to the Dead Sea Area (e.g. completion of Dead Sea Area Master Plan, new investments, new training).

APPENDICES

Appendix (A) : Labor Force Supply Survey Tool

Appendix (B) : Labor Force Demand Survey Tool

Appendix (C) : South Shouneh Sample Distribution.

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