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Private Sector Project for Women's Health

Part III : *Training Needs Assessment for JMC (CME)*

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TABLE OF CONTENTS

ACRONYMS.....	3
EXECUTIVE SUMMARY	4
INTRODUCTION	8
ABSTRACT.....	8
METHODOLOGY.....	9
ANALYSIS OF CURRENT JOBS.....	11
ANALYSIS OF CURRENT ORGANIZATIONAL STRUCTURE.....	14
RECOMMENDATION.....	16
TNA METHODOLOGY	17
ANALYSIS	19
OVERALL RESULTS AND FINDINGS	26
TNA RECOMMENDATIONS	28
ANNEX I: TASKS AND RESPONSIBILITIES OF JMC STAFF.....	29
ANNEX II: PROPOSED ORGANIZATIONAL STRUCTURE.....	62
ANNEX III: CME UNIT STRUCTURE.....	63
ANNEX IV: CURRENT ORGANIZATIONAL STRUCTURE	64
ANNEX V: TNA QUESTIONNAIRE	65
ANNEX VI: LIST OF NAMES OF JMC	68

ACRONYMS

CME	Continuing Medical Education
GP	General Practitioner
JMC	Jordan Medical Council
JUST	Jordan University for Science and Technology
MOH	Ministry of Health

EXECUTIVE SUMMARY

PREFACE

This overall executive summary captures the highlights and essential findings and recommendations derived from the complete report of the "PSP- Jordan Capacity Building for the Jordan Medical Council, Continuing Medical Education Project).

The complete report is comprised of 4 parts; each is a stand alone report:

Part I: Technical Report: *Continuing Medical Education (CME), Role of JMC and the way ahead*

Part II: Legal Report: *The Legislative Status of the Jordanian Medical Council and CME*

Part III: Capacity Building Report: *Training Needs Assessment for JMC* and Organizational Report: *JMC Organizational Structure and Job Descriptions*

This summary will address Part III.

JMC –ORGANIZATIONAL STATUS

Organizational Structure (suitability and functionality)

The current organizational structure is not designed in an optimal way and requires a radical change to enable the JMC staff carry on their different duties and responsibilities in the most efficient way to be able to serve their clients and achieve their objectives and that of JMC.

The diagnostic study conducted as part of the over all project revealed some major noticeable gaps and challenges that requires immediate response and remedies. (Please refer to full report for the full analysis and results)

The most urgent matters to address revolve around the following points:

- **Structure** : Absence of necessary departments and divisions such as HR dept , Internal Audit & Quality control and in some cases distorted subdivision and reporting lines as in the case of logistics reporting to head of maintenance division
- **Decision making**: centralization is a very prominent ailment in JMC leading to increase bureaucracy and reduced efficiency and slow implementation of tasks and duties.
- **Competencies**: Mismatch between requirements of jobs and employees assuming these jobs. The notion of “Right Person in the right place” is not implemented, in terms of Qualifications and credentials (more on this under Capacity Building).
- **Operation** :No identifiable workflow exists and total lack of Standard operating procedures which leads to redundancy in work and reduced efficiency and output
- **Job Roles**: Employees are unaware of their specific roles, reporting lines and departmental/divisional relationships due to the absence of written Job Descriptions and clearly communicated Organizational Chart.

- **Performance appraisal:** Lack of planning process, objectives setting for departments and individuals and hence no employee appraisal system is used.
- **CME :** There is no dedicated unit for CME that can support and coordinate between the work of the different committees responsible for CME and other JMC units and most importantly provide an interface for the clients JMC serves

Attending to these anomalies necessitate a revamp for the whole organization particularly at the HR level in addition to structural changes in the organization chart. Developing a fully fledged operations manual is an integral part of the corrective steps that needs to be taken at all JMC staff level. HR system should be developed and quality mind set should be instilled. Hiring qualified people and building capacity for some existing staff is crucial for any change and upgrade process to succeed and yield the desired results.

Remedies

For the different challenges discussed above in brief, there are immediately applicable solutions and others that can be developed in the near future.

The immediate solutions that were developed include:

- 1) Development of a new organizational structure that addresses the deficiencies in the current chart and corrects any anomalies (Refer to attachments in report)
- 2) Develop Job Descriptions for JMC staff to clearly define responsibilities and reporting lines and hence contribute towards improving internal communication and work flow (Attached all JDS)
- 3) Provide a basis for a decentralized decision making process through clearly identifying the anomalies and proposing an improved organizational structure and Job descriptions.

These are immediately applicable solutions; however it should be viewed as only part of the much needed complete system change. New Organizational chart and Job Descriptions need to be complemented and supported by other critical tools and actions in order to generate the desired outcomes.

Other important tools to be developed in the future includes (example):

- Employee performance Appraisal System
- Standard Operating Procedures (SOP)
- Workflow chart
- Individual Development Plan (Career Path plan)

Capacity (Competencies & Development Requirements)

The analyses of the organizational performance and readiness of JMC for change were measured from the organizational structure angle which is closely linked to a host of issues related to Human Resources and operations effectiveness.

To develop a deeper understanding of what need to be done at the employees' level, and formulate a holistic view of capacity and competency requirements for JMC to be able to embrace the planned change, a Training Need Assessment was conducted for JMC staff.

TNA is valuable tool that is employed as part of our approach to identify capacity building needs for JMC. The knowledge gained and data generated through TNA complemented the wealth data amassed from work done at the organizational structure and HR level.

TNA statistics

- 50% of the employees took part in TNA research which is statistically enough representative sample with a gender ratio of 2:1, males being more
- Age of employees ranged between 20-60

Major findings in TNA are:

- **Education**
 - 60% of employees do not have bachelor's degree and only one employee have Master's Degree. In Contrast to 40% of employees working in managerial position which means some of those in managerial position do not have a graduate education or degree.
 - Some of Bachelor's degree holders have their degrees in disciplines of Sports and Law
- **Competencies and Skills**
 - The majority of employees does not use Computers and do not have the skills to use it, though their work requires such skill.
 - English language is necessary for some employees and they have poor competency in the language.
 - Employees lack proper Communication skills and Customer service.
- **Career Path**
 - Years employed at JMC ranges from 2-24 Years
 - Coaching is rarely employed
 - No career planning exists nor Performance Appraisal system
- **General**
 - Many employees lack minimum credentials, competencies and required skills to enable them conduct their work properly and professionally which further compounds the reduced efficiency and adds to the centralization ailment
 - Team work is not a strength of management

- 12% of employees received any kind of formal training during their employment at JMC
- Previous senior management of JMC was not very supportive for training, and continuous capacity building.

RECOMMENDATIONS

Below are the main recommendations we advocate. More details can be found in the full capacity building report.

Organizational

- Adopt the newly proposed organizational Structure (Attached)
- Adopt the newly developed Job Descriptions in their current format as a minimum and further develop JDs to include Authorities and required competencies
- Map the work flow and develop Standard Operating Procedures for every Dept.
- Develop an Employee Annual Appraisal System that is linked to agreed upon objectives at the beginning of every year
- Use Career planning by using Individual Development Plans
- Develop the Personnel division to become an HR dept.

Capacity

- Develop an action plan along with specific criteria for selecting candidates to attend training programs.
- Allocate money in the annual budget for capacity building for the staff.
- Integrate a plan where training programs could be considered as an incentive.
- Conduct annual appraisals of employees based on the job description and the job performance.
- Integrate technology at work and encourage the use of computers, and connect all employees with a server, in order to cut down on unnecessary manual procedures and save time.
- suggested training programs
 - 1) Computer Training had the highest demand.
 - 2) English Language (Business)
 - 3) Team building and team work, required to all managerial levels.
 - 4) Personal Communication skills for employees and customers service.
 - 5) Conflict management skills
 - 6) Internal communication.
 - 7) Management and leadership
 - 8) Financial Analysis

Introduction:

This report aims at introducing amendments and updates to the structure of the management of the Jordan Medical Council, JMC. This report also introduces a new organizational structure and job description for the JMC staff. An analysis of the current jobs has been conducted and accordingly mapped to the new organizational structure as well as creating new departments and functions.

In addition, a Training Needs Assessment has been performed for a representative sample of JMC staff, which resulted in several recommendations for training programs for the staff. Constant updates are needed in relation to tasks and responsibilities of all JMC staff.

Abstract:

Following are the causes for developing this capacity building report encompassing: organizational structure analyses, job description and training needs assessment for the Jordan Medical Council:

- The lack of a clear and written operational procedure for employees to follow to carry on their duties and functions
- JMC staff are not well informed about their job title, responsibilities, and duties and role on the organizational structure
- There is no employee appraisal system of any kind which can be partly attributed to the absence of an active HR division that should be responsible for such essentials
- There is no internal audit and quality control department that oversees and monitors procedures and operations of departments and divisions of JMC
- Vacancies are being filled without referring to a written modern employment and hiring criteria
- The absence of annual planning and budgeting for continuous capacity building for the staff.

Methodology:

The methodology used follows modern administrative approaches to gather data and information in order to establish facts, analyze data and reach conclusions: Following are the components of our methodology:

First Component:-

Since JMC employees do not have a written job descriptions, Partners-Jordan developed a template called the job analysis Card and distributed it to all incumbent staff members to be filled out by them. The information required included the following:

- Bio data
- Job title
- Division/Department of work
- Qualifications, experience and languages
- Number of years at work in JMC
- Current tasks and responsibilities

Second Component:

In addition to the job analysis template, interviews were conducted with JMC staff in order to understand and map work flow and operating procedures as currently being practiced by the staff. Additional information on their assigned tasks, duties and responsibilities were collected in addition to academic qualifications and years of experience. The information was used to devise a set new tasks and responsibilities to current and new vacancies at the Jordanian Medical Council and introduce each one to his/her position on the new organizational structure. Following are the core data of the interviews:

- Number of interviewees: 29 employees
- Total interview hours: 58 hours approximately
- Number of days for interviews: 14 days during 30.12.2007 to 14.1.2008
- Classification of interviewees at the administrative level: Assistant Secretary General for the Financial and Administrative Affairs, all clerks, Accountant and Cashier, Secretary (female) to the Secretary General, all staff at the Computer Division, Warehouse Keeper, drivers, guards, employees facilitating the operations of the Dentistry and Medical Doctor Divisions, maintenance technicians, Typists and Chief Bureau, Secretary of Scientific Committees, Secretary of National Committees, and the registry employees.

Third Component:

The training Need Assessment component is included as a separate part of this report (Page 16)

Fourth Component:

All staff members were asked to write down and map the different operations they perform in order to understand the type of tasks and duties assigned to them and to set a deeper and more comprehensive concept for all the administrative tasks assigned to each of them. This was transcribed on their job description cards to have a more

complete job analysis as most of those working for JMC are not aware of the type of job they were appointed to do.

Following are the analytical fact finding steps used and the proposed remedies

First: Analysis of Current Jobs:

- identify the number of employees/ their academic qualifications/ competencies and previous experience
- Tools used at work
- Scope of their administrative/technical jobs
- Their current reporting lines and hierarchy on the organizational chart

Second: Analysis of the Organizational Structure:

- Number of current departments and divisions and their relation to each other
- Distribution of new departments on the new organizational structure

Third: Training Needs for Employees in line with their positions at departments and divisions:

Fourth: The New Organizational Structure with Departments and Divisions Set as per their Sequence (Senior, middle, low)

(Annex 2: page 63)

Fifth: Suggestions and Recommendations

Sixth: New Job Description with New Job Title for each Employee and the minimum qualifications and Requirements for assuming the job in addition to the candidate to Assume the Job and their Reporting line on the sub Organizational Structure

(Annex 1: page 27)

First: Analysis of current jobs:

- **Identify number of staff and their academic credentials/ competencies and experience**

Data analysis showed the number of employees working at the Jordanian Medical Council to stand at 30 employees classified as per Table No. (1):

Table No. (1)

No.	Job Title	No.
1	Secretary General of JMC	1
2	Assistant Secretary General for Financial and Administrative Affairs	1
3	Scientific Committees' Secretariat	2
3	Clerks	8
5	Secretary (female) to the Secretary General	1
6	Head of Division	1
7	Assistant Head of Division	1
8	Accountant	1
9	Cashier	1
10	Maintenance Technician/Warehouse Keeper	1
11	Drivers	4
12	Guards	2
13	Office Boys	6
	Total	30

N.B. All employees as per the order in the above Table No. (1) do not have clear reporting lines; or their reporting line is not known at any department or division.

- **Academic Credentials**

The Acting Personnel Officer provided a list of academic credentials of incumbent employees which upon reviewing revealed the following: Academic credentials include university degrees, intermediate college, General Secondary School certificate (both Industrial and Literary Streams) and below General Secondary School certificate. The most striking is that there are employees who have not obtained the General Secondary certificate and yet are assuming the role of division head but under a different job title the table below (No. 2) lists the academic credentials of staff at the Jordanian Medical Council.

Table No. (2)

Serial	Type of Academic Credential	No.
1	MA/MSc.	1
2	BA	7
3	Intermediate College Diploma	5
4	General Secondary School Examination	5
5	Below General Secondary School Examination	11

- **Analysis of Weaknesses**

Following is a description of the qualifications and the existing (or lacking) of required common competencies of staff members as concluded upon review:

- 1- Many of the employees are incapable of professional communication; they lack communication skills and the required intellectual knowledge and capacity to communicate with JMC committees and those using the services of the Council who are predominantly physicians. Furthermore many do not have satisfactory knowledge in the field/function they assume even those who hold university degrees.
- 2- There are no clear vision and objectives set for all employees at all departments and divisions in relation to the tasks assigned to them and to the Council in general.
- 3- Low performance level of employees due to the fact that employees are not delegated authorities and clearly defined responsibilities; and they are unaware of their reporting lines.
- 4- Centralized decision making process in both financial and administrative domains; all decisions are confined to one person whom all employees at departments and divisions report to.
- 5- There is no clear mechanism and work flow for employees to follow; which causes confusion among them in terms of performance and general conduct.
- 6- Employees need professional courses in their field of work; these can be internal and/or external training courses. The absence of continuous training compromises their performance.
- 7- Performance appraisal measures do not exist at JMC.
- 8- Employees are not aware of their own work procedures and mechanism and do not cooperate well with each other.
- 9- The absence of internal audit and quality control department contributes to the poor standards in quality and hence in performance

- 10- There is no incentive scheme; which affects employees' professionalism and loyalty.
- 11- Currently All employees at departments and divisions report to one person; which enhance bureaucracy and centralization which further contributes to low performance .

Following are the experience that employees have:

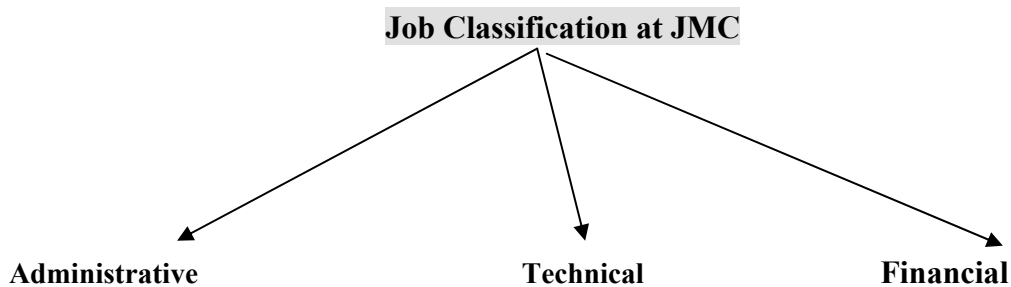
- 1- Employees holding university degrees do not enjoy satisfactory administrative experience in managing their work; or they have not practiced any administrative jobs in the past. Some of them hold BA in Law.
- 2- Some of them are computer illiterate with no computer skills at all
- 3- The inability to speak English causes a barrier in communication with doctors, knowing that English speaking and writing skills are core and required at some of the divisions.

- **Tools of Work used by Employees:**

Registers and records are still maintained manually. This is the common tool of work at departments and divisions at the Jordanian Medical Council. Such a Council which is of great importance nation wide should be using the latest state of art in managing its operations including computer software for all branches and divisions.

- **Scope of Administrative/Technical Jobs:**

Following are the three components of jobs performed by the JMC staff:



- **Current Reporting Lines:**

Employees are classified at five levels:

Medical Doctor and Dentistry	→	Clerks/Typists/Register
Supplies, entrusted items, maintenance	→	Warehouse Keeper/ Maintenance Technician/ Procurement/Drivers
Accounting	→	Accountant/Cashier
Computer	→	Head of Division/Assistant/Clerk
Scientific Committees' Secretariat	→	Secretary of Committees/Clerk

However, the current organizational structure lacks clear reporting lines and distribution of employees at the departments and divisions. The current organizational structure links all employees of all divisions administratively to the assistant secretary general for financial and administrative affairs. There should be administrative deployment and divisions on the organizational structure into departments from which divisions and branches emerge.

Second: Analysis of the Organizational Structure in terms of:

- **Number of existing departments and divisions:**

A review of the current organizational structure of JMC concludes the following:

- 1- The current JMC organizational structure does not reflect a clear hierarchical divisions and sub divisions from the main departments.
- 2- The current format of the organizational structure is divided into four parts: Computer Division/Maintenance/Administrative Affairs which is distant from the operations of “human resources” concept. Only one person is handling this division; he performs his main job as a Secretary of Scientific Committees.
- 3- Secretary (female) to the Secretary General of JMC also reports to the Assistant Secretary General for the Financial and Administrative Affairs. While, this secretary must report immediately to the Secretary General of the Council.
- 4- On the current organizational structure, there is a “Division for Financial Affairs”. However, this Division is not functional in reality. There is no division head; nobody works in its subdivision.
- 5- Another observation of the organizational structure is that Secretary of Scientific Committees administratively report to the Personnel Officer; he is the same person to handle administrative affairs. Head of scientific committees must have a separate department with clerical staff; and must operate immediately under the Secretary General.
- 6- The so-called Medical Doctor and Dentistry Affairs is under the Committees’ Secretary; in fact, this must be a separate department that administratively reports to the Secretary General. Such a department can be called “Department of Doctors’ Affairs”; divisions and branches can emerge from this department.
- 7- Another observation of the organizational structure is that the Head of Maintenance Division has workers, drivers and guards operate under his supervision. However, a sound administrative hierarchy must provide for their administrative reporting line at the Administrative Manager; i.e. the Administrative Department.
- 8- The Computer Division also operates under the Assistant Secretary General for Financial and Administrative Affairs. Under it, there is an assistant head of division, and a computer clerk. However, there must be a separate department that operates under the Secretary General; it is to be called the Information Department and under it there would be some divisions and branches as stated in the following points.
- 9- Another observation of the organizational structure is that there are important departments that are not stated on the current organizational structure such as the Continuous Medical Education, and the Department of Doctors’ Affairs, the Administrative Department, the Internal Audit and Quality Control Department, and Information Department...etc. These will be recognized on the new organizational structure.

- **Distribution of New Departments on the New Organizational Structure:**
Reviewing the analysis results of the organizational structure and the tasks and duties of employees strongly suggests having departments from which divisions and branches are derived .Distributed as follows:

First: Directors of Departments as follows:

- 1- Secretary General on top of hierarchy/organizational structure; the following sequence operate under him;
- 2- Secretary (female)
- 3- Administrative and Financial Director
- 4- Quality Control and Internal Audit Department
- 5- Information Department
- 6- Department of Doctors' Affairs
- 7- Continuous Medical Education Department
- 8- Secretary of Scientific Committees.

Second: Heads of Divisions and Branches which operate under directors of departments:

• **Financial and Administrative Director with the following divisions:**

Admin and Personnel Affairs' Division	—————>	Typesetting and Chief Bureau/ Transportation Officer/Workers/Guards/ Drivers
Public Relations Division	—————>	Reception/ Telephone Switch
General Supplies Division	—————>	General Technical Maintenance/ Warehouse Keeper/ Procurement
Financial Affairs Division	—————>	Accountant/Chashier

• **Information Department; under it the following divisions and branches:**

- Division of equipment maintenance and networks
- Division of Development and updating
- Data Entry Operator

• **Internal Audit and Quality Control Department**

• **Department of Scientific Committees' Secretariat; under it the following divisions:**

Admittance and Registration Division	—————>	Archives/Data Entry Operator
Dentistry Division	—————>	Data Entry Operator
Medical Doctor Division	—————>	Data Entry Operator
Examination Division	—————>	

• **Continuous Medical Education Department; under it the following divisions:**

- Head of Division
- Secretary of Committees for this Department
- Data Entry Operator

Third: Training Needs for Employees according to their Deployment at Departments and Divisions:

(Refer to TNA part, page 16)

Fourth: The New Organizational Structure with Departments and Divisions Set as per their Sequence (Senior, middle, low)

(See Annex 2: page 63)

Fifth: Recommendations

- 1- Hold intensive courses inside and outside the Council in order to activate the roles of the Administrative Staff in line with each one's training needs.
- 2- Create a department of Internal Audit and Quality Control In order to develop operation and carry on audit of the financial, administrative, and technical levels; it should set quality standards for operation as well as objectives for each division, department and the council in general.
- 3- Re-engineer procedures of operation to eliminate any redundancy and overlapping in procedures among divisions as currently the case is.
- 4- Develop "Standard Operation Procedures" in order to set an integrated operation system for all employees at the divisions and departments that are concerned with quality control of operations. Operations done by employees need to be traced in terms of inputs and outputs; performance indicators need to be set in order to measure the overall performance of employees according to this system.
- 5- It is recommended to set clear vision, mission and objectives for the Council in general; and for divisions and departments in particular as no objectives could be identified at present.
- 6- Recruitment and appointment at the Council should be based on meritocracy, experience and academic qualification.
- 7- Select staff of the Continuous Medical Education Department from those who are competent on all levels as required to fill in vacancies in such a department.
- 8- Develop a clear HR guideline to make aware and educate employees on all HR relevant issues.
- 9- Have a multi-discipline committees at the Council that emerge from the working administrative staff conditioned that members of such committees be of a department director or division head grade that is different from scientific committees with different objectives and purposes.

TNA Methodology

Partners Jordan research team, developed a questionnaire encompassing all possible questions that can lead to a concrete recommendation of needed training courses that would elevate the performance of the staff which will reflect positively on the performance of the JMC as a whole.

In order to develop recommendations for training programs needed for the staff; it was essential to analyze different documents related to the organizational structure, the job description and the work procedures. JMC staff provided Partners Jordan with all the documents needed; current organizational structure; a list of employees' names and positions. However, job descriptions were not available as they didn't have any documentation with details on the job procedures for each one of them. In addition to that it was not acceptable for the JMC management to allow the consultants to take a close look at the staff files, as they considered this highly confidential and unethical to disclose such information. Therefore, in order to understand the operational environment for JMC and to identify the responsibilities assigned for each one of them; Partners- Jordan developed simple form to be filled by most of the staff on their responsibilities and daily duties. The Job analysis form was not enough. It was essential to hold one to one interviews with all JMC staff for one week to obtain a thorough understanding of their work and duties.

In addition to that; a full Training Needs Assessment (TNA) questionnaire was developed with a set of questions to identify work procedures and training received previously by the staff as well as the needed training for the future. (Annex 5 TNA questionnaire).

The JMC employs about 32 employees in all levels and departments. Partners- Jordan research team selected 16 employees to interview as a statistical sample, 50% of the total statistical population. The employees were chosen randomly. A mixture of men and women from different departments and job positions were represented in the sampling.

The Jordan Medical council does not have a functional current organizational structure. Partners-Jordan met with their staff in the computer department and managed to draw their current organizational structure. (Annex 4: current organizational structure)

There is 32 staff working in the JMC. The attached current organizational structure reflects that there are:

- President of JMC
- Secretary General of JMC
- Secretary General Assistant for the financial and administrative issues.
- The Head of computer section
 - o One Assistant for head of computer section
 - o One Data entry
- The Maintenance person
 - o 2 guards
 - o Six messengers
 - o 4 drivers
- The head for administrative issues
- 2 staff operate as Committee secretary

- 2 staff responsible for Intern physicians affairs (they are responsible for all issues related to applications of physicians, their documents, entering the exams, the results of their exams)
- 3 staff for typing (type minutes of meetings for medical committees, prepare all formal corresponding and agendas)
- 3 staff responsible for the Specialized physicians (responsible for the training and the exams)
- The head for the administrative section
 - One Cashier (responsible for collecting financial fees from all doctors, receive checks, follow up on late checks and financial assistance)
 - One Accountant (responsible for JMC budget, and salaries)

Currently there are two vacant jobs in the JMC and they are the Head of financial department as well as the head of administrative issues section.

The list of TNA questions was made up of 80 questions and was grouped into seven sections as follows:

- A. Basic Personal Information
- B. Employment and Educational Information
- C. Skills and Abilities
- D. Work Procedures
- E. Organizational Structure
- F. General questions
- G. Additional questions

On Tuesday January 7th, 2008 and Thursday January 9th, 2008; three researchers from Partners-Jordan conducted the interviews with a representative sample of JMC employees. The TNA took place at the location of the JMC offices. The researchers managed to meet all selected interviewees in separate, private settings.

The research team conducted data collection in a very informal and friendly atmosphere. The interviewees were assured confidentiality and understood the purpose of the meetings. Some of the questions were not applicable to all interviewees and others have multiple answers and will be noted during the analysis.

Analysis:

A) Basic Personal Information

As mentioned before the sample was comprised of 16 representative employees that is 50% of the employees in JMC offices. (Annex 6: a list of names of JMC interviewees)

The sample included 10 males and 6 females of ages ranging from 20-60 years old. The largest portion falls within the age group of 30-50 year olds. It is healthy for an organization to hire employees with diversity in age groups. It reflects variety in expertise and skills and allows job advancement.

B) Employment and Educational Information

This section tackles an important part, as it reflects the history of employment of each interviewee and links it to their educational attainment and background.

Years of experiences in the JMC range from 2-24 years. This reflects a long-term employment history in the JMC, not necessarily in the same section, but could be moving among sections and departments; especially for those their work does not require high specialization.

As for the educational degrees obtained, 25% have vocational training diploma, 37% have high school certificate, almost 37% have a bachelor degree and only one person has a master's degree in computer science. Those who have vocational education got their diploma in the field of banking, finance, Arabic language,, maintenance, and industry. On the other hand, JMC employees who carry bachelor degrees were in the specialization of management, sport and law.

More than half of the employees were employed in the same department for 2 to 10 years and some employees were even employed in the same department for more than that. In more details; 37% of the employees have been working in the same department for about 2 years. Another 37% of the employees have been working in the same department for 5 years and 25% have been in the same department for more than 10 years. About 56% of JMC employees have previous experience gained from different job employment, such as; charitable organization, driver, private business, advertising company, department store, ministry of health, a bank, and two of them worked in Jordan universities. However, the rest which is about 40%; their only gained experience source is from the JMC.

About 44% of JMC employees are working in non managerial employment positions. This leaves around 56% of the personnel work on managerial level; 12% of which are in upper management, 25% are working in middle management level and 62% are classified as lower management.

C) Skills and Abilities

This section measures the level of skills and abilities that the staff need to deliver their job duties in a proper manner. In addition; it detects the trend of the organization in allocating time and money for their professional development. The infrastructure must support the implementation of such trends to facilitate their work operation.

The majority of employees which comprise about 56% don't use the computer in their daily work. This leaves about 44% who have access to personal computers and use it to accomplish their daily work. Those 44% mainly work in the computer and financial departments (the accountant), maintenance staff, and a number of secretaries for the medical committees. On the other hand there are others who work as secretaries for medical committees and they don't use computers. The secretary of the general director doesn't use the computer either. About half of the employees who have access to personal computers use Microsoft Office software. Whereas the other half which includes computer department staff and two of the committee secretary, use special analytical software such as oracle for reporting system in addition to special software for JMC staff.

As for communication with clients, about 56% of the employees are in direct contact with the clients including all levels of management. The staff that are in constant contact with the clients are those who work in the reception, head of computer section, data entry, medical committee secretaries, the accountant and a number of clerks. Clients of JMC are mainly fresh graduate doctors with a degree in medicine who are looking for information to apply for the board exam and the specialization exams as well as doctors who are part of the 72 medical committees that operate in the JMC. A large number of those who need help go directly to either the computer department or to the head of financial and administrative department, instead of going through concrete systematized procedures that starts from the information desk and the accountant.

In general, only 12% said that they have attended professional job training in their work life in JMC, though it didn't exceed 3 training programs. When asking if the training programs attended were job relevant it was clear that they found it relevant. However, one of the two thought that the subjects of the training were not selected carefully. In addition, the same employee thought that the training was not beneficial to the job development and didn't have any added value. 87% believe that they need to attend more relevant training to their job practices.

It was also essential to test the employees' tendency and inclination to attend training programs and work on their professional improvement. It was clear that a high percentage of 75% admitted that they are willing to invest the effort and commitment to training programs that are related to their work practices. The rest who were not interested either were drivers, messengers, and guards or did not want to invest more efforts in work.

As for their ability to transform what they have learnt on their daily work practices the only two employees who attended training said that they couldn't apply what they have learnt from the training and the management was not in favor to support any change in the work procedures. Only three employees have requested a training program from the management within the last three years and they were all denied.

Although according to the management which is only represented at this time and through out this report by the financial and administrative director, who is also the General secretary assistant for the financial and administrative issues, stated that no request has been submitted asking to attend training. It was clear by the management that it is very difficult to allocate the time to attended training programs as all staff are extremely overwhelmed with work all year. Therefore there is a need to increase the number of the staff, in order to lift part of the burden of the current staff and allow an ample of time to be dedicated for training programs.

It was clear that the organization lacked any process or criteria in selecting employees to attend specific training programs. One of the two employees said that there aren't any procedures and the rest didn't have an answer because they didn't attend any training.

The indicators show that management was not supportive and not advocating for any job training of any kind, as 53% of them expressed their desire to attend training programs and part of them communicated that to their direct management and none of the requests were accepted.

Upon asking the management on how JMC deals with difficulties in work; it was clear that all employees resort to only one source who is the financial and administrative manager, who in return did not have any training during the 24 years of his employment history at JMC. The only training that was available was conveying the experiences of the older generation to the new employees. No professional training provided for those who get job advancement.

D) Work Procedures

This section deals with internal and external work communication structure and investigates linkages between upper and lower management; as well as between employees and clients.

There is high interaction with customers as 75% of the employees have direct contact with their clients. 31% see less than 5 customers per day, 12% see 10-20 and 43% see more than 20 customers which could reach up to 100 customers in specific times of the year.

The financial and administrative office manger sees from 30-40 doctors daily. It is perceived as the main office where doctors can obtain the right and full information they need for their service. Several doctors go to this office because they are frustrated from the ill treatment and absence of information exists within other departments. Even though in this case all information should be available to the doctors in other offices. However this reflects that there is lack of flow of information. In addition, the staff lacks customer service skills and is not well informed on the assistance that should be provided to doctors.

Only a small number of employees are granted the authority to resolve problems. Only 3 employees can resolve arising problems at work; that is 16 % of the staff. The manager of the financial and administrative department is the supervisor for the majority of the staff.

It also appears that the communication channels among employees and their management is very open and informal as 87% of them answered that they have no difficulties in reaching out to their supervisors. About 93% communicate with their managers verbally, 35% communicate by phone, and 7% communicate through internal office memo, as some of the information has to be documented. 31% of them said that their manager visits them daily to their offices, and a high percentage of 50% are visited on an hourly basis and a very low percentage of 6% are visited by their bosses on weekly basis. Having said all that yet 75% of the staff approved that there is a need to improve the communication channels between the staff and the supervisors. They are asking for more system in the process of communication. The communication on any level is done through one person; there is no hierarchy communication system that allows the information to flow from one managerial level to another.

Not only there is a good communication channels between employees and managers, but also considerable percentage of them 82% feel comfortable speaking with their direct supervisor.

Despite all the aforementioned data in this section, a large portion of the staff still think that there is a need to improve internal communication within the organization, as well as improve the quality of communication.

87% said that JMC forms committees. When asked about their participation in those committees, only 25% said that they are members of one of the committees and 75% said they never joined one. There are two committees in JMC; the purchase committee and the Human resource committee. The manager of the financial and administrative office is always the head of both committees. The members of the two committees are almost always the same as they are chosen within a criterion which enforces the holder of a bachelor degree to be a member of either committee.

As for freedom of expression and being asked to formally state their opinion in a meeting, only 31% said that they were asked to state their opinion and they did. The rest of the staff was not asked for their opinion in any issue related to work.

E) Organizational Structure:

This section deals with the organizational structure of JMC including issues related to job description, annual appraisal and job advancement in terms of incentives and capacity building and potential opportunities.

When asked if JMC has an organizational structure; 83% knew that there is an organizational structure and only 56% of them knew their location on that organizational structure.

When asked about their first day of employment and if they were properly oriented on their tasks and responsibilities, only 43% said yes and the rest of 65% said that they didn't receive any orientation. This relates directly to the job description because only 25% said that they knew what their job description was, as it is not yet documented, but they have an idea about their responsibilities, and 75% said they did not have one.

Concerning the annual employee performance appraisal, 31% said that their performance is being evaluated and the remaining said that their performance is not. Only 40% of the employees who were appraised got annual evaluation, the rest are being evaluated on irregular basis. However, whether the evaluation really reflects their job performance accurately or not, the 5 employees who said that they were being appraised regularly said that the evaluation is not fair and doesn't reflect the actual effort that they invest in their work.

Usually the appraisal is done by the direct supervisor or manager. The manger of the financial and administrative office said that performance appraisal is not conducted for the staff because of the absence of an appraisal system to be followed internally at JMC.

In terms of proper complaint channels; 77% said that they know how to convey their fears and concerns, and 23% said that they do not know of such channels. However, concerning the supervisors' guidance to staff of the proper channels for voicing a concern; only 37% said that they get this support form their supervisors and the rest said that no help is provided for them in such matter when needed.

As for job advancement, 100% said that they are not being coached and advised properly on ways to improve themselves. Since job advancement is highly related with annual raises and pay scale; only 43% knew about the raise scale and the rest didn't know about it. Most lower management get 2 JD as an annual raise.

In terms of difficulties and challenges at work 74% said that they face difficulties and the rest have not encountered any. These difficulties are mainly related to several issues; skills 22%, customer relations 16%, communication in general 29%, and procedures 32%.

F. General questions:

This section probes with more details the relationship between the supervisors and their subordinates in terms of team work, decision making as well as delegation procedures within the staff and their supervisors.

Regarding complains stated by staff to their direct supervisors 62% of the staff did complain about work issues to their direct supervisors, however only 37% of which were addressed sufficiently by the supervisors.

As for team building and team work only 25% of the staff is working within teams and the rest do not have teamwork in their job performance. A high percentage of 87% of the staff agreed that there is a need for team building training. As 50% said that they have submitted a work improvement proposal to the management however, only 18% of which were thoroughly discussed and taken into consideration, and only one proposal was approved. The improvement proposals were submitted to the manager of the financial and administrative department and only one was submitted to the head of the computer section. In this context a high percentage of 62% expressed their interest to be involved in decision making process in JMC. They would like their voice and ideas to be heard and taken into consideration by the higher management of JMC.

Yet being involved in decision-making entails more delegation and being held accountable for the decision and their results. 62% are willing to have more delegated tasks and responsibilities and 93% of them said that they are willing to be held accountable for that.

E) Additional Questions

This section guides the staff to accurately identify the difficulties that employees face while performing their daily work practices as well as helping them to identify the kind of interventions that they believe could assist them to overcome such difficulties.

Following are the questions and answers provided by the staff

Q #1) What are the difficulties or problems you face repeatedly in your job? Why?

- Work pressure (repeated 4 times)
- The short temper of the clients.
- Conflict with the supervisor because of the continuous insults and asking employees to do personal errands that is not related to work.
- The management deals with the staff in a bad manner. Staff is hired based on favourism and nepotism, and does not allow complains.
- Lack of specialization
- Incapable of communicating with client doctors who speak English
- The lack of using technology and computers at work which hinders work procedures

Q#2) how do you think you could overcome such difficulties?

- increase the number of employed staff (frequency 3 times)
- Restructuring of the management, and to allow for more democracy in implementation.
- Cooperation between the employed staff.
- Do the work through computers.
- More training courses
- More specialization in work
- Verbal and financial incentives.
- More appreciation
- Decentralization.

Q#3) do you think that training could be helping in this case?

- 83% said yes that training could help in solving their problems and difficulties.

Q#4) what kind of training do you think will help?

- Accounting
- To be educate on available accounting systems and software's used in other entities, and implement the suitable one here in JMC.
- English language (frequency 11)
- Computer (frequency 8)
- Communication skills and how to deal with the doctors (customers service) (frequency 3)
- To be more acquainted with the organizational structure of the JMC.
- Oracle

- Team building
- Management and leadership skills.
- Conflict management (frequency 2)
- Quality assurance
- Technical training.

Q#5) Are there any other ideas you would like to share with us and you feel that it will contribute to achieving the organization objectives?

- Role distribution (2)
- New organizational structure and job description for all the staff.
- More specialization in work.
- System to organize the work procedures
- Have access to computers
- All data related to the staff should be computerized
- To computerize the medical tests.
- Have a training room
- Create a step by step clear procedures to help doctors in processing their applications as well as help that staff to provide the proper and needed full assistance.
- Provide shelter for employees who live very far from the JMC building or allocate per diem to cover transportation expenses and the amount should be decided in accordance with their living location.

Overall Results and Findings:

It is worth mentioning that the JMC is entering a new era since the new CEO assumed his duties. The previous management was very traditional and conventional and did not believe in new methods related to job advancement and on-the-job training. The new management is working on changing the JMC image by creating job description and functional organizational structure, as well as integrating and adopting new systems and procedures to elevate the whole performance of the JMC.

It is obvious that there are a variety in age groups and in educational attainment in the JMC, which entails the need for more specializations and clearer job descriptions. However, a large number stays in the same department for a long time, and even those who move within departments; there is still no clear system of criteria used for that.

Training programs were not of high priority to the JMC. Only two employees attended a training program within a very long time. The management justifies the lack of training by stating that the employees are always overwhelmed with work to attend any training. On the other hand employees are aware of their high need for training courses in several fields. In addition, there is only one person that staff can resort to who can show them how things are done and this person has not received any training either.

Employees expressed great desire and interest in attending more training programs that are highly related to their job. There is not only a genuine need for training, but also a commitment to attend and implement what they would learn in their working environment. The absence of a plan for human resource development and training makes selecting candidates for training not accurate. Therefore, it would be a waste of money, time and effort should the skills acquired not be used at work. There is a fertile environment for integrating changes in the JMC, as the executive management is keen to integrate change in the whole operational system of JMC. Middle managers support positive change, improvement and decentralization however daily real life work practices prove the opposite.

On another venue, employees possess the desire to attend training programs and have been expressing this to their direct management. None of them was approved. Therefore, and in light of the above aforementioned, a system that embraces such changes would be extremely helpful and will enforce such change.

It is clear that employees don't have job descriptions. Only very few knew about their job responsibilities, however nothing is documented and used as a system to base the decisions for job advancement and incentives on. In addition to that; there is no annual performance appraisal for the employees. Suppose that they do the annual evaluation the results will not be as accurate as it should be if it was based on the job description and the annual plan.

Clearly, the general atmosphere in JMC is friendly and informal. Also the sense of loyalty is quite strong; yet internal procedures need to be systematic. Despite the fact that, a great number of employees agreed on the existence of open and easy communication channels between employees and direct and top management and between employees themselves; there is still a great need to improve communication

skills and channels in JMC this also includes working on unifying channels and procedures of communication when dealing with customers.

Also there is a need for more delegation in JMC, as most employees expressed their willingness to assume more responsibilities and be held accountable for consequences and decisions. It is highly recommended to activate teamwork and team spirit in JMC, as most of the employees have not yet experienced being part of a team or working in teams. As a result, it was noticed that they lack team working and leadership skills. In addition to that, they lack customer service and management skills. More than a half also expressed their need to use technology in their work as it cuts down on time and therefore allows them to attend training programs.

TNA Recommendations:

There are several recommendations that were extracted from the TNA. They are divided into two sections

- Recommendations related to management and procedures in JMC
- Recommendations of suggested training programs needed.

RECOMMENDATIONS RELATED TO MANAGEMENT AND PROCEDURES IN JMC

- 1) Develop an action plan along with specific criteria for selecting candidates to attend training programs.
- 2) Allocate money in the annual budget for staff capacity building.
- 3) Integrate a plan where training programs could be considered as an incentive.
- 4) Develop updated job descriptions for each position.
- 5) Create internal by-laws in terms of hiring people based on the job descriptions.
- 6) Develop and implement newcomer's orientation.
- 7) Conduct annual appraisals of employees based on the job description and the job performance.
- 8) Develop a system that fosters change and encourages the use of newly acquired techniques and skills.
- 9) Integrate technology at work by encouraging the use of computers, and connecting all employees with a server, in order to cut down on unnecessary manual procedures and save time.

Recommendations of suggested training programs

- 9) Team building and team work, required to all managerial levels.
- 10) Personal Communication skills and customers service for employees. This is highly important for employees who see a large number of doctors on daily basis such as the information desk, and those who work in the accounting department as well as the committee secretaries and clerks.
- 11) Training on communication channels in the organization. Communication and conflict management skills are highly needed for all employees with no exception. This training can be enforced by developing clear and concrete work procedures within the organization, supported with a precise job description for all employees in order to avoid confusion and overlap among employees as well as to enforce decentralization.
- 12) Management and leadership skills. This specific training has been requested by head of departments in JMC.
- 13) Delegation, as employees have expressed their desire to have more delegations from their superiors, it is of high importance for the superiors to understand what does delegation mean and skills needed delegate and what are their responsibilities.
- 14) Financial Analysis training. Staff working in the financial and accounting department needed training on financial analyses software to integrate into their work as well as to be aware of all different available soft wares.
- 15) Computer Training had the highest demand. As all staff are convinced now that they need to computerize all their work, in order to enhance the performance of JMC.

Annex I: Tasks and responsibilities of JMC Staff

The New Tasks and Responsibilities of the Jordanian Medical Council Staff according to the New Organizational Structure

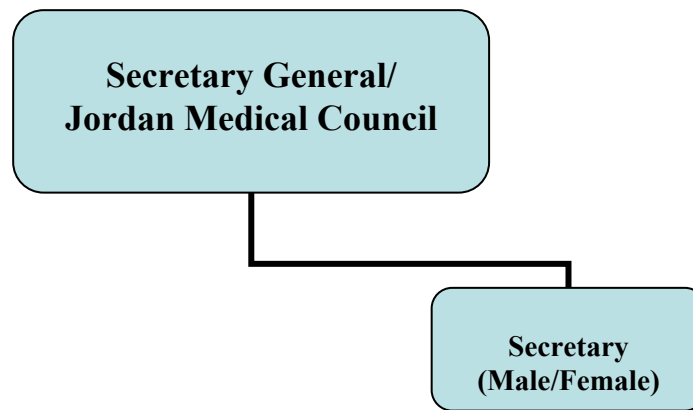
- **Secretary (Male/Female)**
Job Title: Secretary to the Secretary General
Direct Supervisor: Secretary General of the Jordanian Medical Council

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Receive the incoming mail for the Council in general and serve the same to the departments and divisions after being approved by the Secretary General of the Jordanian Medical Council
- 2- Post/Dispatch the outgoing mail.
- 3- Type the official letters issued by the Secretary General of the Council
- 4- Courteous reception of visitors coming to the Secretary General.
- 5- Ensure that all the documents of concern for the Council and of direct relation with the operation of the Secretary General of the Jordanian Medical Council are available and kept in files especially designated for this purpose.
- 6- Coordinate with the Secretary General in relation with the dates of meetings with the President of the Jordanian Medical Council and prepare all the required pre/post-meeting documents.
- 7- Photocopy all important documents and letters in relation with the Council and do archives of the same.
- 8- Direct supervision of the outgoing and incoming mail; and do archives for the outgoing and incoming mail.
- 9- Answer telephone calls and fax letters of the Secretary General Office.
- 10- Set the Secretary General Office in a tidy order constantly and always.
- 11- Any other tasks assigned by the Secretary General.

Minimal Requirements for the Job

- 1- Intermediate College Diploma in Management and Secretarial Work.
- 2- Knowledge of English and Arabic- Reading, Speech and Writing.
- 3- Full ability to use the computer and fax machine.
- 4- Experience of 8 years minimum as a secretary to a director general.



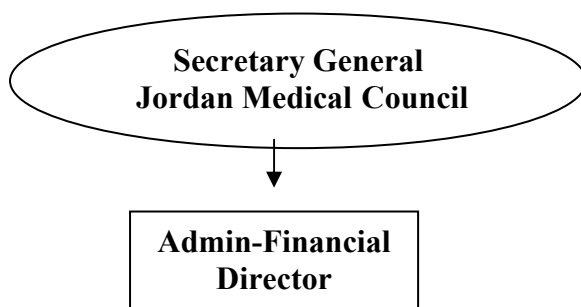
Third: Financial-Administrative Director

Job Title: Director of the Administrative and Financial Department

Direct Supervisor: JMC Secretary General

Tasks and Responsibilities of the Person to assume this Job:

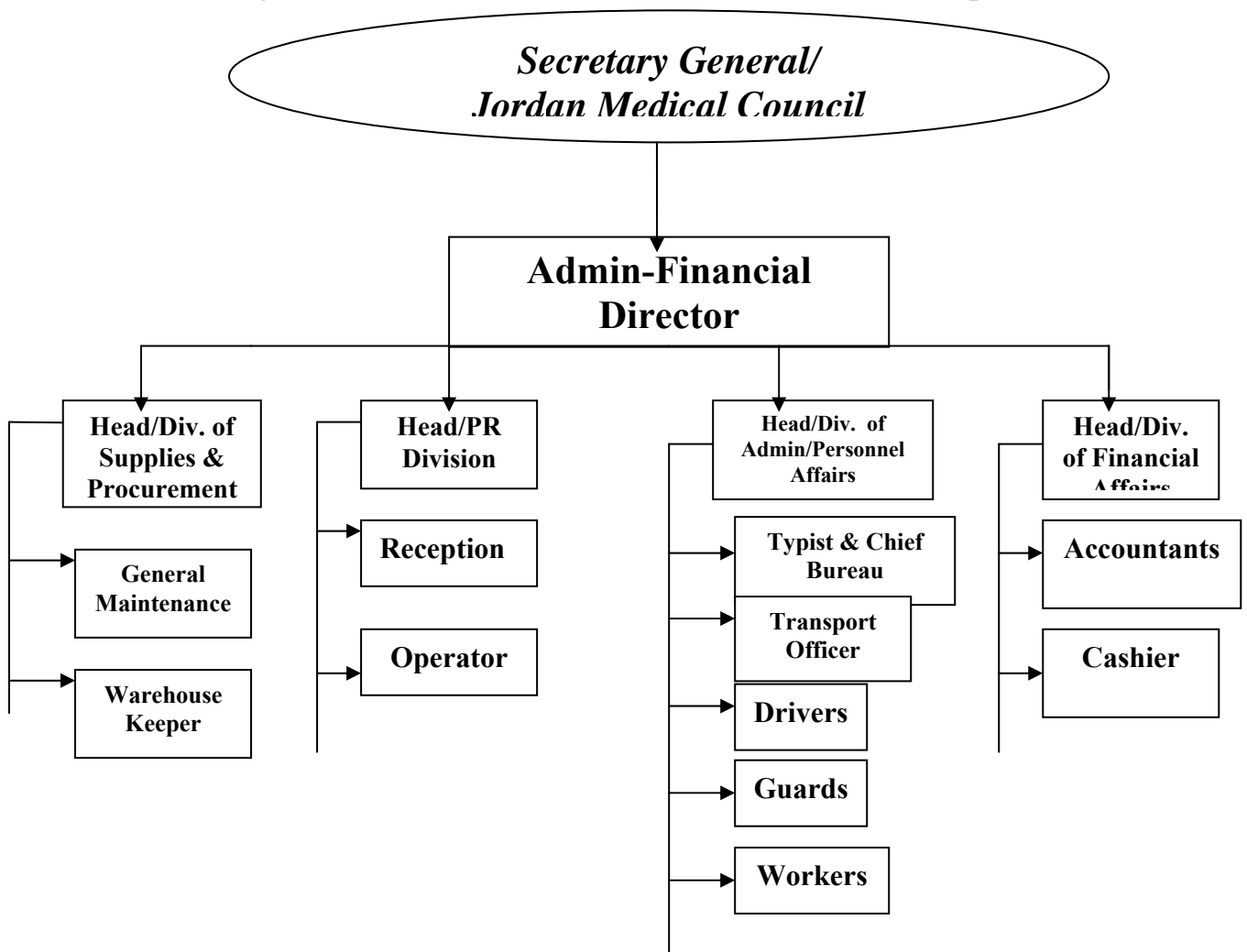
- 1- Provide the financial, administrative and operational perspective for the Council.
- 2- Responsible for all the financial issues and their management including revenues, expenditures, financial strategic analysis and other financial criteria.
- 3- Provide training for employees on the financial and administrative issues related to this divisions
- 4- Supervise and coordinate the administrative and service issues.
- 5- Full supervision of the financial and administrative staff in this department.
- 6- Any other tasks and duties requested by the Secretary General of the Council.
- 7- Provide suggestions and recommendations that will help increase the level of progress at work in his department
- 8- Work on preparing the budget for the Council at the end of each year and submit it to the Secretary General.



Minimal Requirements for the Job

- 1- BA in Accounting/Business Administration
- 2- Knowledge of English and Arabic- Reading and Writing
- 3- Full ability to use the computer
- 4- Experience of 5 years minimum as an administrative director

Sub Organization Structure for the Admin-Financial Department



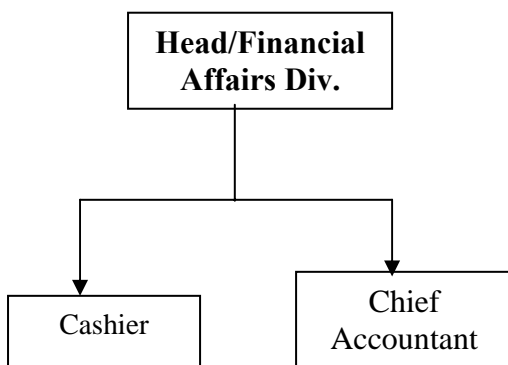
Head of Financial Affairs Division

Job Title: Head of the Financial Affairs Division- supervisor of accountants and the Cashier

Direct Supervisor: Financial and Administrative Director

Tasks and Responsibilities of the Person to Assume this Job:-

- 1- Follow up depositing of money and financial transactions of the Council with the banks it deals with.
- 2- Work on preparing a daily/weekly monetary cash flow yielded from the collection of doctors' subscriptions and registration
- 3- Audit checks of the committee members as per the amount approved for each doctor
- 4- Prepare the pay roll (salary statement) of the employees
- 5- Follow up financial expenditures of the Council
- 6- Follow up invoices of suppliers in case of procurement processes
- 7- Any other tasks assigned thereto by the Department Director
- 8- Audit all operations of the Accountant and the Cashier



Minimal Requirements for the Job

- 1- BA in Accounting
- 2- Familiar with English and Arabic- Reading, Speech and Writing
- 3- Full Ability to use the computer
- 4- Experience of 7 years minimum as a head of an accounting division

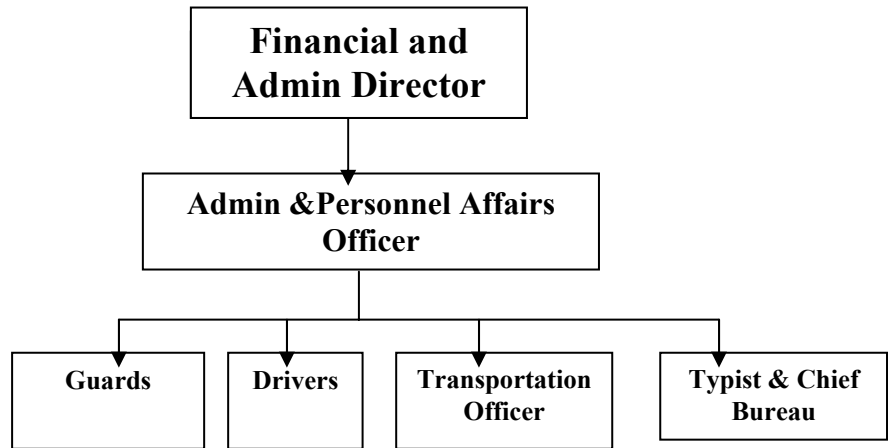
Head of the Administrative and Personnel Affairs Division

Job Title: Head of the Administrative and personnel Affairs Division- supervisor of typist and chief bureau, transport officer, drivers, guards and workers.

Immediate Supervisor: Financial and Administrative Director

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Full knowledge of Jordanian Laws of Labor, Civil Service Bureau and Social Security
- 2- Work on analyzing and setting job description for future jobs at the Council
- 3- Open files for all employees to include all papers related to human resources (assign contracts, annual leaves, health insurance, income tax, social security, benefits).
- 4- Produce a job description card for each employee and have it signed thereby according to the nature of tasks and duties thereof
- 5- Prepare training plans as per the need of employees and in cooperation with the Public Relations.
- 6- Devise an incentive scheme
- 7- Devise a performance appraisal by-law
- 8- Full knowledge of the interview process and strategy and produce the relevant forms for this purpose



Minimal Requirements for the Job:

- 1- BA in Business Administration
- 2- Familiar with English and Arabic-Reading, Speech and Writing
- 3- Full ability to use the Computer
- 4- Experience of at least 7 years as Head of Personnel and human resource development.

Chief Accountant:

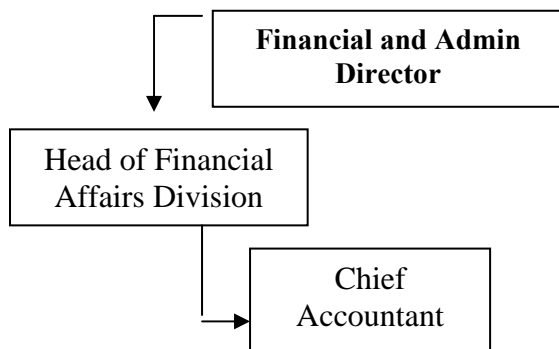
Job Title: Chief Accountant (General Accountant)

Department: Financial and Administrative Department/Financial Affairs Division

Immediate Supervisor: Head of the Financial Affairs Division

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Audit general procurement invoices with a disbursement voucher to be attached thereto after auditing
- 2- Enter the financial transactions into the Ledger Book
- 3- Enter the daily transactions into the general journal
- 4- Enter the financial transactions in the second and third items above into the register of payment and obligations
- 5- Set a system for the permanent petty cash
- 6- Prepare the pay roll for employees when their contracts are renewed
- 7- Prepare the checks and compensations of committee members
- 8- Enter the bank deposit slips into the relevant books and records
- 9- Any other issues requested by the direct supervisor



Minimal Requirements for the Job:

- 1- BA in Accounting
- 2- Full knowledge of English and Arabic-Reading, Speech, and Writing
- 3- Full ability to use the computer
- 4- Experience of at least 4 years as a Chief Accountant

Cashier

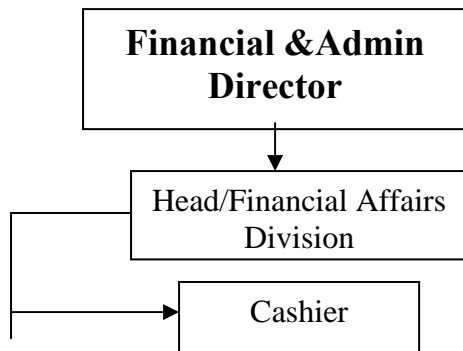
Job Title: Sub-accountant/Cashier

Department: Financial and Administrative Department/Financial Affairs Division

Immediate Supervisor: Head of Financial Affairs Division

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Give receipts to doctors after receiving their payments as per their specialties
- 2- Compile all receipts and produce journal records for them on a daily basis
- 3- Insert the receipt of each doctor in their file and copy them to the Master File.
- 4- Enter the daily financial transactions into the journal and General Ledger books
- 5- Any other tasks requested by the direct supervisor



Minimal Requirements for this Job

- 1- Diploma in Financial and Banking Studies
- 2- Full knowledge of Arabic-Reading and Writing
- 3- Full ability to use the computer.
- 4- Experience of two years minimum as a cashier

Chief Bureau and Typing:

Job Title: Chief Bureau Officer

Direct Supervisor: Head of the Personnel and Admin Affairs Division

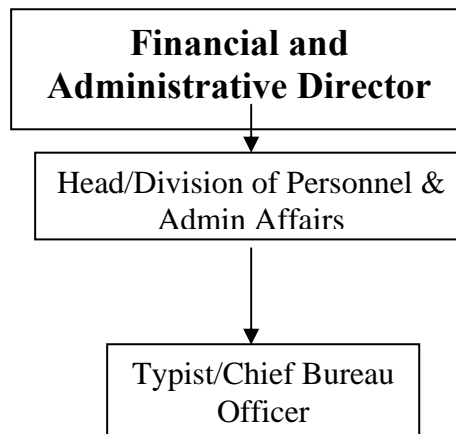
Department: Financial and Administrative Department/Admin and Personnel Affairs Division

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Receive the incoming mail of the Jordanian Medical Council and do its archiving; then, serve it to each department and division after having it signed by the Administrative Director
- 2- Receive the internal mail from employees related to the work affairs or other issues; then serve the same to the relevant departments and divisions
- 3- Direct supervision of the outgoing mail; do its archiving and keep it in special register
- 4- Distribute stationery and other relevant items to employees
- 5- Any other tasks requested by the immediate supervisor
- 6- Type official letters of the departments and divisions of the Council

Minimal Requirements for this Job:

- 1- Diploma in Business Administration
- 2- Full knowledge of Arabic-Reading and writing
- 3- Full ability to use the computer
- 4- An experience of five years at least as a Chief Bureau Officer



Transportation/Vehicle Schedules

Job Title: Transportation Officer

Direct Supervisor: Head of the Administrative and Personnel Affairs

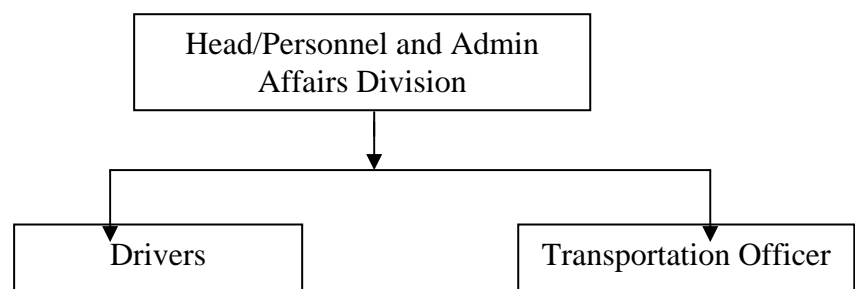
Department: Financial and Administrative Department/Admin Affairs Division

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Receive itinerary of trips/daily transportation from the Administrative and Personnel Affairs Officer
- 2- Constantly register the distances made by each vehicle to identify the amount of fuel they require
- 3- General supervision of drivers in coordination with the immediate supervisor at the department placing the order for transportation
- 4- Do the regular technical inspections of vehicles driven by drivers
- 5- Ensure performance of preventive maintenance for vehicles on a regular basis
- 6- Produce the ticket or daily trip card and distances made as well as ensuring that drivers have entered the data accurately at the departure time from and to the Council
- 7- Open a register of trust for drivers who are entrusted with vehicles and enter/do the inventory of the vehicle into a sub disbursement voucher. Then, it will be entered into the vehicle register
- 8- Open a register for each vehicle at the process of delivering it and do the inventory for all of its contents. Then, write a report on the issue to be submitted to the Financial and Administrative Director with a copy to the Assistant Secretary General for the Financial and Administrative Affairs

Minimal Requirements for this Job:

- 1- General Secondary Examination Certificate
- 2- Full knowledge of Arabic-Reading and Writing
- 3- Good appearance and conduct; good reputation
- 4- Experience of at least 8 years as a Transportation Officer



Head of the Public Relations Division

Job Title: Head of the Public Relations Division

Direct Supervisor: Financial and Administrative Director

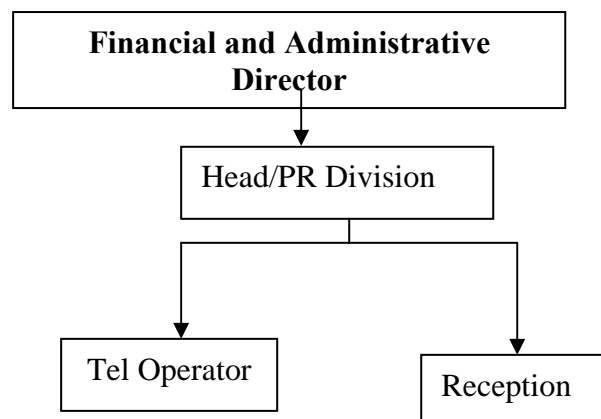
Department: Financial and Administrative Department

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Ability to establish a large base of public relations between the Council and other medical councils' members outside Jordan as well as setting the bases to deal therewith.
- 2- Keep open and strong communication channels with other relevant and specialized agencies.
- 3- Plan and manage the public relations' activities; whether for profit or not for profit in order to promote the reputation and image of the Council
- 4- Manage private events such as ceremonies, and official patronage; and prepare for medical seminars and lectures.
- 5- Have the ability to monitor the several media and interact therewith in relation with the public relations of the Council with other medical entities.
- 6- Full preparation and secure the requirements to hold internal and external courses for the Council's staff in coordination with the Personnel Affairs Division.
- 7- Issue all results of examinations conducted for intern and board doctors of all specialties and advise them of the dates scheduled for examinations in coordination with the Department of Doctors' Affairs as per each one specialty.

Minimal Requirements for the Job:

- 1- BA in Business Administration
- 2- Master English and Arabic- Reading, Speech and Writing. Also know other foreign languages.
- 3- Full ability to use the computer
- 4- Experience of 10 years minimum as a Public Relation Officer



Reception

Job Title: Administrative Employee/Reception

Direct Supervisor: Head/Public Relations Division

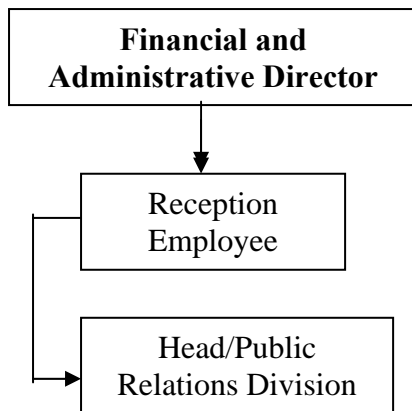
Department: Financial and Administrative Department/Public Relations Division

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Good reception of guests reporting to the Secretary General in particular and guests of the directors and employees in general.
- 2- Provide direction and guidance to new and old comer doctors to the entity or division they want to report to.
- 3- Stamp the attendance cards of employees in the morning and at the end of the working day; follow up them leaving and coming back during office hours.
- 4- Provide doctors reporting to the Council with all the requirements for sitting for the examinations and inform them of their dates as well as other relevant issues.
- 5- Any other tasks and duties assigned by supervisors at the Department.

Minimal Requirements for the Job:

- 1- Intermediate College Diploma- Business Administration
- 2- Master English and Arabic- Reading, Speech and Writing
- 3- Be courteous when dealing with people reporting to the Council
- 4- Experience of 5 years minimum in the same domain of work



Operator:

Job Title: Administrative Employee/Operator

Immediate Supervisor: Head/Public Relations Division

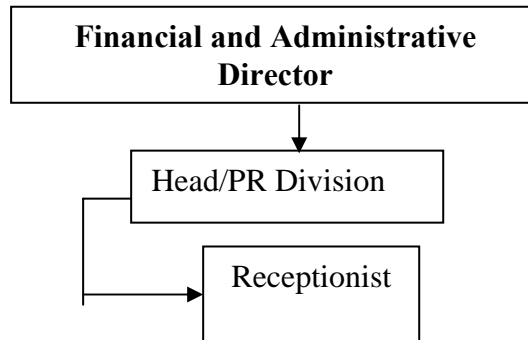
Department: Financial and Administrative Department/Public Relations' Division

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Receive telephone calls to the Council and refer each to the relevant specialized person.
- 2- Make phone calls to the agencies as requested by the employees.
- 3- Familiar with the mechanism of operating electronic switches and their electrical logistics.
- 4- Refer phone calls to the Secretary General office.

Minimal Requirements for the this Job:

- 1- Diploma in Languages
- 2- Master English and Arabic- Reading, Speech and Writing; and other languages if possible.
- 3- Courteous in dealing with those calling the Council
- 4- Experience of 5 years minimum in the same scope of work



General Supplies and Procurement Division

Job Title: Head/General Supplies Division

Direct Supervisor: Financial and Administrative Director

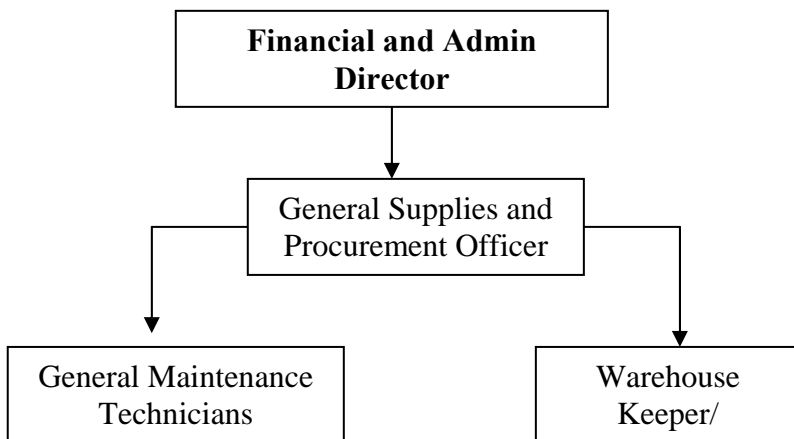
Department: Financial and Administrative Department

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Responsible for the administrative staff in his division; these include maintenance technicians and procurement officer.
- 2- Audit all procurement documents submitted by the department or entity ordering the supplies.
- 3- Call for price quotations of the required supplies and items.
- 4- Audit registers and records of the warehouse keeper and ensure they are accurately entered into the relevant logs
- 5- Efficiently and effectively monitor storage of materials if any.
- 6- Do the regular inventory of the items entrusted to the warehouse keeper.
- 7- Coordinate with the Admin Director as a first step in relation with the procurement process of the Council in general.
- 8- Enter the price quotations into the forms designated for this purpose so that they can be discussed at the meeting of the Procurement Committee.
- 9- Place a local purchase order after legalizing it by the Financial and Administrative Director. It is to be submitted via the Financial and Admin Director to the Procurement Committee.

Minimal Requirements for this Job:

- 1- BA in Business Administration
- 2- Full knowledge of English and Arabic- Reading and Writing
- 3- Experience for at least 5 years in the same domain.



Warehouse Keeper:

Job Title: Warehouse Keeper

Director Supervisor: Head of General Supplies Division

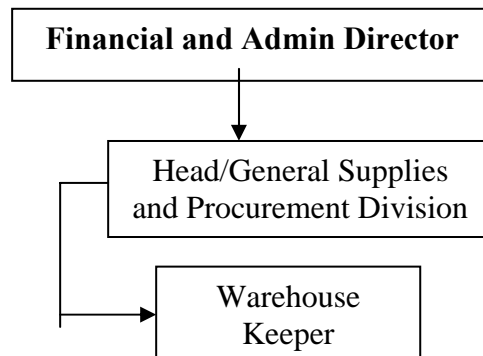
Department: Financial and Administrative Department

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Visible participation in the process of delivery (receiving and handing over the required items).
- 2- Issue a sub-disbursement voucher for all items/supplies entrusted to each employee and as they are in the offices.
- 3- Issue the receipt and release documents related to the supplies
- 4- Apply the written instructions provided by the immediate supervisor regarding the provision of supplies; their dismantling and installation.
- 5- Any other tasks as requested by the immediate supervisor

Minimal Requirements for this Job:

- 1- Diploma in Business Administration
- 2- Full knowledge of Arabic- Reading and Writing; knowledge of English- Reading.
- 3- Experience for 5 years at least in the same domain.



General Maintenance:

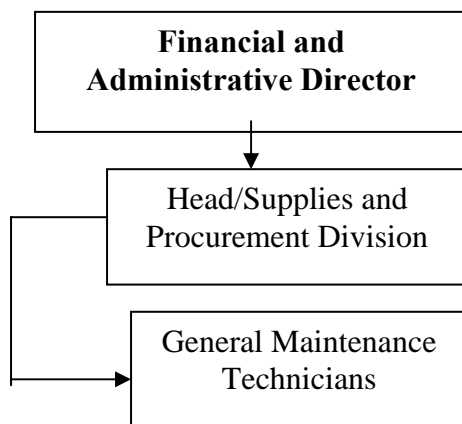
Job Title: Maintenance Technician

Direct Supervisor: Head of the General Supplies Division

Department: Financial and Admin Department

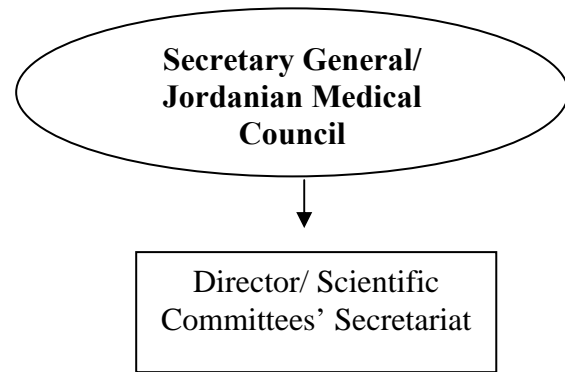
Tasks and Responsibilities of the Person to Assume this Job:

- 1- Do all maintenance works for the Council including:
 - Electricity
 - Heating
 - Interior and exterior maintenance
 - Office furniture
 - Sanitary fixtures
- 2- Any other tasks and duties assigned by the immediate supervisor



Minimal Requirements for this Job:

- 1- General Secondary Certificate/Industrial Stream
- 2- Full knowledge of Arabic-Reading and Writing and English- Reading
- 3- Technical experience in maintenance of electricity and heating for 5 years at least



Third: Department of the Scientific Committees' Secretariat

Job Title: Director of the Scientific Committees' Secretary

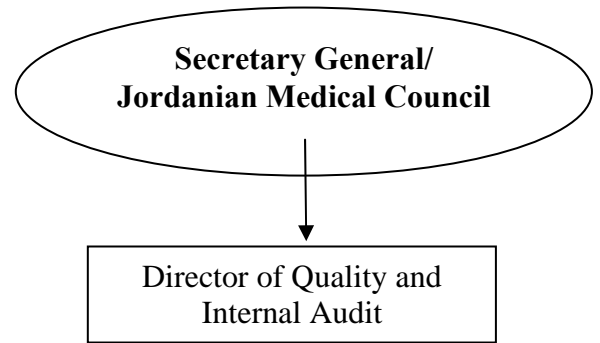
Immediate Supervisor: Secretary General of the Jordanian Medical Council

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Preparing for the meetings of scientific committees of all specialties
- 2- Audit minutes of meetings before sending them to the typist.
- 3- Receive applications of doctors who will be sitting for examinations and audit the same before submitting them to the committees; each as per their specialty
- 4- Monitor resolutions and recommendations issued by the medical committees
- 5- Serve the resolutions of committees to the members after having them typed.
- 6- Open files for each committee in terms of members, recommendations issued thereby and also the resolutions
- 7- Set schedules for coming sessions of each committee
- 8- Inform the committees' members of the schedules of coming sessions and send them to the Public Relations Division
- 9- Prepare for conducting the examinations
- 10- Do statistics on the rates of success and failure; also make up sits for all specialties
- 11- Issue the results of examinations after having them ratified by committees
- 12- Set dates for examinations and inform the committees of the same as per their specialties
- 13- Deploy new graduate doctors holding BSc as medical doctors to the medical centers and hospitals accredited by the Council to do the year of Internship.
- 14- Receive the files of doctors who have ended their internship training period to sit for the comprehensive examination
- 15- Follow up recommendations by the Scientific Committees regarding their visits to the training institutions accredited by the Council in order to review the training programs and all relevant issues in coordination and consultation with the Public Relations
- 16- Respond to the inquiries by Scientific Committees meeting at the Jordanian Medical Council (daily meetings) with regard to laws, bylaws and regulations.
- 17- Follow up letters issued by the specialized scientific committees at the Jordanian Medical Council

Minimal Requirements for the Job:

- 1- BA in Business Administration
- 2- Full knowledge of Arabic and English- Reading and Writing
- 3- Experience in Management of Medical Councils or similar institutions for 7 years
- 4- Experience as an executive secretary for 5 years at least



Fourth: Internal Audit and Quality Assurance Department

Job Title: Director of Quality and Internal Audit

Immediate Supervisor: Secretary General of the Jordanian Medical Council

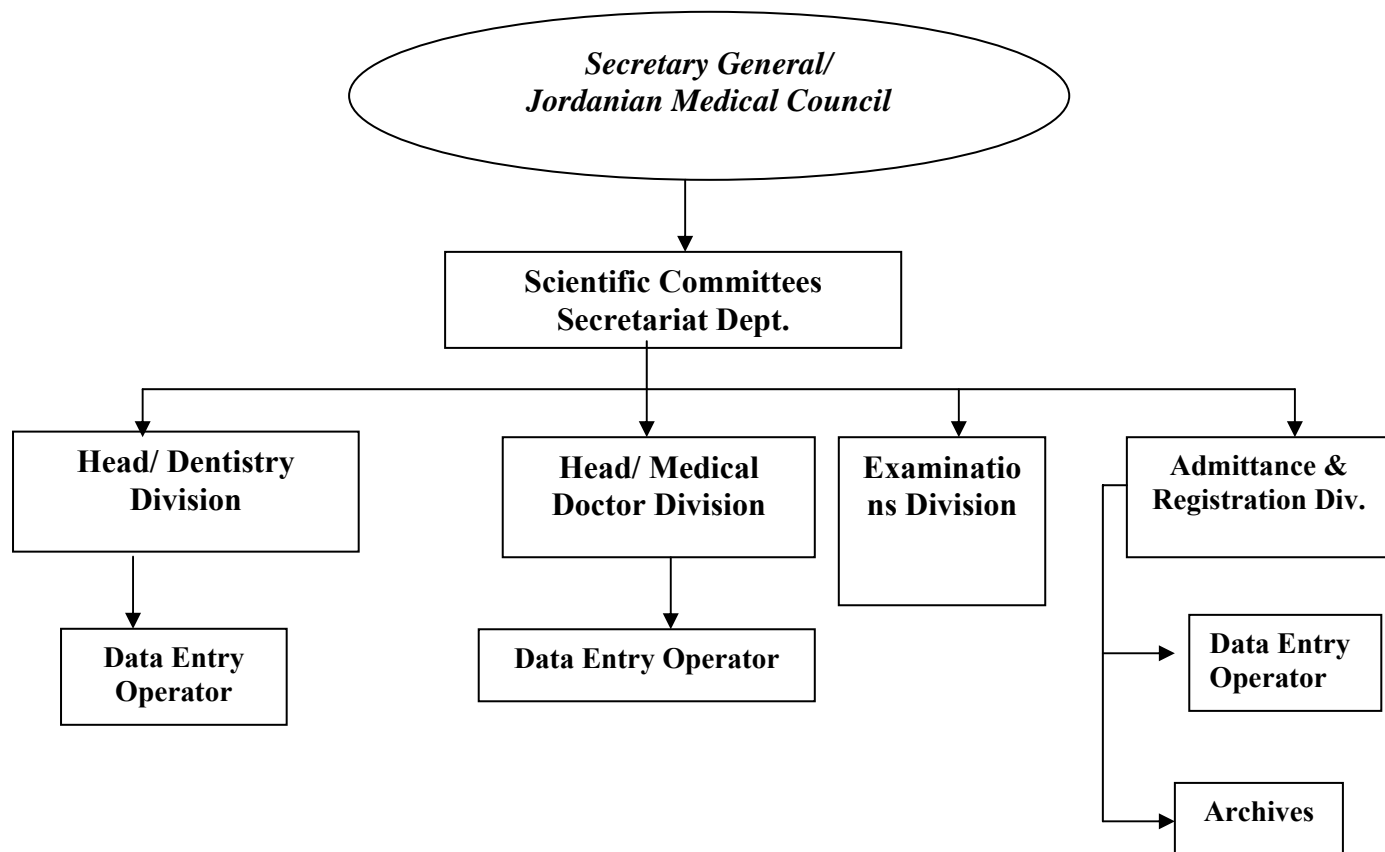
Tasks and Responsibilities of the Person to Assume this Job:

- 1- Do reviews and audits of all the administrative operations done by the Human Resources Division or the person assigned to these operations.
- 2- Audit all financial transactions done by the Financial Affairs Division
- 3- Permanent and persistent auditing of the warehouses and apply the right methods of auditing and follow up step by step on the operations of disbursement and storage.
- 4- Audit the purchased items and match them with the purchase order
- 5- Audit the cards of items found at the warehouses; or on the registers of general supplies; also assure that the warehouse keeper is entering them step by step.
- 6- Auditing and final review of scores of doctors sitting for the examinations and serve the same to the Public Relations
- 7- Prepare a monthly report to be submitted to the Secretary General of the Jordanian Medical Council regarding the functions of the jobs and observations noticed during the auditing process
- 8- Monitor the person who types the examinations' questions and assure that they are not leaked and that none of those working at the Council can have access to the computer software of questions. This step is required for quality assurance.
- 9- Set the criteria and standards of the operational procedures of all divisions and departments at the Jordanian Medical Council
- 10- Any other tasks as assigned by the Secretary General of the Jordanian Medical Council.

Minimal Requirements for this Job:

- 1- BA in Business Administration
- 2- Full knowledge of Arabic and English-Reading and Writing
- 3- Experience in internal auditing- Financial and Administrative for 5 years minimum

Sub Organizational Structure of the Scientific Committees'
Secretariat Department



Fifth: Department of the Scientific Committees' Secretariat

Job Title: Director of the Doctors' Affairs Department

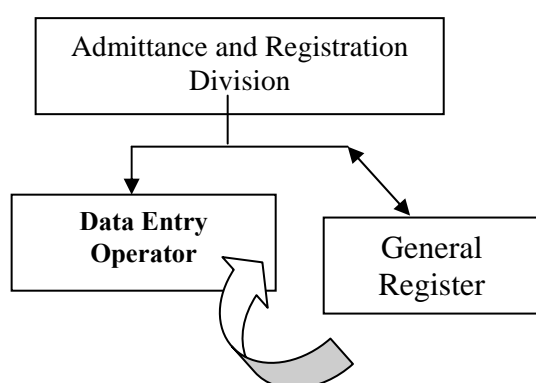
Immediate Supervisor: Secretary General of the Jordanian Medical Council

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Assume direct responsibility for the administrative staff operating under this department
- 2- Review the number of doctors registered and admitted to all specialties of the Council on a regular and continuous basis through the General (Master) Register Division
- 3- Continuous reporting to the Secretary General on statistical bulletin that includes all issues related to the doctors' affairs in terms of registration, their deployment at the accredited training centers, and follow up on their examinations shared by the Secretary of Scientific Committees.
- 4- Hold refreshing courses for employees working at the Division so that they can be able to communicate with and receive data accurately from the doctors reporting to the Council
- 5- Ensure the ratification of certificates of doctors graduated from Jordanian universities and verify equivalent certificates of graduates from non-Jordanian universities
- 6- Sign any document required by the doctor/doctors; each as per their specialty
- 7- Provide the documents of doctors to sit for the examinations after ensuring that they are duly documented; each as per the designated divisions (medical doctors, dentistry) and submit the same to the committees that administer the examinations
- 8- Any other tasks and duties as requested by the Secretary General.

Minimal Requirements for this Job:

- 1- BA in Business Administration
- 2- Full knowledge of Arabic and English-Reading and Writing
- 3- Experience as an administrative director in similar and relevant departments
- 4- Experience for 8 years minimum in the same domain.



Admittance and Registration Division:

Job Title: Head/Admittance and Registration Division

Direct Supervisor: Director of Committees' Secretariat

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Take full and comprehensive information about the first time doctor in terms of age and university of graduation, the medical specialty- medical doctor or dentistry
- 2- Send all such data and information to the General Register to open a file for the doctor and assign it a special number
- 3- Send all data to the Data Entry Operator to be entered and activate the computer file
- 4- Do communications and correspondence with the Higher Education Ministry to assure the ratification of certificates presented by the Doctor
- 5- Provide guidance for doctors regarding the accredited medical centers and hospitals to have training at for one year
- 6- Provide forms related to the membership or registration of the doctor at the Jordanian Medical Council and instruct the method to fill them in according to the duly followed practice with all the required documents enclosed
- 7- Inform the first time doctor of the documents that must be presented to the Council
- 8- Send the Comprehensive Examination results to the Admittance and Registration Division to have the data entered into the electronic file in the computer and serve a copy to the Public Relations.
- 9- Keep a copy of such results in the file of each doctor, and register all follow up procedures that should be taken based on the results.
- 10- Keep all files of doctors of all specialties according to the duly followed practices in the archive designated for such files.

Minimal Requirements for this Job:

- 1- BA in Business Administration
- 2- Full knowledge of Arabic and English-Reading and Writing
- 3- Experience for 5 years minimum in the same domain

Data Entry Operator

Job Title: Data Entry Operator

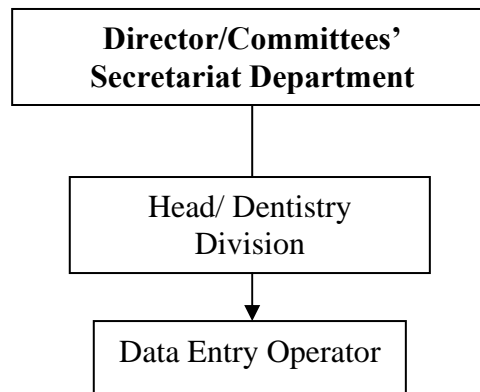
Direct Supervisor: Head of the Admittance and Registration Division

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Prepare computerized lists with the name of doctors for internship and board training and other purposes in Arabic and English
- 2- Provide all data electronically to doctors whose training period at hospitals are coming to an end and provide the same data to the Public Relations Division to inform doctors of the dates scheduled for examinations.
- 3- Register the names of internship doctors and board doctors of and those who will sit for the comprehensive examination electronically, and request such information from the Admittance and Registration Division
- 4- Register the results of doctors who failed or passed the test from doctors, and send the information to the Admittance and Registration Division/ Public Relations Division
- 5- Typing the certificates of doctors in Arabic and English
- 6- Any other tasks requested from the immediate supervisor of this who occupies this job

Minimal Requirements for this Job:

- 1- Diploma in Computer Science
- 2- Full knowledge of Arabic and English-Reading and Writing
- 3- Experience of 5 years minimum in the same domain



Dentistry Division:

Job Title: Head of Dentistry Division

Direct Supervisor: Director of the Committees Secretariat Department

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Receive the documents of new doctors and open a file for each doctor to be deployed to one of the accredited medical centers for internship training.
- 2- Audit all papers submitted by the doctor to be trained according to a special form to join the training period of dentists.
- 3- Present the file after having it audited to the Cashier to collect fees required by the Jordanian Medical Council. Ensure payment and keep a copy of the invoice in the doctor's file.
- 4- Return all files to the Director of the Doctors' Affairs Department to be audited again in preparation for the final signature thereof.
- 5- Keep the file after being approved and signed by the Director of Doctors Affairs' Department.
- 6- Keep the statement in the doctor's file.
- 7- Develop a list of trained doctors graduating from non-Jordanian universities and enter their names into the list of Comprehensive Exam which is called "the Profession Practice Exam".
- 8- Prepare for the examination of non-Jordanian Universities' graduates. This is done by entering their names into a table of names of those sitting for the exam; the year of graduation and the name of university; venue of training- internship period.
- 9- Send the trainee to the Cashier to pay the fees of the comprehensive exam for dentistry practitioners.
- 10- Set the examination rooms for doctors who would sit for the Comprehensive Examination.
- 11- After sorting the results by the committee of the comprehensive exam, the lists of scores obtained by each doctor will be produced.
- 12- Submit all applications to sit for the comprehensive exam to the specialized scientific committee which is the Committee to Supervise the Comprehensive Exam.
- 13- Deliver the results of each doctor separately thereto
- 14- Any other tasks as assigned by the Department Director

Minimal Requirements for this Job:

- 1- BA in Business Administration
- 2- Full knowledge of Arabic and English-Reading and Writing
- 3- Experience for five years minimum in the same domain.

Data Entry Operator:

Job Title: Data Entry Operator/Dentistry Division

Direct Supervisor: Director of the Scientific Committees Secretariat Department

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Insert a photocopy of the invoice in the file of the doctor who fulfills the payment requirement.
- 2- Keep the document/documents of doctors after ratifying them by the Director of Doctors' Affairs in their files.
- 3- Receive the training statement from doctors who completed their training one of the accredited the medical centers and this is done for all doctors, whether they were graduates of the Jordanian universities or other Arab and western universities.
- 4- Keep this statement in the doctor's file.
- 5- Provide graduates of the Jordanian universities with a letter stating that they have completed the internship period and keep the letter in their files.
- 6- Submit a form to sit for the Comprehensive Examination of Dentistry for the doctors whose name is entered into the list.
- 7- Submit all applications to the Comprehensive Examination to the specialized scientific committee; namely, the Committee to Supervise the Comprehensive Examination.
- 8- Insert a label on the dentist's file with his name, number and the name of course he applied for (internship). Then, it is sent to the General Register so that they return it to the Archives.
- 9- Receive the file of doctors who are to receive the Jordanian Board Certificate for Dentistry and who have ended the internship program.

Minimal Requirements for this Job:

- 1- Intermediate College Diploma/Business Administration
- 2- Full knowledge of Arabic and English- Reading and Writing
- 3- Experience for 5 years minimum in the same domain.

Data Entry Operator

Job Title: Data Entry Operator/Admittance and Registration- Dentistry

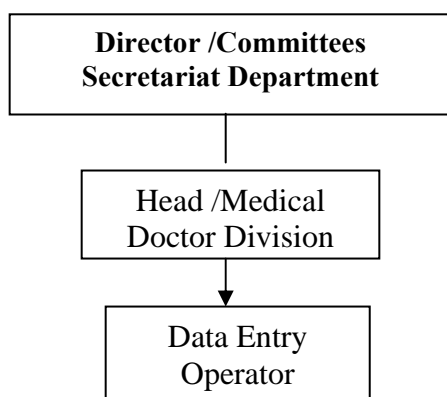
Immediate Supervisor: Director of the Doctors Affairs Department

Tasks and Responsibilities of the Person to Assume this Job:

- 1- After verifying payment of fees, the data entry operator will produce a letter addressed to the doctor so that he can start training in one of the hospitals or medical centers as accredited by the Jordanian Medical Council.
- 2- Type all the issues related to issues to the dentists.
- 3- Process dentists files and make photocopies and deliver them to the General Register to be sent afterwards to the Archives.
- 4- Open computer files with all the information of doctors of Dentistry Division.
- 5- Print certificates in Arabic and English
- 6- Write the results/scores of those sitting for the comprehensive examination of dentists as well as the Jordanian Boar Examination. Provide copies of the same to the Director of Doctors Affairs Department after keeping a photocopy of such results/scores in the files of doctors and a copy to the Public Relations.
- 7- Any other tasks as assigned by the immediate supervisor

Minimal Requirements of the Job:

- 1- Intermediate College Diploma/Business Administration
- 2- Full knowledge of Arabic and English-Reading and Writing
- 3- Experience for 5 years at least in the same domain.



Medical Doctor Division:

Job Title: Head of Medical Doctor Division

Direct Supervisor: Director of Committees Secretariat Dept.

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Provide advice, guidance and information on the requirements that doctors need to know to sit for the first and second specialized examinations, in terms of scheduled dates and in coordination with the Public Relations.
- 2- Audit all documents presented by doctors in relation with their internship period at the accredited medical centers.
- 3- Provide doctors with forms regarding attending the first part of the exam and audit documents related to this exam.
- 4- Send all documents related to doctors who will sit for the exam to the Director of Medical Doctors Affairs Department, for approval and ratification.
- 5- Send the doctors' files for the collection of required fees.
- 6- Review and verify documents of doctors holding the Arab board and send them to the Director of the Department to be shared with the Scientific Committees.
- 7- Audit all papers submitted by doctors sitting for the second part of the exam, and then submit the same to the specialized committees.
- 8- Any other tasks assigned by the immediate supervisor.

Minimal Requirements for this Job:

- 1- BA in Business Administration
- 2- Full knowledge of Arabic and English- Reading and Writing
- 3- Experience for 5 years minimum in the same domain at medical agencies.

Data Entry Operator:

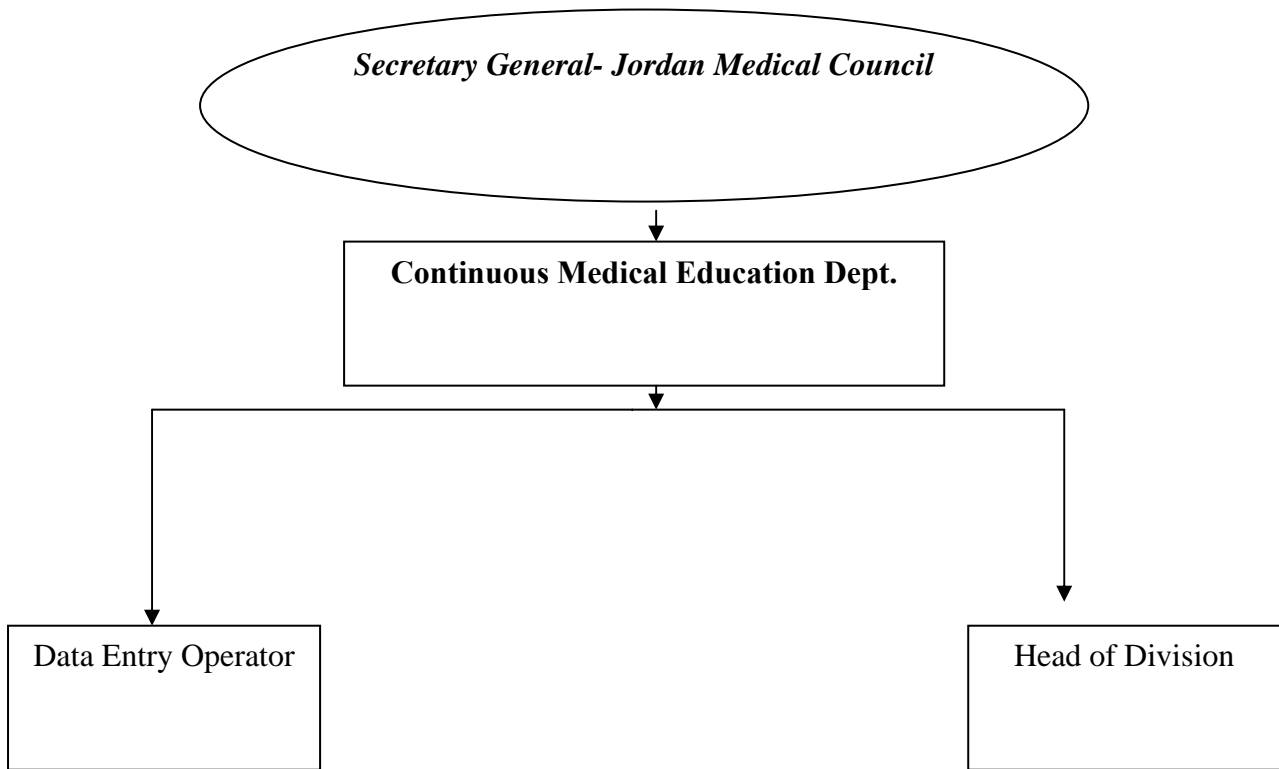
Job Title: Data Entry Operator

Immediate Supervisor: Head of the Medical Doctor Division

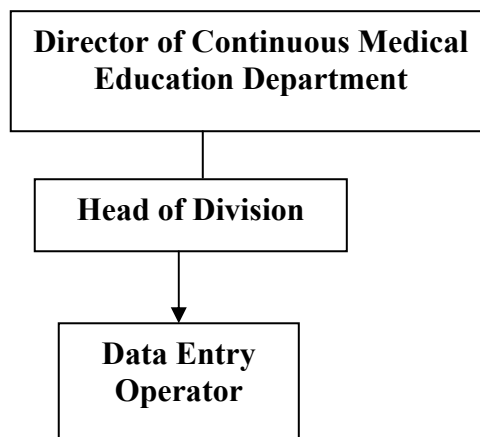
Tasks and Responsibilities of the Person to Assume this Job:

- 1- Bring files of doctors from the General Registry and the Archive to be processed and to be returned after that.
- 2- Bring the files of doctors whose examinations date is approaching from the General Register or archives, prepare a list of doctors names and submit it to the Head of Division and the Director of the Department; each as per their specialty. This is for the first part of the examination.
- 3- A special program is to be prepared for these examinations and serve their dates to the Public Relations so that they can, in their turn, contact the doctors to inform them of the dates of the examinations.
- 4- A photocopy of the list of those applying for the examination in a general file (master file) and another copy in the doctors' file.
- 5- Provide doctors with needed forms to be filled as an application to sit for the second part of the examination. Submit the same to the Head of the Division to be audited.
- 6- Send doctors' files to the cashier to collect the required fees.
- 7- Prepare files of doctors who are applied to sit for the exam and submit them to the Head of Division who, in turn, will submit them to the Director of the Department to be reviewed again so that they can be submitted to the Committees for their consideration.

Sub Organizational Structure of the Continuous Medical Education Department



N.B.: Members of the Dentistry and Medical Doctors Committees for the purpose of continuous medical education shall be appointed by the Secretary General and the National Committee for Continuous Medical Education



Sixth: Department of Continuous Medical Education**Job Title:** Director of the Continuous Medical Education Department**Direct Supervisor:** Secretary General of the Jordanian Medical Council**Tasks and Responsibilities of the Person to Assume this Job:**

1. Create and establish regulations and legislation for every new element to develop the work of doctors whether Dentistry, or medical doctor (develop and update the medical process).
2. Set clear bases and regulations and monitor the same in order to approve the medical activities decided by the medical scientific committees, and the Jordanian National Committee for Continuous Medical Education.
3. Set a specific mechanism to calculate obtained scores in order to identify the extent to which doctors care for the development of their medical fields within their medical specialty- medical doctor of all specialties or Dentistry.
4. Responsible for the activities of the national committees of all branches and will report on the operations of these committees to the Secretary General
5. Set programs for doctors in coordination with the members of committees at the Continuous Medical Education Department regarding the educational medical programs in coordination and cooperation among the medical sectors and institutions.
6. Posses full knowledge of the level of educational, practical and theoretical programs and guarantee their quality.
7. Preparation and direct supervision for the policy and strategy of developing the CME unit in coordination with committees and Secretary General.
8. Present the fields of scientific activities to the committees and the Secretary General in order to fulfill the requirements of Continuous Medical Education in relation with medical lectures, number of days of lectures, their venues, workshops, conferences and other events and process its accreditation with the CME National Committee if needed.
9. Follow up and correspond with agencies intended to implement the educational events of continuous medicine; namely, Ministry of Health, Royal Medical Services, Faculties of Medical Medicine and Dentistry at the governmental universities, and any other medical agencies approved by the National Committee.
10. Any other tasks and duties as assigned by the National Committee and the Secretary General.

Minimal Requirements for this Job:

- 1- M.Sc. in Medical Medicine
- 2- Full knowledge of Arabic and English-Reading and Writing
- 3- Experience for 20 years minimum in medical practice at governmental hospitals or a Lecturing Doctor at one of the faculties of medicine at the Jordanian governmental universities.
- 4- A holder of the Jordanian Board

Head/Continuous Medical Education Division

Job Title: Head of Division

Direct Supervisor: Director of the Continuous Medical Education Department.

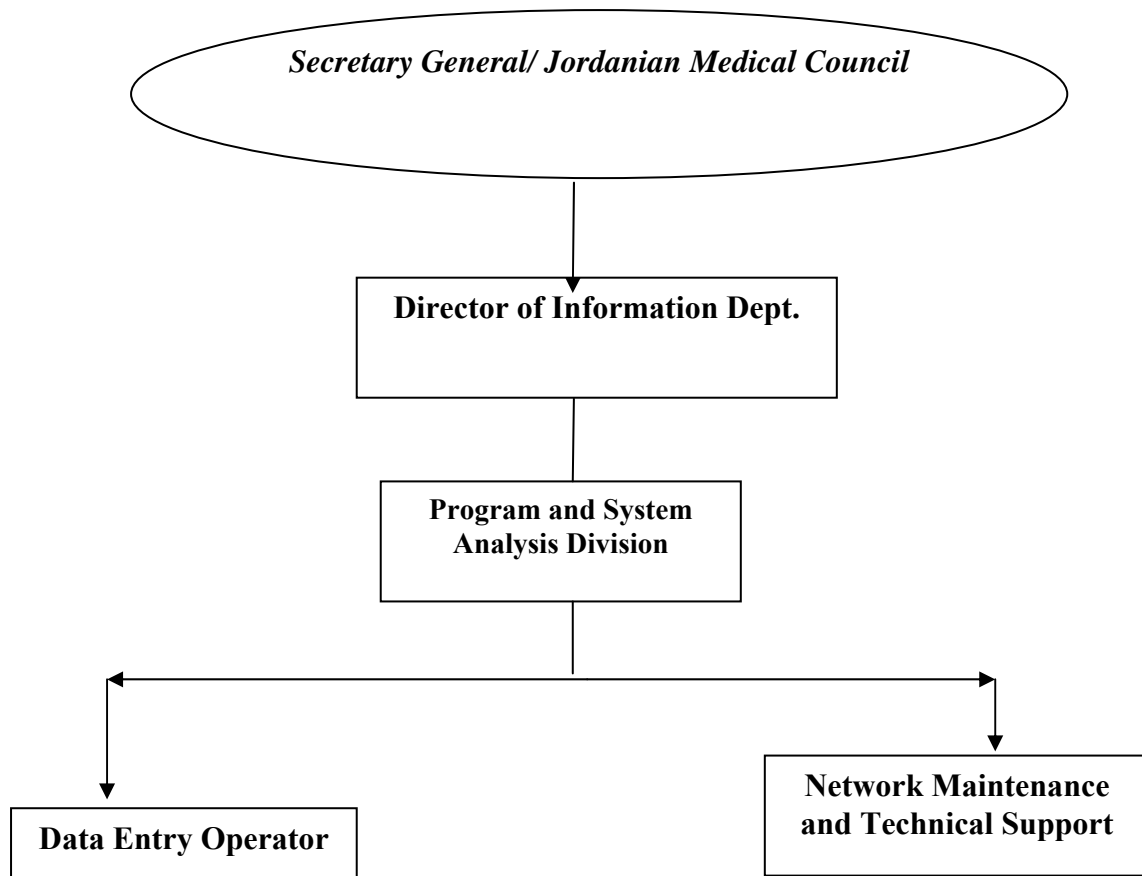
Tasks and Responsibilities of the Person to Assume this Job:

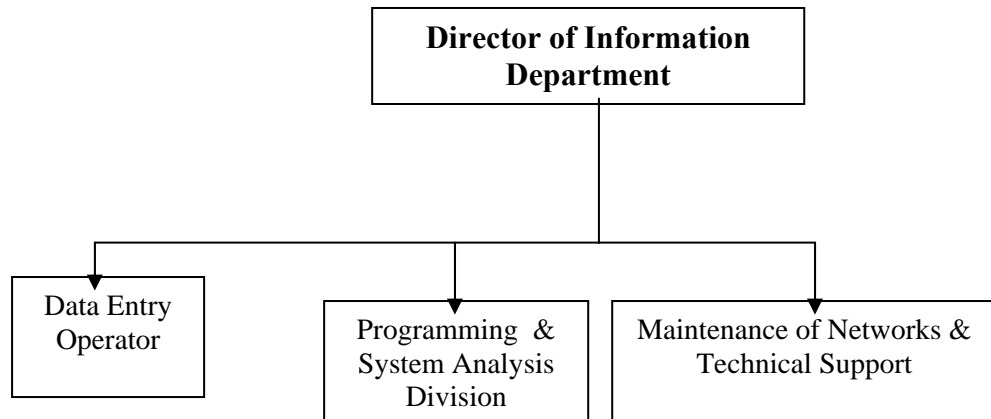
- 1- Receive and sent incoming and outgoing mail.
- 2- Open special files to include decisions and recommendations of the National Committee for Continuous Medical Education
- 3- Follow up sessions of sub committees including the Medical Doctor Committee and Dentistry Committee.
- 4- Present the agenda of each committee separately.
- 5- Follow up decisions and recommendations of sub-committees regarding themes of workshops to be submitted to the National Committee.
- 6- Present/ classify the mail of each committee and submit it thereto for their review.
- 7- Set agendas of the National Committee and the sub-committees
- 8- Type all relevant decisions and recommendations made by sub committees and type their minutes of meetings.
- 9- Any other tasks and duties assigned by the immediate supervisor.

Minimal Requirements for this Job:

- 1- B.A. in Business Administration
- 2- Full knowledge of Arabic and English- Reading and writing.
- 3- Experience for (10) years at least in the field of office management for directors general or board chairpersons.

Sub Organizational Structure of the Information Department





Seventh: Information Department

Job Title: Director of Information Department

Direct Supervisor: Secretary General of the Jordanian Medical Council

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Study and estimate financial costs of projects of the information network.
- 2- Prepare the required designs for the information system networks.
- 3- Present the preliminary designs to the relevant people for approval.
- 4- Prepare the required layouts for the information system networks.
- 5- Apply and observe the international standards of security and safety of information system networks.
- 6- Assess the technical and financial offers for the information system networks.
- 7- Observe the developments related to information system networks and operate the same.
- 8- Follow up jobs in relation with the information networks.
- 9- Develop the information network in general and according to the needs.
- 10- Prepare technical reports.
- 11- Manage the subordinates and help them develop their skills.

Minimal Requirements for this Job:

- 1- Familiarity of Arabic and English- reading-writing, and speech.
- 2- First University degree in IT.
- 3- Experience of 5 years in the same domain.

Examination Division

Job Title: Examination Officer

Direct Supervisor: Director of the Information Department

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Print questions of examinations for all specialties of medical doctors and dentistry.
- 2- Correct the examinations using the computer in cooperation with the technical support of systems and Director of the Information Department.
- 3- Translate scientific documents of doctors using the computer.
- 4- Do statistics related to the number of doctors on a regular basis, the number of doctors sitting for the examinations, and statistics of those who passed and failed the examination.
- 5- Receive and type the draft questions as decided by the committees of examinations.
- 6- Store the questions in an electronic archive which is strictly confidential in cooperation with the program and system analysis so that this program set for examinations will not be accessed.
- 7- Receive the questions again from the committees after auditing, and present the same to the committees for a final written approval.
- 8- Supervise the preparation of the examination hall and provide all the required logistics.

Minimal Requirements for this Job:

- 1- Knowledge of Arabic and English-reading, writing and speech
- 2- Intermediate college certificate/Diploma in programming and system analysis and information technology
- 3- Experience for 5 years in the same domain.

Division of Network Maintenance and Technical Support :

Job Title: Officer of Network Maintenance and Technical Support

Direct Supervisor: Director of Information Department

Tasks and Responsibilities of the Person to Assume this Job:

- 1- Follow up on the operation of computers and their accessories and install software.
- 2- Troubleshoot failures of the computer machines and software and do the required maintenance for them.
- 3- Develop and update the computer machines and their software.
- 4- Maintain the computer accessories such as printers, scanners...etc.
- 5- Implement maintenance orders and prepare the required reports.
- 6- Do the preventive and regular maintenance.
- 7- Provide technical support for the computer users.

Minimal Requirements for the Job:

- 1- Knowledge of Arabic and English-reading, writing and speech
- 2- First university degree in IT
- 3- Experience for 5 years in the domain

Programming and System Analysis

Job Title: Officer of Programming and System Analysis

Direct Supervisor: Director of Information Department

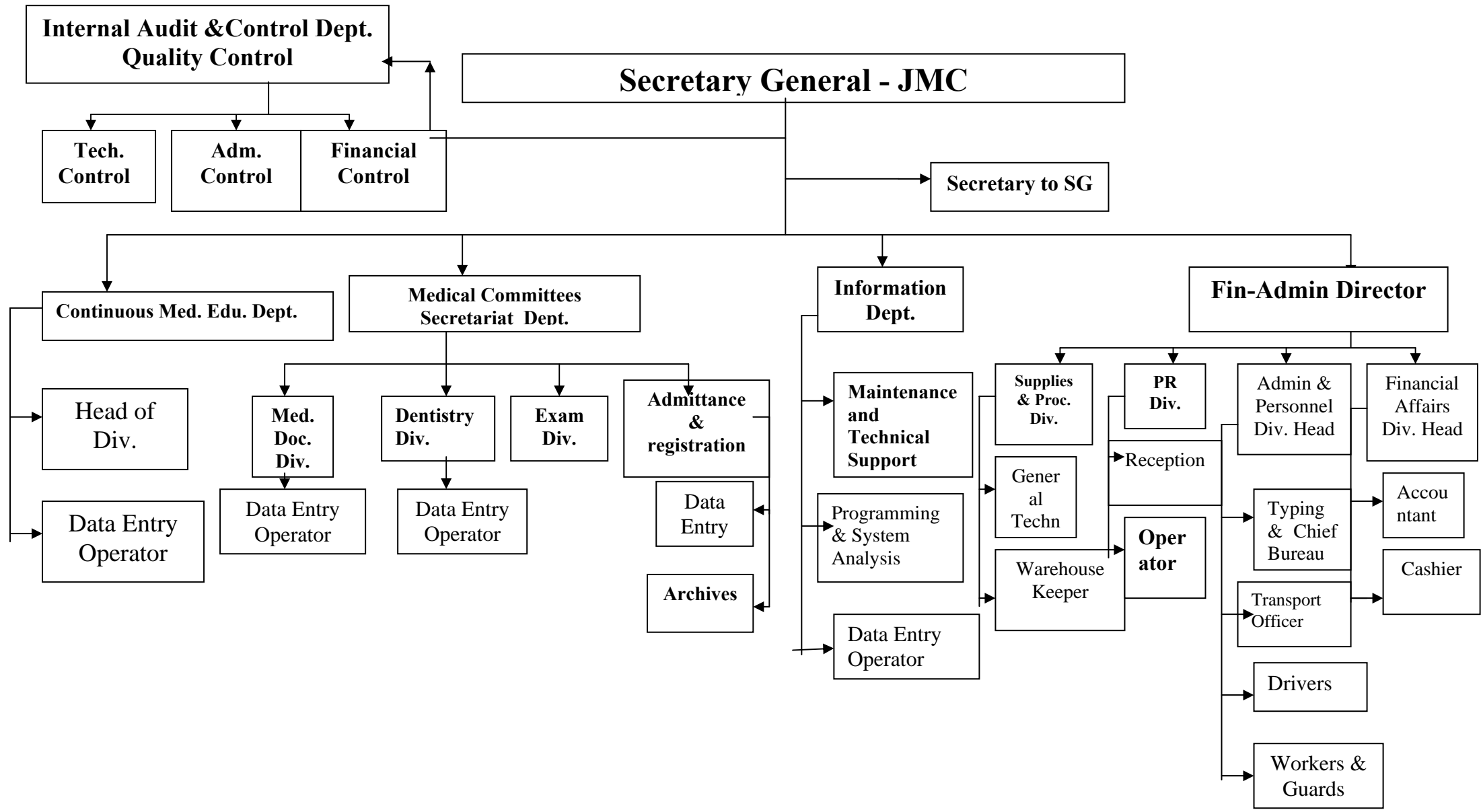
Tasks and Responsibilities of the Person to Assume this Job:

- 1- Prepare and write the system programs, reports, observations, updating and retrieval.
- 2- Document logs of progress at program operation.
- 3- Maintain the system programs in case of problems.
- 4- Document the steps of problem solution in relation with programs.
- 5- Prepare the empirical data to examine programs.
- 6- Test programs to ensure accurate storage of data as well as set the updating programs and reports issued by the system as well as the observance programs.
- 7- Implement monitoring means especially in relation with inputs and outputs; and work on improving the same.
- 8- Produce programs that can help audit data and system programs.
- 9- Train users to use the system programs.
- 10- Apply standards used in writing programs and work procedures.

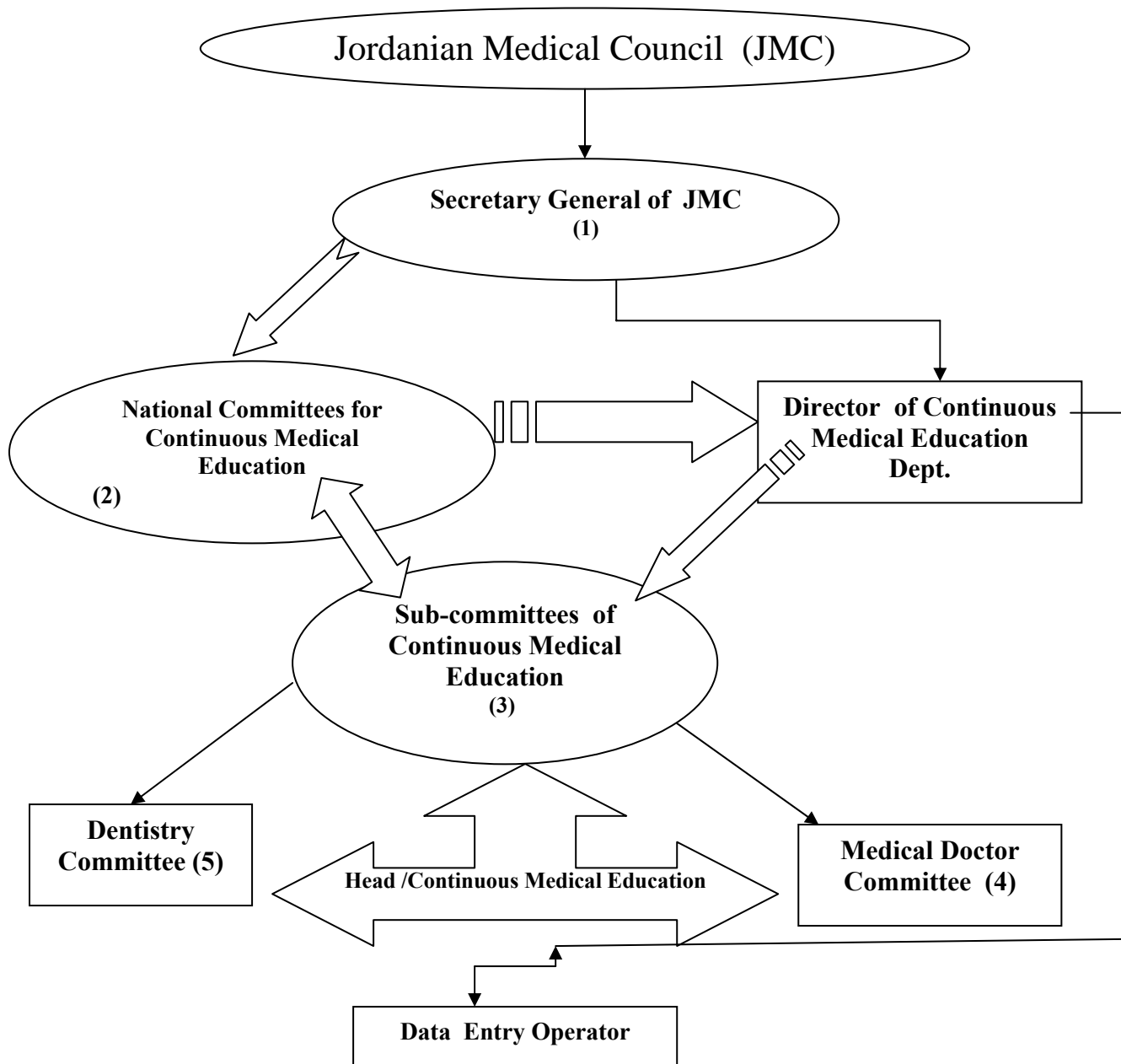
Minimal Requirements for the Job:

- 1- Familiarity with Arabic and English- reading, writing and speech
- 2- First university degree in Information Technology
- 3- Experience for 5 years in the field.

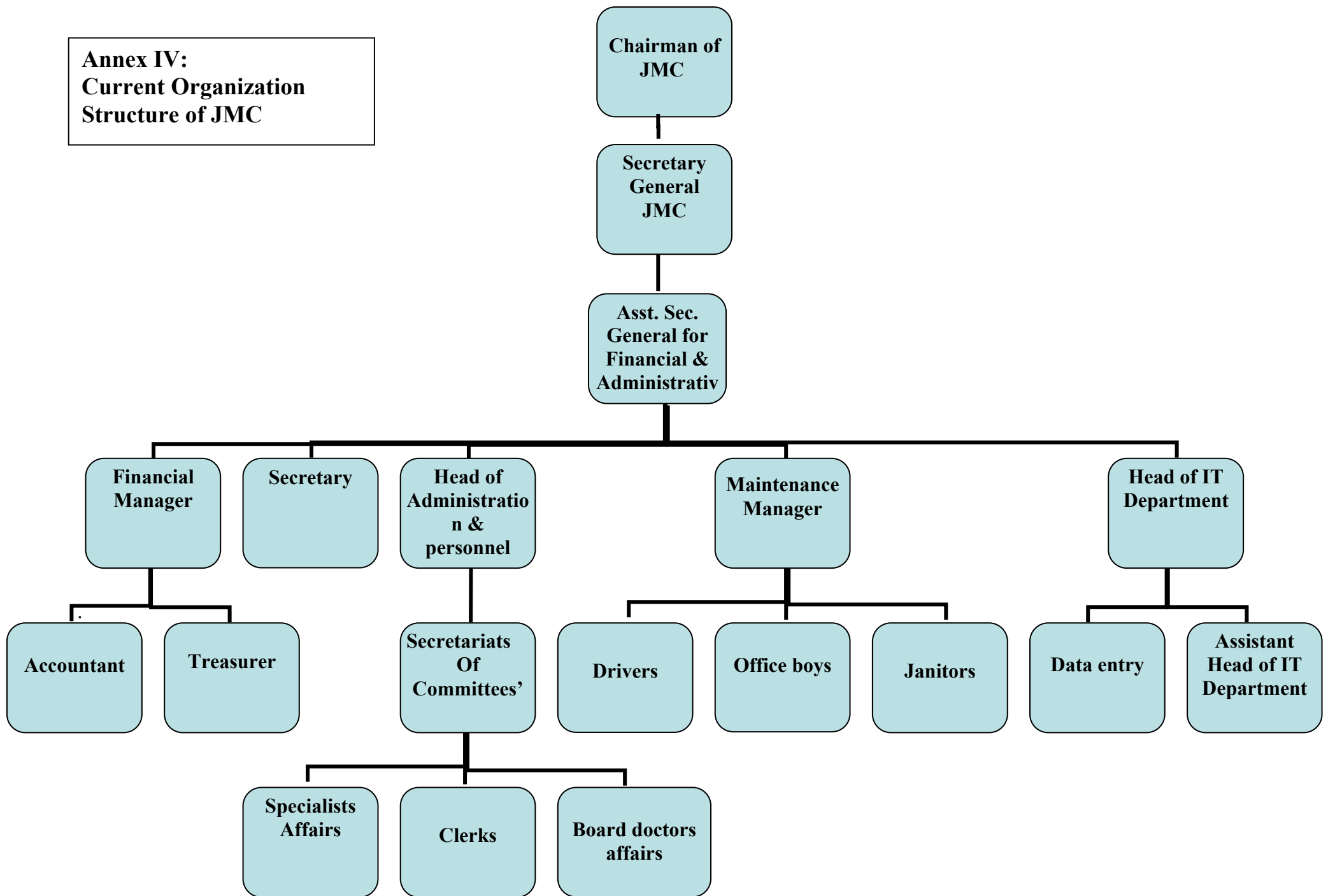
**Annex II:
Proposed organization
structure**



**Annex III:
CME unit structure**



**Annex IV:
Current Organization
Structure of JMC**



Annex V: Training Needs Assessment Questionnaire , TNA

Training Needs Assessment (TNA)

Prepared by Partners-Jordan

Directed to Jordan Medical Council-Amman, Jordan

Dear participant:

First we would extend our deepest gratitude for your time and effort to help us in filling out this following questionnaire. We would like to assure you that all information you write or mention will be dealt with in complete confidentiality. Top management agreed and provided us with their full support in order to help improve employees' efficiency and work quality.

You are kindly requested to answer the following questions as accurate as possible. If additional space is needed, you are kindly requested to write and submit it on a separate piece of paper.

A: Personal Information

1. Gender: a) Male b) Female
2. Age: a) 20-30 b) 31-40 c) 41-50 d) 51-60 e) > 61
3. Martial Status: a) Single b) Married c) Other

B: Employment & Educational Information

1. I have been employed by the JMC for a) < 5 years b) 5-10 c) >10
2. The highest degree I earned is HS – VOD – BS – Masters – PhD

Please specify what the degree is

3. I have been in the same department for the past a) < 2 years b) 2-5 c) >5
4. Do you have previous work experience? Yes No

If you answer yes please specify where and for how many years

5. What is your employment position? Managerial Non-Managerial
6. If Managerial, are you considered Upper - Middle - Lower Management?

C: Skills and Abilities:

1. Do you use a computer daily at work? Yes No
2. Do you use MS Office? Yes No
3. Do you use any other software? Yes No (If yes, what software?)_____
4. Do you communicate a lot with your clients? Yes No
5. Do you use analytical software? Yes No
6. Did you attend any professional job training? Yes No
7. How many trainings have you attended in the past year? 1-3 4-6 7-9 >10
8. How many trainings have you attended since joining the PSO? 1-3 4-6 7-9 >10
9. Where the training programs attended relevant to your work practices?
10. Were the training subjects selected carefully? Yes No
11. In your opinion have you benefited from the trainings you attended? Yes No

12. Do you need to attend more relevant training? Yes No
13. Do you need to attend more training annually? Yes No
14. Have you applied what you have learned to your job? Yes No
15. Did management assist you in applying the information you learned from the training at work? Yes No
16. Was your request accepted or denied? Accepted Denied x
17. Do you think the process in which employees are selected to attend training is fair? Yes No
18. Have you requested a training course specifically from management? Yes No x
19. How do you see the organization functioning in the future after implementing the needed training?
20. What tools, aid or support needed to achieve the needed result from the training?
21. Did you attend training outside the JMC offices? Yes No
22. Did you attend trainings inside the JMC offices? Yes No
23. Do you prefer training in or outside the NMC Offices? In Out

D: Work procedures:

1. Do you have direct contact with your clients? Yes No (if yes)
2. How many clients do you serve every day? <10, 11< 20, 21<
3. Do you have authority to solve problems? Yes No
4. Who is your direct supervisor? _____
5. Can your direct supervisor be easily reached? Yes No
6. How do you communicate with your direct supervisor? Memos Phone Verbally
7. How often do you see your supervisor? Hourly Daily Weekly Never
8. How often does your supervisor come to your office? Hourly Daily Weekly Never
9. Does JMC have committees? Yes No
10. Are you on any committee? Yes No
11. Have you ever been asked to formally state your opinion? Yes No

E: Organizational Structure:

1. Does PSO have an organizational structure? Yes No
2. Do you know where you are located in the structure? Yes No
3. When you were hired, were you informed of your responsibilities? Yes No
4. Do you know your job description? Yes No
5. Are you appraised by your direct supervisor? Yes No
6. Are you appraised on an annual basis? Yes No

If so how and by whom?

7. Does the evaluation usually reflect what you do accurately? Yes No
8. Do you know of the proper channels to state your concerns? Yes No
9. Do your supervisors support you and show you the proper channels in case of any concerns?
Yes No
10. Are you shown of ways to improve yourself and then offered probable promotions? Yes No
11. Do you know of JMC pay scale? Yes No

F: General Questions:

1. Have you ever complained about your work to your direct supervisors? Yes No
2. Was the complaint addressed sufficiently? Yes No

3. Are you involved in PSO work-related decision? Yes No
4. Are you a member of a team? Yes No
5. Are you a member of a working committee? Yes No
6. Have you ever submitted a work improvement proposal? Yes No
7. If yes, to whom did you submit the proposal? _____
8. Was the proposal discussed or addressed by the top management? Yes No
9. Was the proposal discussed or addressed by your direct supervisor? Yes No
10. Was the proposal approved? Yes No
11. Would you like to be involved in JMC decision-making? Yes No
12. How often do you communicate with top management? Daily Weekly Monthly
Annually Never
13. Is it easy to reach and meet top management? Yes No
14. Do you feel comfortable speaking with your direct supervisor? Yes No
15. Do you like to be part of a team? Yes No
16. Do you think committee meetings are productive? Yes No
17. Do you think there is a need for team building trainings? Yes No
18. Do you think there is a need to improve communication channels? Yes No
19. Would you like more delegation from your supervisors? Yes No
20. Will you be ready take charge and be held accountable for actions if your supervisors gave you more responsibilities? Yes No

Few additional questions

- 1) What are the difficulties or problems you face repeatedly in your job? Why?
- 2) Who do you think you could overcome such difficulties?
- 3) Do you think that training could be helpful in this case?
- 4) What kind of training do you think would help?

Are there any other ideas you would like to share with us and you feel that it

Annex VI: List of Names of JMC interviewees

#	Name	Job
1	Zaid Barmawi	Secretary general Assistant for the Financial and Administrative Issues.
2	Ali Al-Hantiy	Secretary of Scientific Committee
3	Kaled Fakoury	Head of Computer Section
4	Nanasy Lebzo	Assistant for the Head of Computer Section
5	Mohammad Awad	Maintenance
6	Sabah Al-Habahbeh	Secretary
7	Ebtesam Abu-Heth	Typist
8	Alia Jaber	Typist
9	Mohammad Qutaishat	Typist /Archive
10	Amena Al-Hiyari	Accountant
11	Omer Al-Azazmeh	Casher
12	Nedal Bani Yaseen	Typist
13	Halemh Yousef	Typist
14	Entasar Al-Habahbeh	Typist
15	Teshreen Batoush	Typist
16	Nessren Ibrahim	Typist
17	Waled Taani	Typist/Committee Secretary for the CME
18	Suliman Batineh	Driver
19	Yman Awad	Driver
20	Nezar Al-Hanity	Driver
21	Easa Al-Odwan	Driver
22	Omer Al-Rowad	Messengers
23	Ali Abu-Lamdi	Messengers
24	Salah Gaweri	Messengers
25	Adel Al-Hiyri	Messengers

26	Mahmmod Sarhan	Messengers
27	Kaled Ma'awed	Messengers
28	Hani Hawatmei	Guard
29	Kaldoun Hantaleh	Guard
30	Abdallah Al-Rahahleh	Typist

Note: the highlighted cells are the names of interviewed employees.