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## **SHEBERGHAN GAS GENERATION ACTIVITY (SGGA)**

Contract No. EPP-I-00-03-00004-00, Task Order No. AID-306-TO-12-00002

# **SGGA Joint Report on Capability and Needs Assessment of MoMP**

(Option Period Deliverable 4)

July 11, 2013

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This Joint Report on Capability and Needs Assessment of MoMP is made possible by support from the American People jointly sponsored by United States Agency for International Development (USAID) and the Government of the Islamic Republic of Afghanistan. The contents of this Joint Report on Capability and Needs Assessment of MoMP were prepared by Advanced Engineering Associates International, Inc. and are the sole responsibility of Advanced Engineering Associates International, Inc. and do not necessarily reflect the views of USAID or the United States Government.

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## Acronyms and Abbreviations

AEAI	Advanced Engineering Associates International, Inc.
AGE	Afghan Gas Enterprise
CB	Capacity Building
DABS	Da Afghanistan Breshna Sherkat
DG	Director General (of MoMP)
DM	Deputy Minister (of MoMP)
GBU	Gas Business Unit
GIRoA	Government Islamic Republic of Afghanistan
HR	Human Resources
MEW	Ministry of Energy and Water
MoMP	Ministry of Mines and Petroleum
NHU	Northern Hydrocarbons Unit
NT	Negotiation Team
OGS	Oil & Gas Services
OFM	Office of Financial Management (USAID)
OFR	Onsite Field Representative
OT	Operations Team
PPD	Policy and Planning Department (PPD)
SGDP	Sheberghan Gas Development Project
SGGA	Sheberghan Gas Generation Activity
USAID	United States Agency for International Development
USD	United States Dollar
USG	United States Government

## 1 Executive Summary

Years of war and neglect have left Afghanistan's electrical sector in poor condition. Prior to 1978, Afghanistan was able to access to approximately 396 megawatts (MW) of power compared to approximately 243 MW of power in 2002, at which time almost 50% came from domestic hydropower. In 2004, the Ministry of Energy and Water (MEW) had identified expanded imported power as a key medium-term strategy to meet the unmet demand within Afghanistan. The 2007 summer operating capacity of Afghanistan was approximately 750 MW of power. By 2007 about of third of electrical power delivered to the grid was imported from neighbors countries. Recent improvements in energy transmission and distribution have facilitated significant increase in the imported power which accounted for 70% of total power supply in 2010.

On the other side, substantial proven reserves of natural gas exist near the town of Sheberghan in northern Afghanistan. Natural gas has been extracted since 1960's, but the current production rate is only about 5% of the biggest historical level. The country imports almost 70% of its energy needs, so development of natural gas reserves would be beneficial. Development requires simultaneous efforts in upstream field development and downstream market creation. The Government of Islamic Republic of Afghanistan (GIRoA) proposes to invite the private sector to undertake development of gas fields in Sheberghan and elsewhere. The GIRoA also expressed keen interest in private sector investment in the power industry.

The development of the Sheberghan gas fields and related infrastructure, including increased electricity generation and transmission, is a shared objective of the USG and GIRoA. To achieve this objective, among other thing, the project has to implement a:

Training and technical assistance and capacity enhancement to the MoMP, particularly the Afghan Gas Enterprise (AGE) (or other appropriate corporate entity), the Northern Hydrocarbons Unit (NHU) and the Policy and Planning Department (PPD), including other government or non-government entities actively involved in Sheberghan Gas Field's development [such as power utility Da Afghanistan Breshna Sherkat - (DABS) and Ministry of Energy and Water (MEW)] as relevant to the activities of Sheberghan Gas Development Program (SGDP), including the sale/purchase of gas and power.

SGGA has executed staffing needs assessment for MoMP, including an assessment of what positions currently exists, what positions are needed; the qualifications of these positions and a recruiting plan to fill the positions. This report explains the assessment process developed in November and December of 2012, and in the training courses from 2013 at AGE and the MoMP.

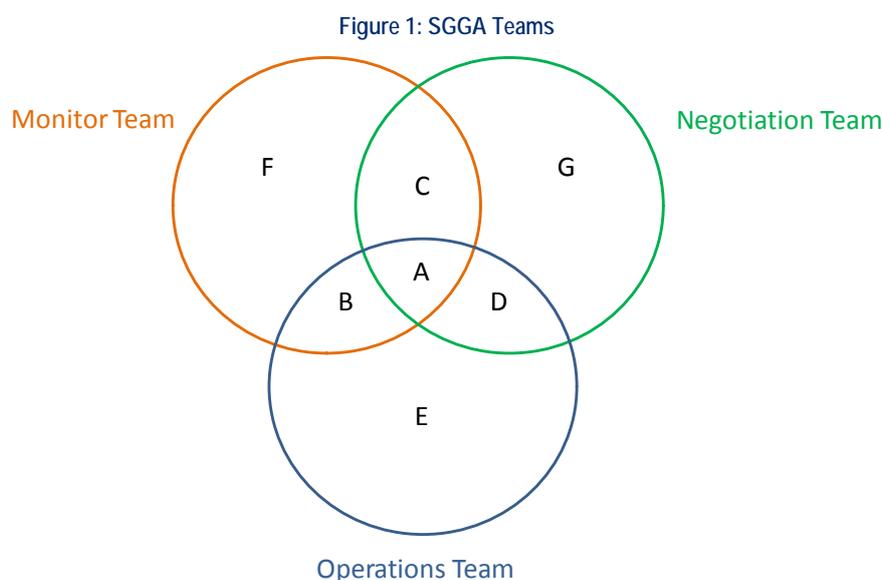
The approach to reach the goal mentioned in the previous paragraph starts with the definition of three assessed teams for: 1) a Monitor Team in the drilling activities and plant construction, in the case of the drilling monitor we will call the Onsite Field Representative (OFR); 2) the Negotiation Team and; 3) the Operations Team. The Monitor Team will be in charge of onsite the work activities of the Drilling Contractor<sup>1</sup> and the Processor Plant Contractor;<sup>2</sup> the Negotiation Team (NT) will be in charge of the sale/purchase agreement negotiation between the involved parts in this project (GBU, DABS and the private IPP); finally, the Operations Team (OT) will be formed by all the future workers of the GBU. In

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<sup>1</sup> The private company in charge of the rehabilitation and drilling wells in Sheberghan.

<sup>2</sup> This clause pertains to the private company in charge of the processor plant construction.

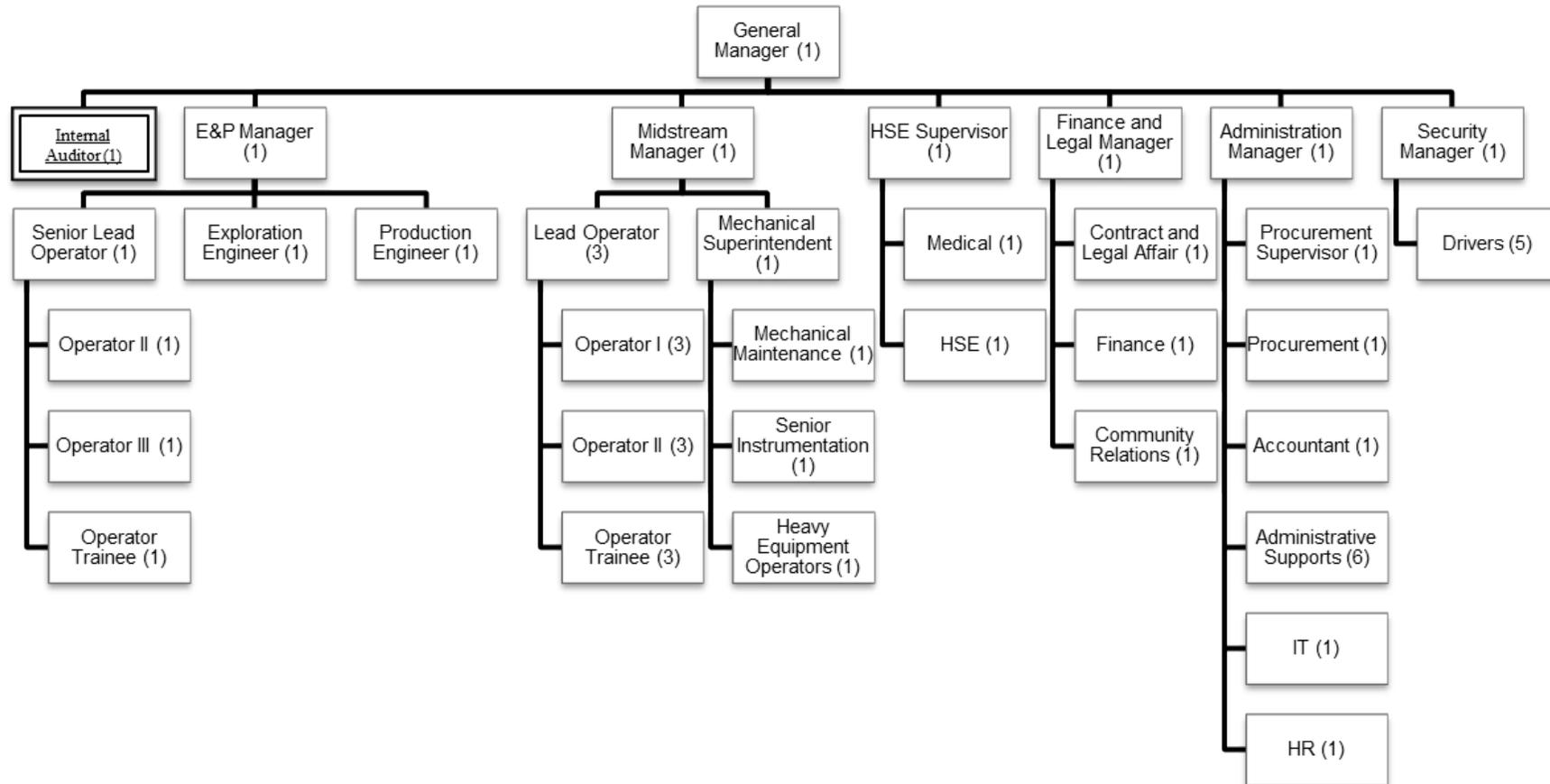
this sense, Figure 1 presents the diagrammatic representation of the interrelations between these three groups.



The mentioned interrelations form seven areas or seven groups of people, it is clear that an efficient capacity building has to be concentrated primarily in the region A, then B, C and D, and after, regions E, F and G. An explanation of each one of these areas is as follows:

1. **Region A:** Formed by the persons that can be part of three groups, for example, a Drilling Engineer can be part of the OFR (the Monitor Team in drilling), also participate in the contract negotiation and, finally, be part of the GBU in the future.
2. **Region B:** Formed by the people that can be part of the Monitor Team and the Operations Team, for example, the Midstream Engineer that will monitor the construction of the Plant and, in the future, be part of the GBU.
3. **Region C:** Formed by the people that can be part of the Monitor Team and the Negotiation Team, for example, a person who will monitor the contractors activities and will be part of the contract negotiations but, will not work in the GBU.
4. **Region D:** Formed by people who will be part of the Negotiation Team and can be part of the GBU, for example, a lawyer who will not monitor the contractor's activities.
5. **Region E:** Formed by people who will only work at the GBU, mainly the support staff (accountant, drivers, etc.).
6. **Region F:** Formed by people who only will be part of the Monitor Team.
7. **Region G:** Formed by people who will only be part of the negotiation, for example, a high level servant of the MoMP.

Figure 2: GBU and Operations Team



The Operations Team (OT) will be in charge of the GBU, in that sense, Figure 2 presents the organization chart for the GBU. The E&P will have 8 persons (including the manager); the Midstream 17 persons, the manager, in the plant 12 persons (because we are planning to have 3 shifts of 4 persons each one) and the mechanical; the Finance area with 4 persons and; finally, the rest of areas with 22 persons. In total the GBU is planned to start operations with 51 persons.

The Negotiation Team is planned to have the following professionals: Drilling Engineer; Geologist Engineer; Well Testing Engineer; Senior Exploitation Engineer; Operation Engineer; Plant Engineer; Business Development Lead; Legal Service Lead; Project Finance Lead; Energy Financial Analysis Lead and; and Engineer Lead, a total of 11 persons.

The Monitor Team will be in charge of the OFR and the people that in the future will carry on the Midstream activities in the GBU. According advice of AGE and OGS the OFR must include the following professionals: Drilling Engineer, Geologist Engineer, Well Testing Engineer, Senior Exploitation Engineer, Operation Engineer and a Plant Engineer, a total of 6 persons.

Regarding the assessment process we prepared questionnaires for the positions in the GBU and also for the On-sight Field Representative (OFR). Then, with the collaboration of the president of Afghan Gas Enterprise Eng. Sali Mohammad Fazil and the General Director of Oil & Gas Survey Dr. Outbuddin Qaeym, between November 26 and December 05 of 2012, we conducted the assessment process in both companies. After almost 9 days doing the assessment capacity in Sheberghan we recollected 210 questionnaires, 198 for the GBU and 12 for the OFR. The results of this assessment could be summarized as follows:

1. The main results of the assessment analysis for the OFR are: 1) the average age is almost 54 years with a standard deviation of 8 years; 2) all the applicants work at the AGE (67%) and OGS (33%); 3) more than 90% have a bachelor's degree or more; 4) at the moment of the assessment 75% had a manager (or related) position; 5) 67% have good English knowledge; 6) 50% have computer skills and; 7) more than 90% have more than 10 years of work experience. Respect the technical part, most of the people assessed have long experience in the hydrocarbons sector, but with an old technology, in that sense, the capacity building program has to focus in the teaching and practicing of new technologies, maybe some computational learning.
2. There're 2 well defined group: 1) a senior one, with years of experience, working in the fields, with basic knowledge of English, basic computational skills and most of them working in the SGE; 2) a junior one, with basic education, few years of experience, good English and very good computational skills.
3. The experience is associated to the operation and maintenance of the wells, equipment and instruments related with the field, in that sense, there's no experience in the drilling and explorations activities. There're some candidates with experience in drilling water wells and working with sulfur removal machines or plants.
4. It's also interesting to note that most of the candidates have experience in repairing activities (wells and machines), maybe is because most of the assets in this region are completely depreciated.

As a conclusion, it's clear that there're good candidates to work in the new Gas Business Unit (GBU), but also there's a lot of capacity training to do, in special: 1) teaching new technologies; 2) working with processor plants; 3) some English and computational skills; 4) for younger people, formal training courses and; 5) working with new materials.

During 2013 SGGA conducted the following training courses for MoMP staff:

Course	Organization(s)	Location	Date
Basic Petroleum Engineering	MoMP	Kabul	January 2013
Economic Modeling of E&P	MoMP	Kabul	February 2013
Risk Analysis of E&P Projects	MoMP	Kabul	April 2013
Natural Gas Economics Afghan Gas Enterprise	Oil and Gas Survey &	Sheberghan	June 2013
Natural Gas Economics	MoMP	Kabul	June 2013

The courses allowed SGGA's instructors to evaluate MoMP, OGS and AGE professionals. Results included:

1. The Basic Petroleum Engineering trainers noted that trainees lacked awareness of modern natural gas technologies.
2. The Economic Modeling of E&P trainers found that the MoMP staff had basic knowledge of financial concepts, excellent English comprehension, and advanced computer skills.
3. SGGA observed the following from the Natural Gas Economics training for OGS and AGE in Sheberghan: 1) relatively strong female turnout (30%), compared to MoMP training in Kabul; 2) poor English comprehension and computer skills 3) strong understanding of old technologies, but no knowledge of new technologies; 4) lack of knowledge about exploration and exploitation in the hydrocarbons sector.
4. The trainers identified two distinct groups of staff at MoMP: 1) younger employees of MoMP with good knowledge of theoretical aspects of the hydrocarbons industry, no experience in the field, and good computer and English skills; and 2) senior employees with advanced degrees from Russia, good knowledge of old technologies, significant field experience, but poor computer and English skills.

## 2 Background

Years of war and neglect have left Afghanistan's electrical sector in poor condition. Prior to 1978, Afghanistan was able to access to approximately 396 megawatts (MW) of power compared to approximately 243 MW of power in 2002, at which time almost 50% came from domestic hydropower. In 2004, the Ministry of Energy and Water (MEW) had identified expanded imported power as a key medium-term strategy to meet the unmet demand within Afghanistan. The 2007 summer operating capacity of Afghanistan was approximately 750 MW of power. By 2007 about of third of electrical power delivered to the grid was imported from neighbors countries. Recent improvements in energy transmission and distribution have facilitated significant increase in the imported power which accounted for 70% of total power supply in 2010.

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SGGA has executed staffing needs assessment for MoMP, including an assessment of what positions currently exists, what positions are needed; the qualifications of these positions and a recruiting plan to fill the positions. This report explains the assessment process developed in November and December of 2012, and in the training courses from 2013 at AGE and the MoMP.

The Sustainability of Operations and Maintenance for the Sheberghan Gas Development Report (version 3.1) developed a preliminary description of the Gas Business Unit that, at the moment of writing this report, will operate and administrate the fields and processing plant in the SGDP. The positions, number of persons, roles and minimum experience year are in Table 1, Table 2 and Table 3.<sup>3</sup>With these roles we constructed the total job description of the positions (Annex 1).

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<sup>3</sup>The mentioned report also includes drivers and security positions; we believe (at this stage) that these positions could be filled in the future with private companies.

Table 1: Line Staffing of GBU

Code	Position	Number	Min. Experience Years	Role
	<b>Line Staffing</b>			
LS001	Senior Lead Operator	2	7	Provides management of routine operation of all facilities from wells through processing plant(s) and coordinates with maintenance requirements. Responsible for scheduling and supervising personnel on shifts and addressing health, safety issues, environment and on-the-job training.
LS002	Senior Operator	2	5	Supervises the control room, plant and gas field work. Handles shutdowns and start-ups.
LS003	Operator II, Pumpers	5	2	Daily checking of each producing well for condition, meter (pressure, flow) function, check gathering lines/gathering point interconnect condition and meters, periodic walk/drive of transmission line to gate of processing plant(s) minor repairs, daily reports submitted to Field/Production Manager. Able to drive field vehicles.
LS004	Operator III	5	1	Checking instruments according to operating manual, loading chemicals and consumables, preparing log sheets, refers upward any deviations and out-of-order equipment for repair or maintenance
LS005	Operator Trainee	2	-	Entry level – basic checks and data recording, log sheets, routine simple reports
LS006	Heavy Equipment Operators	3	4	Operating construction and industrial equipment, e.g., forklifts, graders, dump trucks
LS007	Instrumentation Technician, Meter Sp	2	3	Calibration and basic repair of pressure flow meters; trained by meter manufacturers / suppliers. Loop-checking, commissioning, call out on emergency & start up, preventive maintenance, troubleshooting of general field measuring equipment and final control elements.
LS008	Mechanical Maintenance Technician	3	3	Routine maintenance and equipment overhauls, minor repairs, welding, recording job tickets and supporting the computerized maintenance management system (CMMS).
	<b>Total</b>	<b>24</b>		

Table 2: Management Staffing of GBU

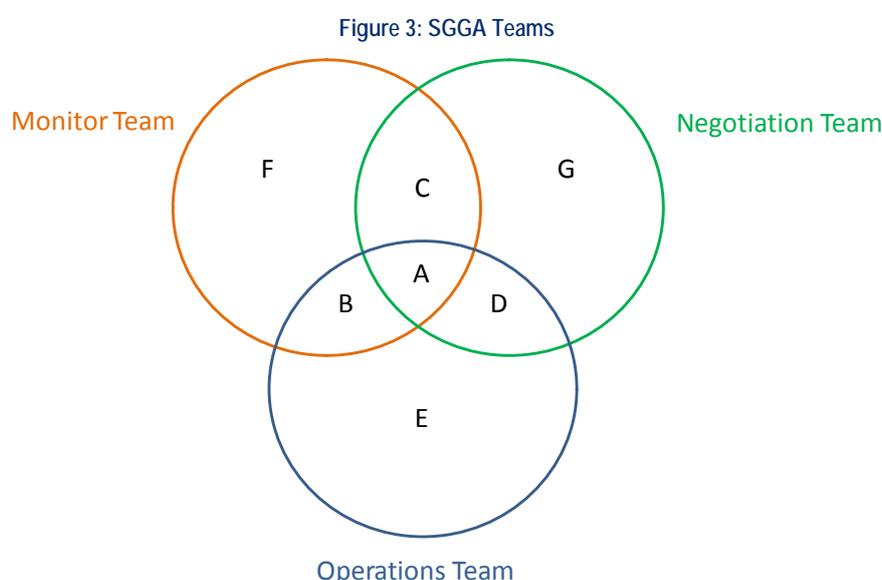
Code	Position	Number	Min. Experience Years	Role
	<b>Management Staffing</b>			
MS001	General Manager	1	15	Executive management of natural gas extraction and processing; \$[ ] capital project; \$[ ] revenue operation: Oversees all operational issues: technical, business, financial, profitability, contracts, HR, safety, relations with public, community, government, etc.
MS002	Technical Managing Director	1	15	Technical management of all major aspects. Gas extraction strategy and implementation. CAPX, OPEX estimates, and expenditure projections. Field development plan. Major equipment evaluation, selection, installation and commissioning.
MS003	Production Operations Manager	2	10	Oversees overall daily operations per production plan. Engineering improvements/expansions of existing facilities to solve production and operational issues.
MS004	Field Manager	2	10	Production management; authority for limited repair / maintenance expenses. Directs people, materials, equipment and tools. Coordinates maintenance and establish operating and control procedures.
MS005	Mechanical Maintenance Superintendent	2	7	Plans and implements the routine maintenance and equipment overhauls, minor repairs, welding, etc. Manages the CMMS.
MS006	Senior Instrumentation Engineer	1	7	Specifies and accepts instrumentation, installs and programs sensors, wiring, network, remote gear, recording and storage of data, emergency alert
MS007	Health, Safety & Environment Supervisor	1	7	Produces HS&E manual, provides training, conducts incident investigations and reports
MS008	Procurement Supervisor	1	7	Creates specifications, prequalifies vendors, runs tenders, maintains data room, handles queries from bidders
MS009	Contract and Legal Affairs Manager	1	5	Routine legal drafting and contract review, interpretation, implementation, and first level dispute resolution.
MS010	Community Relations Manager	1	5	Spokesperson for the project represents the project at community meetings, press releases, escalation to GM as needed.
MS011	Finance Director	1	5	Prepares month/quarterly and year end reporting, group budget and forecast. Prepares procedures for operational expenditure, gas production value, track OPEX & CAPEX, maintains and improves manual & automated financial systems.
MS012	Internal Auditor	1	5	Audits and reports to Board of Directors, Board of Supervisors, or other top level oversight group
MS013	HR Manager	1	5	Drafts HR policy, oversees implementation. Handles personnel planning, recruitment, talent management and acquisition. Manages performance appraisals, retention and management. Plans employee recruiting, induction, and exit formalities.
MS014	Security Manager	1	10	Administers overall security policy, planning, management, scheduling, recruiting, dealing with APPF
	<b>Total</b>	<b>17</b>		

Table 3: Support Staff of GBU

Code	Position	Number	Min. Experience Years	Role
	<b>Support Staff</b>			
SS001	Accountat	2	5	Bookkeeping, accounting, payroll, reconciling gas volume reports and billing
SS002	Administrative support	2	5	Communication, filing, records
SS003	Drivers	12	1	Driving
SS004	Finance	1	2	Budgets, forecasts, treasury functions
SS005	HR	1	2	Personnel induction, training and forms
SS006	Health, Safety, Environment	1	2	Incident reporting, safety training, audits
SS007	IT	1	2	Network management, administration of accounts, computer set-up
SS008	Medical staff	1	5	Simple and urgent medical care, referrals as needed
SS009	Procurement	2	2	Bids, quotations, records. Delivery, storage, inventory, and clearing customs for goods, tools, and consumables.
	<b>Total</b>	<b>23</b>		

### 3 Teams Structure

The approach to reach the goal mentioned in the previous paragraph starts with the definition of three assessed teams for: 1) a Monitor Team in the drilling activities and plant construction, in the case of the drilling monitor we will call the On-site Field Representative (OFR); 2) the Negotiation Team and; 3) the Operations Team. The Monitor Team will be in charge of onsite the work activities of the Drilling Contractor<sup>4</sup> and the Processor Plant Contractor;<sup>5</sup> the Negotiation Team (NT) will be in charge of the sale/purchase agreement negotiation between the involved parts in this project (GBU, DABS and the private IPP); finally, the Operations Team (OT) will be formed by all the future workers of the GBU. In this sense, Figure 3 presents the diagrammatic representation of the interrelations between these three groups.



The mentioned interrelations form seven areas or seven groups of people, is clear that an efficient capacity building has to be concentrated primarily in region A, then B, C and D, and after, regions E, F and G. An explanation of each one of these areas is as follows:

1. **Region A:** Formed by the persons that can be part of three groups, for example, a Drilling Engineer can be part of the OFR (the Monitor Team in drilling), also participate in the contract negotiation and, finally, be part of the GBU in the future.
2. **Region B:** Formed by the people that can be part of the Monitor Team and the Operations Team, for example, the Midstream Engineer that will monitor the construction of the Plant and, in the future, be part of the GBU.
3. **Region C:** Formed by the people that can be part of the Monitor Team and the Negotiation Team, for example, a person who will monitor the contractors activities and will be part of the contract negotiations but, will not work in the GBU.
4. **Region D:** Formed by people who will be part of the Negotiation Team and can be part of the GBU, for example, a lawyer who will not monitor the contractor's activities.
5. **Region E:** Formed by people who will only work at the GBU, mainly the support staff (accountant, drivers, etc.).
6. **Region F:** Formed by people who only will be part of the Monitor Team.

<sup>4</sup> The private company in charge of the rehabilitation and drilling wells in Sheberghan.

<sup>5</sup> This clause pertains to the private company in charge of the processor plant construction.

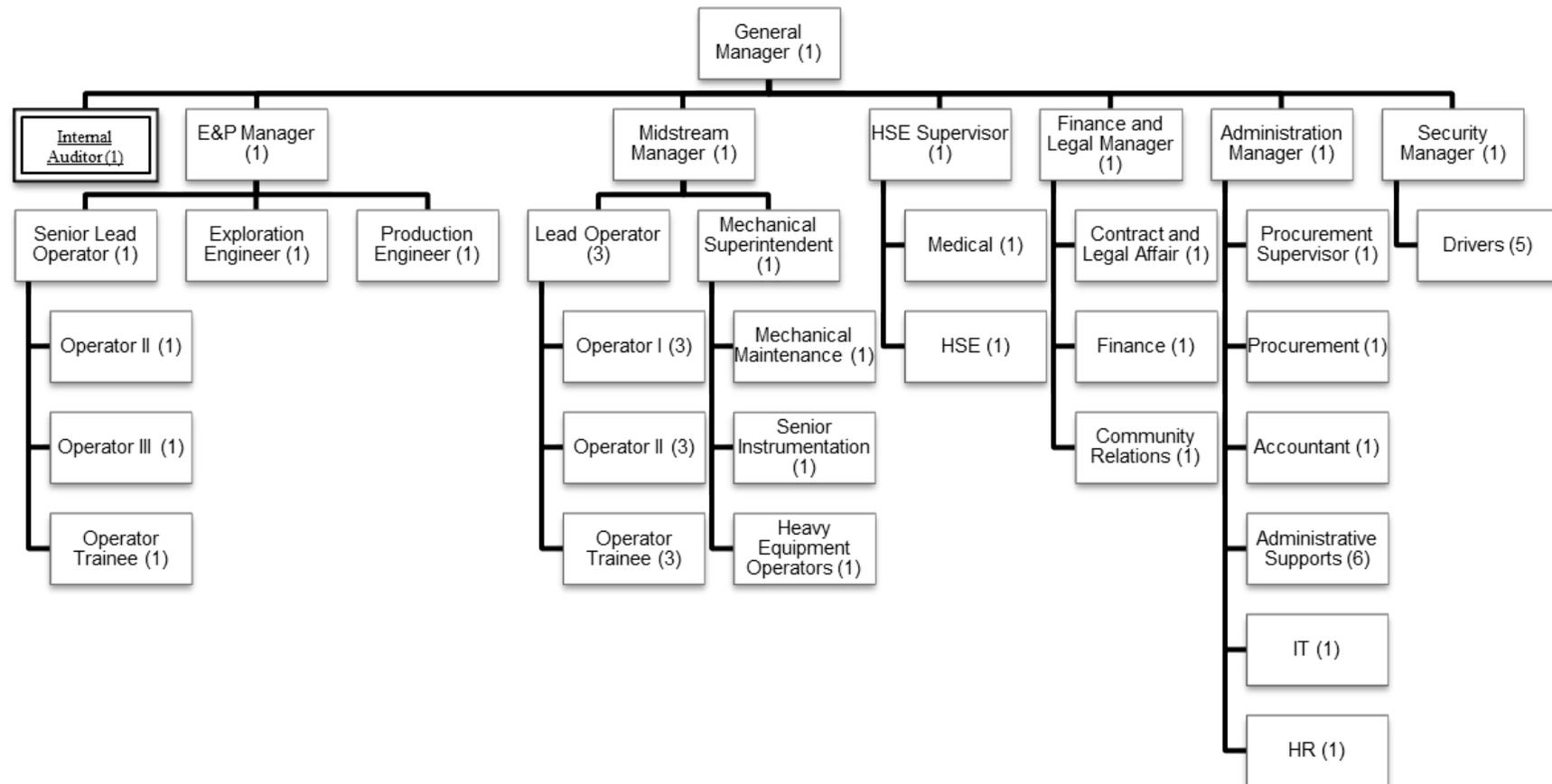
7. **Region G:** Formed by people who will only be part of the negotiation, for example, a high level servant of the MoMP.

The Operations Team (OT) will be in charge of the GBU, in that sense, Figure 2 presents the organization chart for the GBU. The E&P will have 8 persons (including the manager); the Midstream 17 persons, the manager, in the plant 12 persons (because we are planning to have 3 shifts of 4 persons each one) and the mechanical; the Finance area with 4 persons and; finally, the rest of areas with 22 persons. In total the GBU is planned to start operations with 51 persons.<sup>6</sup>

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<sup>6</sup>Considering the assessment did in Sheberghan during November 2012, the skills of the professional observed and, also, new information about the technical part of the GBU, it's possible to reduce the personal and do a rearrangement of the organization. In that sense, the Figure presented in this report presents the new proposed structure for GBU, composed by: 1 general manager, 3 main units (E&P, Midstream and Finance & Legal) and 3 support units (HSE, Administration and Security).

Figure 4: GBU and Operations Team



The Negotiation Team is planned to have the following professionals: Drilling Engineer; Geologist Engineer; Well Testing Engineer; Senior Exploitation Engineer; Operation Engineer; Plant Engineer; Business Development Lead; Legal Service Lead; Project Finance Lead; Energy Financial Analysis Lead and; and Engineer Lead, a total of 11 persons.

The Monitor Team will be in charge of the OFR and the people that in the future will carry on the Midstream activities in the GBU. According advice of AGE and OGS the OFR must include the following professionals: Drilling Engineer, Geologist Engineer, Well Testing Engineer, Senior Exploitation Engineer, Operation Engineer and a Plant Engineer, a total of 6 persons. The descriptions of the roles of OFR are presented in the following paragraphs.

In order to start the training the OFR and Negotiation Teams, SGGA defined the following Job Descriptions for these positions: 1) OFR; 2) Contract Manager and; 3) Project Manager. As discussed previously, the OFR belongs to the Monitor Team and the Contract and Project Managers belongs to the Monitor Team. Full position descriptions for these positions are available in Annex 1.

Table 4: OFR for rehabilitation and drilling activities

Code	Position	Number	Min. Experience Years	Role
MoMS01	Drilling engineer	1	10	Support to MoM in the drilling stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
MoMS02	Geologist engineer	1	10	Support to MoM in the drilling stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
MoMS03	Well testing engineer	1	10	Support to MoM in the drilling stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
MoMS04	Senior exploitation engineer	1	10	Support to MoM in the production stage in: 1) technology used, 2) prudent drilling operations, 3) reasonable drilling costs, 4) quality of materials and, 5) compliance schedule.
MoMS06	Operation engineer	1	10	Support to MoM in the gathering system and pipeline construction stages in: 1) technology used, 2) prudent operations, 3) reasonable costs, 4) quality of materials and, 5) compliance schedule.

## 4 Assessment Activity in 2012

In order to do the assessment we prepared questionnaires for the positions in the GBU and also for the Monitor Team Group (MTG), these documents are presented in Annex 2 of this Report. Then, with the collaboration of the president of Afghan Gas Enterprise Eng. Sali Mohammad Fazil and the General Director of Oil & Gas Survey Dr. Outbuddin Qaeym, between November 26 and December 05 of 2012, we conducted the assessment process in both companies, some examples can be found in the following pictures.

Figure 5: Capacity Assessment - Example 1



Figure 6: Capacity Assessment - Example 2



Figure 7: Capacity Assessment - Example 3



Here you will find the type of filling questionnaires that people of AGE and OGS did at the moment of the assessment.



Figure 9: Capacity Assessment - Example questionnaire page 2



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4. لطفاً مهارت های کامپیوتر تانرا با علامه (✓) در جدول ذیل نشان دهید.

زیان ها	متوسط	خوب	خوب تر
یر نامه Ms. Word		✓	
یر نامه Ms. Excel		✓	
ماینر یر نامه های دیگر	Ms. Power Point		

5. سالیهای تجربه کاری (وظایف های فعلی و قبلی)..... 1390..... 1391.....

6. لطفاً جدول ذیل را با وظیفه فعلی و چهار وظایف قبلی تان ختله پری تعامید:

وظایف	موسمه	بست	تاریخ شروع وظیفه	تاریخ ختم وظیفه
وظیفه فعلی	بیا ست کاریکه تنت رانان	انجمن مبولوج ساوی	1390	تتمه 1391
وظیفه قبلی 1	ناروم			
وظیفه قبلی 2	"			
وظیفه قبلی 3	"			
وظیفه قبلی 4	"			

7. لطفاً فعالیت های بارز تان را بر وظیفه فعلی شرح دهید.

8. لطفاً مهارت های مملکی تانرا در رابطه به بست ایکه هم اکنون درخواست نموده اید شرح دهید.

9. لطفاً شرایط غیر مترقیه را بیان دارید که در گذشته شما در حصه حالات، غیر فعال شدن دستگاد و غیره به مشکل مواجه شده اید و چگونه آنرا حل و چه نتیجه بدست دارید.

Questionnaires\_Group01.Translate  
Prepared for USAID by: Shebeghan Gas Generation Activity (SGGA)& Advanced



## 5 Results

After almost 9 days doing the assessment capacity in Sheberghan we recollected 210<sup>7</sup> questionnaires, 198 for the GBU and 12 for the OFR, see the following tables. Because of the schedule dates of the bid evaluation and contract award/finalization for the tender process regarding the drilling activities, we are focused in the analysis of the OFR, that's why Table 7 contains information about the skills of the applicants to the final positions.

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<sup>7</sup>This is a preliminary number, because we have 8 additional questionnaires to be evaluated.

Table 5: Assessment Results for GBU

Code	Position	Group	Number of positions	Number of applications
<b>Line Staffing</b>				
LS001	Senior Lead Operator	1	2	6
LS002	Senior Operator	1	2	7
LS003	Operator II, Pumpers	1	5	9
LS004	Operator III	1	5	5
LS005	Operator Trainee	2	2	10
LS006	Heavy Equipment Operators	2	3	6
LS007	Instrumentation Technician, Meter Specialist	2	2	2
LS008	Mechanical Maintenance Technician	2	3	19
	<b>Total</b>		<b>24</b>	<b>64</b>
<b>Management Staffing</b>				
MS001	General Manager	3	1	3
MS002	Technical Managing Director	3	1	4
MS003	Production Operations Manager	3	2	2
MS004	Field Manager	3	2	10
MS005	Mechanical Maintenance Superintendent	4	2	4
MS006	Senior Instrumentation Engineer	4	1	8
MS007	Health, Safety & Environment Supervisor	4	1	8
MS008	Procurement Supervisor	5	1	5
MS009	Contract and Legal Affairs Manager	5	1	2
MS010	Community Relations Manager	5	1	7
MS011	Finance Director	5	1	9
MS012	Internal Auditor	5	1	9
MS013	HR Manager	5	1	1
MS014	Security Manager	5	1	
	<b>Total</b>		<b>17</b>	<b>72</b>
<b>Support Staff</b>				
SS001	Accountant	6	2	7
SS002	Administrative support	6	2	10
SS003	Drivers	7	12	8
SS004	Finance	6	1	12
SS005	HR	6	1	6
SS006	Health, Safety, Environment	6	1	4
SS007	IT	6	1	8
SS008	Medical staff	6	1	2
SS009	Procurement	6	2	5
	<b>Total</b>		<b>23</b>	<b>62</b>
<b>TOTAL</b>			<b>64</b>	<b>198</b>

Table 6: Assessment Result for the OFR 1

#	Name	Age	Cell number	Position applied	Education Level	English	Computer Skills	Curent Job	Institution	Practical Experience
1	Yaseen Mohammad			Plant Engineer	Master	Regular	Regular	Technical general manager	AGE	More than 10 years
2	Nazari Juma Khan			Plant Engineer	Master	Good	Good	Dispatching Head	AGE	More than 10 years
3	Fazli Salih			Exploitation Engineer	Master	Good	Good	President	AGE	More than 10 years
4	Qasim Mohammad			Exploitation Engineer	Bachelor	-	Regular	Head of Extraction	AGE	More than 10 years
5	Fateh Mohammad			Exploitation Engineer	Bachelor	Good	Regular	Head of Engineers	AGE	More than 10 years
6	Asrar Mohammad			Geologist Engineer	Technical	Good	Regular	Field geologist	OGS	More than 10 years
7	Fedayee Kamal			Geologist Engineer	Master	Regular	Regular	Head of geologists	OGS	More than 10 years
8	Karimi Abdul			Geologist Engineer	Bachelor	Regular	Regular	Technical Assistant	AGE	More than 10 years
9	Yari Yar			Well testing Engineer	High School	Good	Very good	Working in the wells	OGS	Less than 10 years
10	Emal Sher			Well testing Engineer	Bachelor	Good	Good	Manager of Gas Drying Device	AGE	More than 10 years
11	Gul Mano			Drilling Engineer	Bachelor	Good	Good	Geoscientist Supervisor	OGS	More than 10 years
12	Sadid Rozi			Drilling Engineer	Master	Good	Good	General Manager of Wells Restoration & Repairing	AGE	More than 10 years

Table 7: Assessment Result for the OFR 2

#	Name	Main Activities in current Job	Professional background related with the position
1	Yaseen Mohammad	Organization and control of technical and administrative functions of Khowja Gogerdak Field, assessment and control of gas going to the Kod-e Barq in each 24 hours, observation and taking care of technology used in gas wells in Yatemtaq and Khowja Gogerdak fields.	I have 12 years of experience in gas processing from Khowja Gogerdak factory to Kod-e Barq and also I have knowledge of Automatic Keepings, assessment of gas in 24 hours and Diafragam assessment.
2	Nazari Juma Khan	Proper maintenance of pressure in gas networks, provision and arrangement of technology used in mines, production planning for the factory	I have been engaged in practical work in gas fields as Engineer and dispatcher for more than 20 years, and have the experience in extraction and processing of natural gas in Gerquduq, also I have the experience of provision and arrangement of technology and measurement of sectorial pressures. I got enough experience while teaching in Kabul Polytechnic University, I see myself as a successful person in this field.
3	Fazli Salih	As president of Afghan Gas Enterprise I am responsible for all technical and administrative activities of the organization.	Sense I have been working for almost 28 years in different technical fields specially in steam production, automatic keepings and extraction of gas. I see my success in this field.
4	Qasim Mohammad	Arrangement of gas extraction regime from the well, assessment and calculation of gas well's depth	I have necessary skills in testing and assessment of depth of gas wells, provision of extraction regime, planning the gas extraction and the use of gas
5	Fateh Mohammad	Development of plans and its applications, repairing of technical	Taking in to consideration the work experience for more than 38 years and having professional education, I can do this work very well
6	Stanekzai Mohammad	As Field Geologist, I have worked as detection and extraction geologist and I have enough knowledge of Juma and Bashikurd, Gheghchi and Amo Daria fields	I have worked in fields for more than 31 years in areas of probe drilling, detection and extraction geologist. I have good practical experience in areas of Stratigraphy, Petrography, Letology, Testing of Wells, placement of fans and sampling from the ..... And also sampling during drilling for determination of rocks, clusters etc.
7	Fedayee Kamal	Organization and arrangement of wells' geological documents, preparation and arrangement of wells' Isobar maps, determination of quality of cement, stabilizing and confirming the pressure of wells.	I have worked for more than 22 years in this field, I have practical experience in repairing of gas wells, revival and reconstruction of gas wells, confirmation of wells' pressure, cleaning of wells, organization and arrangement of gas wells' geological documents.
8	Karimi Abdul	Organization and management of normal activities of wells in Khowja Gogerdak, Yatemtaq and Shakarak, controlling of gas pipelines and regular issue of gas to the consumers	Studying and assessing the geological activities of gas wells, determination of depth of wells, sectorial pressures, sectorial heat, stratigraphy test of field and drawing of graphs indicating the pressure and depth of wells.
9	Yari Yar	Enough work experience in packaging of American and Japanese fans, repairing of fans and its internal operations inside the wells.	Fastening of fans to lock it to the well's pillar, well's internal survey, sampling with Deep Sampler, determining the heat and pressure degrees inside the wells with the help of Manometer and determining the static & dynamic pressures from outside of the wells with Manometers
10	Emal Sher	-	<ul style="list-style-type: none"> <li>• Calculation (per unit of time) of gas that crosses the Gas Drying Device</li> <li>• Separating and isolating the water of different portions from the gas</li> </ul>
11	Gul Mano	Had a dominant role in elimination of deficiencies in wells	I know drilling and administration of work very well
12	Sadid Rozi	During my work experience as General Manager of Wells Restoration & Repairing, I repaired and restored tens of wells in Khowja Gogerdak, Yatemtaq, Gerquduq and Shakarak fields. With repair of wells in Shakarak and Yatemtaq the Kod-e Barq (كود و برق) was survived from close up.	Professional experience and skills in assessment of pillar resistance against extra internal and external pressures and gravitation, assessment of pillar cementation (casing) and knowledge of cementation technology, calculation of drilling plant's hydropower, assessment of the productivity of pump during circulation, control of the drilling regime and preparation of wells' drilling report and the report regarding steps for elimination of the problems.

The main results of the assessment analysis for the MT are: 1) the average age is almost 54 years with a standard deviation of 8 years; 2) all the applicants work at the AGE (67%) and OGS (33%); 3) more than 90% have a bachelor's degree or more; 4) at the moment of the assessment 75% had a manager (or related) position; 5) 67% have good English knowledge; 6) 50% have computer skills and; 7) more than 90% have more than 10 years of work experience. Respect the technical part, most of the people assessed have long experience in the hydrocarbons sector, but with an old technology, in that sense, the capacity building program has to focus in the teaching and practicing of new technologies, maybe some computational learning.

Regarding the technical positions for the GBU, the following tables shows the results for: 1) the senior lead operator; 2) senior operator; 3) operator II, 4) operator III; 5) operator trainee; 6) heavy equipment operator; 7) instrumentations technique; and 8) mechanical maintenance; all of them are part of the Line Staffing described previously.

Table 8: Assessment Results Senior Lead Operator

#	Name	Age	Cell number	Position applied	Education Level	English	Computer Skills	Current Job	Institution	Practical Experience	Main Activities in current Job	Professional background related with the position
1	Muhammad Nazif			Senior Lead Operator	Bachelor	Regular	-	In charge of Sulfur Removal Unit at GD	AGE	More than 10 years	Development repairing plans, basic repairing of sulfur, removal unit, hydraulically test of sulfur removal unit.	I had independent and leadership role in exploitation, process and transmission of natural gas for 35 years.
2	Mohammad Yaqoob			Senior Lead Operator	Master	Regular	Regular	Exploitation Site Manager	AGE	More than 10 years	Working as technologic engineer at Khoja Gogerdak field.	Working in line pipes, pipelines, and exploitations,
3	M. Yusuf			Senior Lead Operator	Bachelor	Regular	Regular	Head of water & steam supplier	AGE	More than 10 years	As an engineer I can perform all basic repairing activities.	As an engineer I can work independently in gas processing.
4	Muradi, Ghulam Mohammad			Senior Lead Operator	Master	Regular	Regular	In charge of steam generation at KHGK	AGE	More than 10 years	Working as head of steam generation, gas exploitation, and CNG.	Working in line pipes, pipelines, sulfur removal, production, gas dehydration and gathering points.
5	Ghulam Sakhi			Senior Lead Operator	Bachelor	Very good	Good	In charge of exploitation	AGE	More than 10 years	During civil war someone opened the valve to the air, I shut off and prevented flowing the gas,	Measuring gas flow rate, well head pressure, formation pressure,
6	Atayee, Faiz Mohammad			Senior Lead Operator	Master	Good	Good	Head of Gas Exploitation I& II points of KHGK	AGE	More than 10 years	Providing technological regime for 25 times, measuring the under process wells, water sampling, organizing cementing.	-

Table 9: Assessment Results Senior Operator

#	Name	Age	Cell number	Position applied	Education Level	English	Computer Skills	Current Job	Institution	Practical Experience	Main Activities in current Job	Professional background related with the position
1	Emal, Sher Aqa			Senior Operator	Phd	Good	Good	Dehydration of gas	AGE	More than 10 years	Changing in water separation system of formation by connecting Gerquduq and Ytimtaq pipelines to a vertical separator, in the dehydration unit, as the result the water from formation to NFPP reduced to zero.	As I described above within 30 years, I prevent following water from formation to NFPP, I trained personal and I laminates equipment to prevent corrosion.
2	Khodai Birdey			Senior Operator	Master	Regular	Regular	Dehydration of gas	AGE	More than 10 years	Dehydration of gas	I am professionally qualified specially in electronic systems
3	Amanullah			Senior Operator	Bachelor	Good	Very good	Well repairing person	AGE	More than 10 years	Providing mud, procurement for well repairing, developing plan for repairing of the well.	Since I have worked with different types of pumps and condensate processing tower, so my earned experience and related knowledge, makes me eligible for this position.
4	Fazly, Ahmad Saber			Senior Operator	Bachelor	Good	Very good	Director of well drilling for Gas &	NHU	Less than 10 years	I have drilled three wells in Jangle Bagh and one in Mardyan district, within three months.	I am a drilling engineer, having good related experience,
5	Naweed, Abdul Khalil			Senior Operator	Bachelor	Regular	Regular	In charge of KHGK Power Section	AGE	More than 10 years	Montage of gas removal units, gas dehydration and compressors for three months, operation and maintenance, control and organizing KHGK power section.	I have experience in sulfur removal, exploitation and gas gathering.
6	Mohammad Qasem			Senior Operator	Bachelor	-	Regular	In charge of Yatem Taq extraction	AGE	More than 10 years	Test, calculation and debit of gas wells N=18, N=21, N=14, N=20 in Yatem Taq mines for exploitation of gas gathering system.	Testing, calculating and debit of gas wells night & day shift, supplying and arrangement of gas pipes and task order.
7	Ghulam Sakhi			Senior Operator	Bachelor	Good	Good	In charge of Yatem Taq gas extraction	AGE	More than 10 years	Safety of Yatem Taq wells, removal of water & condensate through aspirator unit.	Attention & for gas pressure and gas exploitation.

Table 10: Assessment Results Operator II

#	Name	Age	Cell number	Position applied	Education Level	English	Computer Skills	Current Job	Institution	Practical Experience	Main Activities in current Job	Professional background related with the position
1	Nazari, Abdul Latif			Operator II (pumpers)	High School Graduate	None	-	Sulfur removal-II, operator	AGE	More than 10 years	I collaborated in repairing of units, and I was appreciated by authorities	I kept activated the plant in bad security conditions.
2	Mohammad Shafie			Operator II (pumpers)	Technical	Regular	Regular	Dispatching of Khoja Gogerdak	AGE	More than 10 years	-	Production and transmission of gas through line pipe from wellhead to sulfur removal plant, routine measuring of gas, wellhead gas measuring, processing of gas in phase I & phase II.
3	Mohammad Nader			Operator II (pumpers)	Bachelor	Regular	Very good	Extractor of condensate gas	AGE	More than 10 years	Worked in sulfur processing machine for safety of equipment and a sound administration.	Currently I work as a deputy of dispatching, department of gas extraction, attention for safety, controlling & observing of gerquduq wells, monitoring of field workers and also calculating of Mazar NFPP gas to sheberghan city according to the field dispatching direction.
4	Mohammad Akbar			Operator II (pumpers)	High School Graduate	Regular	Regular	Sulfur processor	AGE	More than 10 years	I have worked in sulfur removal machine for many years without any foreigner expert and achieved an honorary award as well.	In my current profession I can do all repair tasks.
5	Safi, Maiwand			Operator II (pumpers)	Bachelor	Very good	Very good	Computer teacher	Private	Less than 10 years	-	Controlling of Gas processing machine, basic processing of oil & gas, ability to work in laboratory and gas analyze, basic of calculation, pumps controlling and familiarity with oil & gas tools as well work in C.P.U room.
6	Rahmani, Gul Ahmad			Operator II (pumpers)	Master	Good	Regular	Laboratory manager	Afghan Gas Directorate	More than 10 years	I was engineer during work on gas gathering III and had responsibility of it is safety and work performance, right now I work on Yatentaq sulfur measurement point of Khuja gogerdak.	My education and experience in this field can help me more for the applied post Operator II (pumpers).
7	Mirwise			Operator II (pumpers)	Bachelor	Good	Good	In charge of cooler compressor	AGE	More than 10 years	I have good skill on betterment of sulfur removal machine, gas generation and safety of machineries.	Right now I am working as a manager of cooler compressor.
8	Safi, Gul Hameed			Operator II (pumpers)	High School Graduate	Regular	-	Mechanic worker	Directorate of group oil & gas	More than 10 years	Repairing of diesel machines such as: V-2450, D-6, R-259 and other.	Familiarity with drilling machine, repairing of diesel machines, work in pumps and drilling machines.
9	Qasemi, Ferooz			Operator II (pumpers)	Bachelor	Regular	Good	Dispatching of gerquduq	AGE	More than 10 years	Good skill of leadership and management for safety and work performance of assigned staff on gas wells.	Currently I am working as a dispatching of gerquduq gas field. Responsibilities: safety of gas wells, transmission of gas, looking for pipelines and directing of gas to sulfur removal point.

Table 11: Assessment Results Operator III

#	Name	Age	Cell number	Position applied	Education Level	English	Computer Skills	Curent Job	Institution	Practical Experience	Main Activities in current Job	Professional background related with the position
1	Atayee, Parwiz			Operator III	Bachelor	Good	Good	Site Geologist	NHU	Less than 10 years	Gas fields stratigraphic, region geology, providing maps of different areas, seismic geology, geologic and hydrologic drilling.	Accessibility to Leve, GPS, drilling pumps, laboratory equipment, compressors
2	Hameedullah			Operator III	High School Graduate	-	-	Interpretation engineer	AGE	More than 10 years	Controlling, observing and repairing of machine in my work time.	Completed a nine months course of technical operator for sulfur processing in Mazar technical institute.
3	Nazari, Asadullah			Operator III	High School Graduate	Regular	-	Logging	Oil & Gas	-	Driller in hydrogeological machine.	I have familiarity with different types of machinery and can repair them as well.
4	Kushar, Ahmad Rishad			Operator III	Bachelor	Very good	Very good	Computer programmer & admin tasks	Central Statistics office	Less than 10 years	-	Controlling of Gas processing machine, basic processing of oil & gas, ability to work in laboratory and gas analyze, basic of calculation, pumps controlling and familiarity with oil & gas tools as well work in C.P.U room.
5	Abdul Salam			Operator III	None	Regular	-	Sulfur Removal Operator	AGE	More than 10 years	Currently I am working as an Operator of Sulfur Removal Machine.	I have much experience in Sulfur Removal Machine, and can control it lonely without any problem.

Table 12: Assessment Results Operator Trainee

#	Name	Age	Cell number	Position applied	Education Level	English	Computer Skills	Current Job	Institution	Practical Experience	Main Activities in current Job	Professional background related with the position
1	Amin, Abdul Mobin			Operator Trainee	Bachelor	Very good	Very good	Security officer	NRC	More than 10 years	Educated & know local languages, quick learner, ability of work with different cultures and people.	I am a chemical & technology engineer right now training employees according to their talent.
2	Hajati, Mahbob Shah			Operator Trainee	High School Graduate	Regular	Good	Electro mechanic Engineer	AGE	More than 10 years	Control and monitoring of power distributing Unit.	
3	Hamidullah			Operator Trainee	College	Regular	Regular	Mechanic	Private	Less than 10 years	Ability of opening canalization pipes.	<ul style="list-style-type: none"> <li>• Installing of canalization pipes</li> <li>• Check and monitoring of bathroom pipes.</li> <li>• Controlling of equipment for insuring the quality.</li> </ul>
4	Qadiri, Ghulam Qadir			Operator Trainee	Technical	Good	-	Head of power section	AGE	More than 10 years	Changing voltage of three transformers which are currently used for running of pumps.	Repairing of oil 6KW switchgears, rewinding motors and high and low voltage transformers, connection 6 Kw Cables, wiring of electrical switchboards, magnetic switches, gas and water turbines.
5	Rahim, Ab Samad			Operator Trainee	Bachelor	Good	Regular	In charge of Khoja Gogerdak automatic cap.	AGE	More than 10 years	As I'm currently working in automatic cap, I reactivated damaged metering instruments by using depreciated material.	Since I've already been working in this field, interested collaborate in modern technology by using my experience.
6	Rahmani, Mohammad Yaqub			Operator Trainee	Technical	Regular	Good	Logging Geologist	NHU	More than 10 years	i. Preparation of logging unit for performance. ii. Logging of drilling wells.	Professional experience, familiarity with the heavy equipment, skill of computer and English language and my personal interest
7	Rokhan Ahamad Zai, Azizullah			Operator Trainee	High School	-	Good	Skilled worker	ECCL	Less than 10 years	I have some outstanding performance and got appreciation letter.	I have computer and English Language knowledge
8	Sediqi, Khoja Tajudin			Operator Trainee	High School Graduate	Good	Good	In charge of laboratory	AGE	More than 10 years	Appraisal of H2S in natural gas, quality control of oil, analyzing of chemical material related to AGE	Since I have experience in maintenance of Jarquduq equipment, considering environmental impacts of condensate, so I'm interested to work efficiently in this field.
9	Amini, Sher Mohammad		-	Operator Trainee	Technical	Good	-	Engineer at geophysics department	HCU	More than 10 years	Worked in Amu Darya seismic activities with Terrsizs Company.	I have worked in drilling and geophysics for 11 year.
10	Omari, Sayed Ruhullah			Operator Trainee	Bachelor	Regular	Very good	Geologist Engineer	NHU	Less than 10 years	I have had outstanding role in providing geological maps of the gas fields.	-

Table 13: Assessment Results Heavy Equipment Operators

#	Name	Age	Cell number	Position applied	Education Level	English	Computer Skills	Curent Job	Institution	Practical Experience	Main Activities in current Job	Professional background related with the position
1	Amirzada, Mohammad Sadeq			Heavy Equipment Operators	Technical	Regular	Regular	Employee in gas gathering point 2	AGE	More than 10 years	Currently I have active role with no specific problem in gasification to Mazare Sharif City and NFP.	I have full capability in repairing of all sulfur removal equipment.
2	Rahim, Mohammad			Heavy Equipment Operators	Technical	-	Good	Geophysics engineer	NHU	More than 10 years	I have attended trainings held through NHU, and also I was involved in practical geophysics duties with Terrasiase Company in Amu Darya adn Afghan Tajik Basins.	I have worked in geophysics and drillings for 10 years.
3	Najeebullah, Azizi			Heavy Equipment Operators	Bachelor	Good	Good	Site geologist	NHU	Less than 10 years	i. Familiarity with the stratigraphy, lithology, geology, tectonic of the area ii. I also collaborate in preparation of related documents.	Since my specialty is in geology and mining, I have ability in preparation of geological documents.
4	Adely, Zamri			Heavy Equipment Operators	Technical	Good	Regular	Drilling engineer	Directorate of oil & gas	More than 10 years	Have drilled a number of water wells.	10 years of work experience in drilling of gas wells and a good skill in this field.
5	Ghulam Rasul			Heavy Equipment Operators	Technical	Regular	-	Retired man	-	More than 10 years	When technical groups were in field, so I myself did the problems of pumps and cylinder blocks.	Monitoring of machineries, repairing of equipment, once during welding process in Bashikurd No: 12 block cable damaged in depth of 200-300 meter, I have opened the flange pipe and put cement pipe in order to make the stand pipe and cables work properly.
6	Karimullah			Heavy Equipment Operators	Technical	Good	-	Driller	NHU	Less than 10 years	Currently I am working as driller and have experience in this field.	Have English language skills and much information in procurement fields.

Table 14: Assessment Results Instrumentation Technician, Meter Specialist

#	Name	Age	Cell number	Position applied	Education Level	English	Computer Skills	Curent Job	Institution	Practical Experience	Main Activities in current Job	Professional background related with the position
1	Sadruddin			Instrumentation Technician, Meter Specialist	Master	Regular	Regular	Head of repairing	AGE	More than 10 years	Can do any kind of task, which is given to me.	I have worked for 6 years in Turkish as gas and pipeline transferor.
2	Mirzaroghali, Abdul Rahim			Instrumentation Technician, Meter Specialist	Technical	Good	Good	Automatic Keeping Engineer for Gerquduq	AGE	More than 10 years	In automatic keeping's department I was involved in the following activities: <ul style="list-style-type: none"> <li>• Operating gas decomposition machineries</li> <li>• Sulfur decomposition</li> <li>• Steam production</li> <li>• Pressure compressor</li> </ul>	I have been working in automatic keepings department as an active Mechanical Engineer in Gerquduq field for more than 18 years. I have the knowledge to operate all the machineries related to different parts of automatic keepings. I have also the knowledge of work system of automatic devices which are necessary for machineries' parameters. It means that I have the knowledge of machineries' controlling devices like pumps (.....and hydraulics), measurements devices, ....., reactors, cost assessment devices (gauges) etc.

Table 15: Assessment Results Mechanical Maintenance Technician

#	Name	Age	Cell number	Position applied	Education Level	English	Computer Skills	Current Job	Institution	Practical Experience	Main Activities in current Job	Professional background related with the position
1	Basir, Abdul			Mechanical Maintenance Technician	Technical	Regular	Good	Heavy Vehicles Maintenance Manager	-	More than 10 years	Currently I'm working in repairing of bulldozers, excavators, tractors etc.	I'm expert in repairing of heavy vehicles such as bulldozers, tractors, excavators etc.
2	Enayatullah, Habibi			Mechanical Maintenance Technician	Technical	Regular	Good	Well testing engineer	NHU	Less than 10 years	During my job in NHCU I could activated two wells in Jerquduq field and are in use now.	Safety and monitoring of drilling units and gas field with its equipment's.
3	Habibullrahman, Rahimi			Mechanical Maintenance Technician	Bachelor	Regular	Very good	Head of development	RRD directorate	More than 10 years	I am working form 1973-2012 as driller.	I have graduated from geology and mine faculty and it has been six years which I work in different position with rural & rehabilitation directorate.
4	Haji Mohammad			Mechanical Maintenance Technician	High School Graduate	-	-	Worker in Utilization Sector	AGE	More than 10 years	I can work in mechanical part of technical equipments	In mechanical sector of Afghan Gas Enterprise, I have been working sense 12 years back. In this sector I can do my job technically well.
5	Hassan, Mohammad			Mechanical Maintenance Technician	Technical	Good	Good	Gas Filtration Manager	AGE	More than 10 years	<ul style="list-style-type: none"> <li>Following the technical safety guidelines,</li> <li>Purification and filtration of Kandensat on time</li> <li>Persistence to the job</li> <li>Following technical disciplines</li> </ul>	<ul style="list-style-type: none"> <li>Persistence to tasks offered</li> <li>Going to work with working clothes</li> <li>Following technical conditions</li> <li>Doing my job in good condition</li> <li>Behaving in good manner with other workers.</li> </ul>
6	Mohammad Hashim, Abdul Qaddus			Mechanical Maintenance Technician	Technical	Regular	Regular	Dispatcher for Gerquduq Field	AGE	More than 10 years	I had a dominant role in repairing wells	I have practical work experience in this field. <ul style="list-style-type: none"> <li>Separators</li> <li>Pump stations</li> <li>Drying machines</li> <li>Automatic keepings</li> <li>Replacement devices</li> </ul>
7	Mohammadullah			Mechanical Maintenance Technician	Technical	-	-	Mechanic in Sulfur Decomposition in Gerquduq	AGE	More than 10 years	I have experience in operating pumps, separators and other fields related with decomposition of sulfur.	Knowledge in decomposition of sulfur and the machine used for it. Operating pumps and separators
8	Said Ahmad Farid, Karimi			Mechanical Maintenance Technician	Bachelor	Good	Good	Geophysics engineer	AGE	More than 10 years	I have participated in Geophysics training which was establish by Trassis company, as well worked with them for two months in the field.	Practically works of gas dehydration and cleaning in Mazar and Jarquduq factory.
9	Salam Abdul			Mechanical Maintenance Technician	Technical	Regular	Good	Technical employee, Head of Cementing	AGE	More than 10 years	Observation and monitoring of Cement equipment co-operation with other groups for speed upping the works.	Since I have much experience in technical machineries, have worked theoretical & practically so hope to do more in this field.
10	Shudmman, Borhanuddin			Mechanical Maintenance Technician	Master	Regular	-	Geologist	AGE	More than 10 years		Technical Engineer for Pressured Compressor
11	Stanikzai, Mohammad Gul			Mechanical Maintenance Technician	Technical	Regular	Regular	Employee/ worker	Utilization Directorate	Less than 10 years	Activities related with utilization of gas in the city.	I have worked in professional and mechanical sectors and now I am working in gas utilization sector.
12	Mohammad Ayob, Nazari			Mechanical Maintenance Technician	Technical	Regular	Regular	Grad 5th employee	AGE	More than 10 years	Currently I am working in geophysics dept. as a topographer engineer.	Since long time I work with AGE directorate and there is no objection on my works.
13	Mohammadi, M. Nasim			Mechanical Maintenance Technician	Technical	Regular	-	Private Business	Private Business	More than 10 years	Currently I am working on as welding man in order to solve the problems, which has occurred.	Since I am a welding man, so I can repair and paint metal doors, desks, cupboards and other network tasks.
14	Esmayeel Mohammad			Mechanical Maintenance Technician	High School Graduate	Good	-	Technical Worker	-	-	Instruction to new workers	I have skills in technical sector, fixation of technical and mechanical problems and preservation and protection to avoid the problems.
15	Ghafoor, Abdul			Mechanical Maintenance Technician	High School Graduate	Regular	-	-	Laboratory	More than 10 years	Had a dominant role in repairing of pumps, steam production machines and sulfur decomposition machines.	I have skills in repairing of .....and pumps
16	Momand, Nooruddin			Mechanical Maintenance Technician	Technical	-	Regular	Well's Repairing Worker in Khowja Gogerdak Field	AGE	More than 10 years	I do whatever I can do on time, correctly and in good conditions without any problems	I have worked for more than 7 years in Afghan Gas Enterprise as well repairing worker in Khowja Gogerdak and Shakarak fields. I have worked in these fields without feeling any exhaustion and boredom.
17	Omar, Mohammad			Mechanical Maintenance Technician	None	Very good	Very good	Decomposition of Sulfur	AGE	Less than 10 years	Now I am working as computer specialist for Gerquduq field	Sense I have work experience in sulfur decomposition and as computer operator, I have the knowledge regarding safety of work and protection of environment, I want to apply for this job so that I can serve the people.
18	Qasim Mohammad			Mechanical Maintenance Technician	High School Graduate	Regular	Regular	Steam Compressor Machine	AGE	-	Repairing	
19	Samad, Abdul			Mechanical Maintenance Technician	High School Graduate	Regular	-	Working in Dispatching and Communication sector	AGE	More than 10 years	Communication between central Kod-e Barq (Fertilizer Company) and others sections like Gerquduq field, Khowja Gogerdak Field etc.	Considering my interest and work experience I have applied for this position

## 6 Assessment Activity in 2013

During 2013 SGGA conducted the following training courses for MoMP staff:

Course	Organization(s)	Location	Date
Basic Petroleum Engineering	MoMP	Kabul	January 2013
Economic Modeling of E&P	MoMP	Kabul	February 2013
Risk Analysis of E&P Projects	MoMP	Kabul	April 2013
Natural Gas Economics Afghan Gas Enterprise	Oil and Gas Survey &	Sheberghan	June 2013
Natural Gas Economics	MoMP	Kabul	June 2013

The courses allowed SGGA's instructors to evaluate MoMP, OGS and AGE professionals. Results included:

1. The Basic Petroleum Engineering trainers noted that trainees lacked awareness of modern natural gas technologies.
2. The Economic Modeling of E&P trainers found that the MoMP staff had basic knowledge of financial concepts, excellent English comprehension, and advanced computer skills.
3. SGGA observed the following from the Natural Gas Economics training for OGS and AGE in Sheberghan: 1) relatively strong female turnout (30%), compared to MoMP training in Kabul; 2) poor English comprehension and computer skills 3) strong understanding of old technologies, but no knowledge of new technologies; 4) lack of knowledge about exploration and exploitation in the hydrocarbons sector.
4. The trainers identified two distinct groups of staff at MoMP: 1) younger employees of MoMP with good knowledge of theoretical aspects of the hydrocarbons industry, no experience in the field, and good computer and English skills; and 2) senior employees with advanced degrees from Russia, good knowledge of old technologies, significant field experience, but poor computer and English skills.

## Annex 1: Job Descriptions

**Position:** OFR

**Role:** Provides the owner's eyes and ears at the job site and reports to the Project Manager

**Group:** Monitor Team

**Job Description:**

- Ensure the contract specifications and obligations are met, drilling contractor and petroleum engineering services contractor through quality control at the job site
- Monitor well construction, schedule, and materials
- Inspect incoming materials for compliance with contract
- Monitor personnel activities
- Monitor status of key equipment (arrival, serviceability, and departure)
- Monitor health, safety, and environmental compliance
- Verify accuracy of reports and deliverables
- Monitor sub-contractors
- Monitor wire line logging
- Monitor status and adequacy of security
- Monitor flow of materials through customs
- Monitor status of staff visas so that small delays don't grow into Large ones
- Primary interface between Contractor and Employer for visits, feedback, press
- Coordinate with petroleum engineering services consultancy contractors
- Monitor performance of petroleum engineering services consultancy contractors

**Skills**

- Petroleum engineering
- Supervision of drilling operations
- Project Management

**Qualifications**

- 10 years field experience
- 5 years of experience in a developing country
- 4 year engineering college degree

**Position:** Contract Manager

**Role:** Responsible for all contract administration for the drilling and petroleum engineering services contracts, reports to the Project Manager

**Group:** Monitor Team

**Job Description:**

- Monitor drilling contractor mobilization status and provide feedback to superiors on status
- Monitor petroleum engineering services contractor arrival and assimilation
- Ensure completeness of contractor invoices and payments
- Interface with MoF to insure contractor payments are made on schedule
- Ensure 10% of invoice is withheld in accordance with each contract
- Monitor contract performance progress in accordance with drilling contractor schedule
- Monitor contract performance progress in accordance with petroleum engineering services schedule
- Review drilling contractor reports and deliverables
- Review petroleum engineering services reports and deliverables
- Ensure drilling contractor compliance with contract terms and conditions
- Ensure petroleum engineering services contractor compliance with contract terms and conditions
- Ensure demobilization of drilling contractor is accomplished promptly and in accordance with the contract
- Ensure demobilization of petroleum engineering services contractor is integrated with drilling contractor schedule
- Advise Project Manager as required

**Skills**

- Contract management and administration
- Contract pricing and finance
- Contract closeout

**Qualifications**

- 10 years contracts experience
- 5 years of experience in a developing country
- 4 year business college degree

**Position:** Project Manager

**Role:** Answerable to the to the contract award authority, MoMP, and reports to MoMP's Head of Petroleum Programs

**Group:** Monitor Team

**Job Description:**

- Interface with MoMP Monitoring, Evaluation, and Reporting (ME&R) Committee and Sheberghan Project Management Team
- Supervise of On-Site Field Representative(s) and Contract Manager
- Review, approve and forward contractor invoices
- Review, approve and forward contractor reports and deliverables
- Monitor overall project schedule and performance
- Observe contractor performance and provide updates to superiors
- Take immediate action to remedy contractor(s) performance when deficient, safety issues emerge, or schedule slips
- Ensure contractors maintain a safe work site and follow their environmental plan and Afghan/Ministry environmental policies
- Communicate often with Contract Manager, Onsite Field Representative, and petroleum engineering services consultants; resolve disputes between parties
- Accountable for contractors, Contract Manager and Onsite Field Representative performance
- Advise superiors, ME&R Committee and the Minister on project status

**Skills**

- Program management skills: people, programs, resources, contracts and operations
- Analytical skills in engineering and business

**Qualifications**

- 10 years applicable Project Management experience in drilling and/or construction
- 5 years of experience in a developing country
- 4 year engineering college degree
- 5 years supervisory experience

**Position:** Senior Lead Operator

**Role:** Provides management of routine operation of all facilities from wells through processing plant(s) and coordinates with maintenance requirements. Responsible for scheduling and supervising personnel on shifts and addressing health, safety issues, environment and on-the-job training.

**Group:** Line Staffing

**Code:** LS001

**Job Description:**

- Coordinate daily gas plant activities and ensure that all activities are carried out in a safe manner that complies with all aspects of the company safety and environment policy
- Monitor process parameters and make an appropriate adjustment when a deviation detected and or an upset condition occurred
- Ensure all process plant equipment and utilities equipment are in safe and good operable condition to maintain high reliability of the plant
- Ensure gathering station activities are carried out in manner complies with all aspects of the company safety and environment policy
- Approves daily reports, material requests and safety reports
- Observes machines and equipment in operation to identify any defects and malfunctions
- Provides supervision and direction to personal
- Ensures operations meet or exceed all government and industry standards
- Ensures operations are conducted in accordance with the MoMP Management System

**Skills and abilities**

- Works in a team environment both in the field& head office to achieve goals
- Mentors and trains junior staff to promote a safe and efficient operating environment
- Maintains high communication levels with the field level to ensure high reliability and processing capacity
- Capacity to manage accidents in the plant
- Willing to relocate to the area

**Qualifications:**

- A minimum of 7 years of recent operating experience
- Technical degree related with the management of gas wells, gathering system and/or processing plants
- Strong Microsoft Word, Excel and other software skills plus prior exposure to plant production reporting
- Will be desirable an intermediate level of English

**Position:** Senior Operator

**Role:** Supervises the control room, plant and gas field work, Handles shutdowns and start-ups.

**Group:** Line Staffing

**Code:** LS002

**Job Description:**

- Supervises the control room, plant and gas field work
- Handles shutdowns and start-ups of the plant
- Assemble and dismantle equipment and fittings in gas processing plants
- Load, unload and store materials such as treatment chemicals and tools
- Clear blockages in materials-handling and transporting equipment
- Maintain all functional equipment
- Take samples of materials for testing

**Skills and abilities**

- Enjoy practical and manual work
- Physically fit
- Resourceful and mechanical aptitude

**Qualifications:**

- A minimum of 5 years' experience in the area
- Technical degree related with the management of gas wells, gathering system and/or processing plants
- Will be desirable an intermediate level of English

**Position:** Operator II Pumpers

**Role:** Daily checking of each producing well for condition, meter (pressure, flow) function, check gathering lines/gathering point interconnect condition and meters, periodic walk/drive of transmission line to gate of processing plant(s) minor repairs, daily reports submitted to Field/Production Manager. Able to drive field vehicles

**Group:** Line Staffing

**Code:** LS003

**Job Description:**

- Operate engines and pumps in order to shut off wells according to production and consumption schedules
- Monitor control panels during pumping operations to ensure that materials are being pumped at the correct pressure, density, rate, and concentration
- Perform routine maintenance on vehicles and equipment
- Repair the wells original pumpers gas gauge
- Unload and assemble pipes and pumping equipment, using hand tools
- Ensure that material being pumped to the correct pressure, density, speed and concentration to pump wells ex pumpers display panel
- Begins to recover from the compressor motor of compressor and diverting oil tank, gas and oil wells ex pumpers at the auxiliary equipment
- Also releasing stress those who use the well pump on the surface compressed at the bottom of the specified gas and oil power return valve opened
- Use the well pump drive the gas being pumped from wells and high pressure pump, truck transportation hydraulic machinery, chemicals

**Skills and abilities**

- Operate and control equipment
- Identify problems and review information
- Go back and forth between two or more activities or sources of information without becoming confused
- Read and understand work-related materials
- Follow guidelines to arrange objects or actions in a certain order
- Watch gauges, dials, and output to make sure a machine is working properly
- Determine the tools and equipment needed to do a job
- Notice when something is wrong or is likely to go wrong
- Judge the costs and benefits of a possible action
- Maintain equipment on a routine basis
- Determine when and what kind of maintenance is needed
- Test and inspect products or processes
- Evaluate quality or performance
- Repair machines or systems

**Qualifications:**

- A minimum of 2 years' experience in the area
- Technical degree related with operating machines pumpers
- Will be desirable an intermediate level of English

**Position:** Operator III  
**Role:** Checking instruments according to operating manual, loading chemicals and consumables, preparing log sheets, refers upward any deviations and out-of-order equipment for repair or maintenance  
**Group:** Line Staffing  
**Code:** LS004

**Job Description:**

- May repair gas and oil meters and gauges [Instrument Mechanic (any industry)]
- May supervise Oil Pumpers (petrol. & gas) and other workers engaged in producing oil from wells
- Reads tank gauges and pump meters, and keeps production records
- Operates engines and pumping units from central power plant to shut off wells according to production schedule and to switch flow of oil into unfilled storage tanks
- Opens valves to return compressed gas to bottoms of specified wells to re-pressurize them and force oil to surface
- Starts compressor engines and diverts oil from storage tanks into compressor units and auxiliary equipment to recover natural gas from oil
- Starts pumps and opens valves to pump oil from wells into storage tanks
- Operates pumps and auxiliary equipment to produce artificial flow of oil or gas from wells in oil field

**Skills and abilities**

- Operation Monitoring - Watching gauges, dials, or other indicators to make sure a machine is working properly
- Operation and Control - Controlling operations of equipment or systems
- Critical Thinking - Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems
- Active Listening - Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times
- Equipment Maintenance - Performing routine maintenance on equipment and determining when and what kind of maintenance is needed
- Mechanical - Knowledge of machines and tools, including their designs, uses, repair, and maintenance
- Mathematics - Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.
- Public Safety and Security - Knowledge of relevant equipment, policies, procedures, and strategies to promote effective local, state, or national security operations for the protection of people, data, property, and institutions
- Production and Processing - Knowledge of raw materials, production processes, quality control, costs, and other techniques for maximizing the effective manufacture and distribution of goods
- Customer and Personal Service - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction

**Qualifications:**

- A minimum of 1 year experience in the area
- Technical degree related with operating machines
- Will be desirable an intermediate level of English

**Position:** Operator Trainee  
**Role:** Entry level – basic checks and data recording, log sheets, routine simple reports.  
**Group:** Line Staffing  
**Code:** LS005

**Job Description:**

- Prepare, compile and sort documents for data entry
- Check source documents for accuracy
- Verify data and correct data where necessary
- Obtain further information for incomplete documents
- Update data and delete unnecessary files
- Combine and rearrange data from source documents where required
- Enter data from source documents into prescribed computer database, files and forms
- Transcribe information into required electronic format
- Scan documents into document management systems or databases
- Check completed work for accuracy
- Store completed documents in designated locations
- Maintain logbooks or records of activities and tasks
- Respond to requests for information and access relevant files
- Print information when required
- Maintain own office equipment and stationery supplies
- Prepare routine activities reports.
- Check the log sheet

**Skills and abilities**

- Proficient in relevant computer applications such as MS Office
- Accurate keyboard skills and proven ability to enter data at the required speed
- Knowledge of clerical and administrative procedures
- Information collection skills
- Excellent written and verbal communication skills in Dari, Pashto and English languages.

**Qualifications:**

- A minimum of 1 year experience in the area
- Technical degree related with operating machines
- Will be desirable an intermediate level of English

**Position:** Heavy Equipment Operators

**Role:** Operating construction and industrial equipment, e.g., forklifts, graders, dump trucks.

**Group:** Line Staffing

**Code:** LS006

**Job Description:**

- Operate all heavy equipment in a safe and efficient way according to all relevant legislation, policies and procedures
- Perform daily safety and maintenance checks
- Clean heavy equipment as scheduled and/or required
- Ensure heavy equipment is safely and securely stored
- Advise of any requirements for maintenance or repairs
- Maintain inventory
- Maintain roads and transportation systems in order to ensure safe roadways

**Skills and abilities**

- Precise and detail oriented and able to follow directions closely
- Mechanical aptitudes, good hand-eye coordination and the ability to operate the valves, levers, hand wheels and other controls on the machines

**Qualifications:**

- A minimum of 4 years' experience in the area
- Completed high school
- Valid driver's license
- Will be desirable an intermediate level of English

**Position:** Instrumentation Technician, Meter Specialist

**Role:** Calibration and basic repair of pressure flow meters; trained by meter manufacturers / suppliers. Loop-checking, commissioning, call out on emergency & start up, preventive maintenance, troubleshooting of general field measuring equipment and final control elements.

**Group:** Line Staffing

**Code:** LS007

**Job Description:**

- Calibration and basic repair of pressure flow meters; trained by meter manufacturers / suppliers.
- Sketches and builds or modifies jigs, fixtures, and instruments and related apparatus and verifies dimensional and functional acceptability of devices
- Performs preventive and corrective maintenance
- Installs or directs technical personnel in installation of units
- Operates test apparatus during test cycle to produce, regulate, and record effects of actual or simulated conditions, such as vibration, stress, temperature, humidity, pressure, altitude, and acceleration
- Plan test program

**Skills and abilities**

- Strong knowledge in rotating equipment control philosophy (Gas Turbine, Steam Turbine, Centrifugal Compressor, Reciprocate Compressor) and their auxiliaries
- Strong knowledge in unit control panel (UCP), motor control center (MCC), direct current panel (DCP) and firefighting system installation and commissioning
- Strong knowledge in field devices, instruments and actuators (servo-valves, thermo elements, transmitters etc.)
- Ability to handle special tools like pressure pump, multi-meter, frequency generator, oscilloscope and field generator (Micro Cal)
- Ability to understand and implement technical drawings (wiring diagram, P&ID, General Arrangement, etc.

**Qualifications:**

- A minimum of 3 years' experience in the area
- Technical degree related with the job
- Will be desirable an intermediate level of English

**Position:** Mechanical Maintenance Technician

**Role:** Routine maintenance and equipment overhauls, minor repairs, welding, recording job tickets and supporting the computerized maintenance management system (CMMS).

**Group:** Line Staffing

**Code:** LS008

**Job Description:**

- Evaluate the condition of machines to diagnose the problems
- Make the repairs and replacements wherever and whenever necessary
- It is needed to plan and create the proper schedules for the maintenance work
- Work as a supervisor to supervise the mechanics and workers properly for allotting the maintenance responsibilities
- Ensure that the machines and equipment are regularly serviced and functioning without problems
- Prepare the estimations for maintenance works such as purchase of new spare parts
- Keep the records of all maintenance and repair works
- Provide the training to the entry level maintenance engineers and assist them when needed

**Skills and abilities**

- The person needs to have excellent knowledge regarding machines, spare parts, operations and maintenance
- Observation skills to analyze the various aspects efficiently
- Knowledge regarding safety measures and laws
- Excellent troubleshooting and problem solving abilities
- Work under the stressful conditions and with the given deadlines as well
- Leadership, communication and motivation skills
- Team working skills
- Basic computer knowledge
- The ability to work well independently, balanced with a strong ability to contribute effectively in a team environment
- The ability to work efficiently, meet demanding deadlines
- Excellent oral and written communication skills
- It is needed to be updated and upgraded with the latest developments in the field and upgrading machinery

**Qualifications:**

- A minimum of 3 years' experience in the area
- Technical degree related with the mechanical maintenance
- Will be desirable an intermediate level of English

**Position:** General Manager

**Role:** Executive management of natural gas extraction and processing; \$ (financial information omitted) capital project; \$ (financial information omitted) revenue operation: Oversees all operational issues: technical, business, financial, profitability, contracts, HR, safety, relations with public, community, government, etc.

**Group:** Management Staffing

**Code:** MS001

**Job Description:**

- Ensure the provision of natural gas to the Power Plant Generation and other markets at the lowest cost and ensuring the sustainability of the business unit
- Prepare and present technical and financial results of the business unit to the appropriate authorities
- Oversee operational activities efficiency and effectiveness, ensuring that all the operational teams achieve their objectives for the realization of the projects
- Oversee the financial performance on the business unit
- Ensure, in collaboration with the relevant corporate function, the human resources scheduling defining quality/quantity needs of personnel for the business unit, granting and monitoring resources growth and ensure the necessary support to operations and engineering departments in the correct staffing of projects
- Ensure the necessary assistance to the projects in meeting their contractual milestones and performance of work
- Ensure the preparation and the follow-up of the documents related to the job activities of the projects as required
- Supervise, at organization level, the monitoring and analysis of current and prospects for short/medium/long term workloads, guaranteeing at the same time an overall view of available resources, in terms of competences and skills, in order to achieve optimal allocation of the same and efficient planning of projects
- Ensure the development of skills and the planning of engineering and project execution resources transversal to the projects
- Responsible for developing and implementing process improvements which continuously improve on-time delivery, growth objectives, and operational efficiencies

**Skills and abilities**

- Broad knowledge in developing operational plans, financial plans, business plans, and budgets for managing facility performance
- Must have exposure to taking appropriate actions to ensure the aforementioned plans are met and developing & implementing
- Meet repeating deadlines and financial targets
- Technical and operations basic experience
- Previous experience in working within a multi-cultural environment and diverse workforce
- Financial understanding to formulate and manage annual business plans
- Strong processing and commercial skills
- Ability to make technical and business decisions
- Strong interpersonal, communication, leadership skills
- Outstanding ability to develop relationship with others

**Qualifications:**

- Master's Degree in Business Administration or related
- At minimum 15 years of experience
- Fluent in English and Dari

**Position:** Technical Managing Director

**Role:** Technical management of all major aspects, Gas extraction strategy and implementation, CAPX, OPEX estimates, and expenditure projections, Field development plan, Major equipment evaluation, selection, installation and commissioning.

**Group:** Management Staffing

**Code:** MS002

**Job Description:**

- Prepare development plan for the technical operations
- Verify the correct functioning of technical aspects
- Coordinate the annual budget preparation
- Confer with operations directors in order to formulate and maintain fair and attainable technical policies for programs
- Test equipment in order to ensure proper operation
- Act as liaisons between engineering and production departments
- Controlling operations of equipment or systems
- Monitoring/Assessing performance to make improvements or take corrective action
- Considering the relative costs and benefits of potential actions to choose the most appropriate one

**Skills and abilities**

- Interpersonal and Communication Skills
- Leadership and Personal Effectiveness
- Methods and coordination of people and resources
- Knowledge of stage management principles and practices
- Understand of the business

**Qualifications:**

- A minimum of 15 years' experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English

**Position:** Production Operation Manager

**Role:** Oversees overall daily operations per production plan, Engineering improvements/expansions of existing facilities to solve production and operational issues.

**Group:** Management Staffing

**Code:** MS003

**Job Description:**

- Overseeing the production process drawing up a production schedule
- Ensuring that the production is cost effective
- Coordinate set up and implement standard operating procedure for all production operations
- Ensure implementation and evolution of safety procedure
- Monitor the production processes and adjusting schedules as needed
- Monitor the product standards and implementing quality-control programs
- Implementation of relevant systems and processes including program management systems to support service delivery

**Skills and abilities**

- Knowledge of quality systems and standards
- Knowledge of health and safety standards and compliance
- Planning, management and leadership skills
- Proven track record in managing production
- Excellent leadership and communication and organizational skills
- Ability to create and manage production budgets
- Understanding of how to develop and implement business strategy
- Excellent oral and written communication skills

**Qualifications:**

- A minimum of 10 years' experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English

**Position:** Field Manager

**Role:** Production management; authority for limited repair / maintenance expenses, Directs people, materials, equipment and tools, Coordinates maintenance and establish operating and control procedures.

**Group:** Management Staffing

**Code:** MS004

**Job Description:**

- Directs people, materials, equipment and tools
- Coordinates maintenance and establish operating and control procedures
- Design of daily plan of the field
- Verify the field production according program schedule
- Onsite the safety conditions of the field

**Skills and abilities**

- Investigate and pursue non-traditional media avenues that may benefit each of the brands
- Build working relationships with franchisees and local marketing and media vendors.
- Communicate with vendors and translate franchisee needs into actions.
- Ensure consistent and proper usage of trademarks and logos.
- Conduct competitive and brand pricing analysis quarterly.
- Special projects as assigned.
- Desired Knowledge, Skills & Abilities
- Strong English written and verbal communication skills and negotiation skills are required.
- Ability to be a self-starter and demonstrated leadership ability.
- Ability to work in both a team environment and independently.
- Detail orientation and focus.
- Strong time management skills, ability to effectively manage multiple priorities in a rapidly changing environment.
- Flexibility & adaptability with strong intuitive abilities.
- Analytical capabilities.
- Demonstrated creativity and innovation in prior projects

**Qualifications:**

- A minimum of 10 years' experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English
- Proven project management skills and understanding.

**Position:** Mechanical Maintenance Superintendent

**Role:** Plans and implements the routine maintenance and equipment overhauls, minor repairs, welding, etc. Manages the CMMS.

**Group:** Management Staffing

**Code:** MS005

**Job Description:**

- Evaluate the condition of machines to diagnose the problems
- Make the repairs and replacements wherever and whenever necessary
- Plan and create the proper schedules for the maintenance work
- Supervise the mechanics and workers properly for allotting the maintenance responsibilities
- Ensure that the machines and equipment are regularly serviced and functioning without problems
- Prepare the estimations for maintenance works such as purchase of new spare parts
- Update and upgrade with the latest developments in the field and upgrading machinery
- Keep the records of all maintenance and repair works
- Provide the training to the entry level maintenance engineers and assist them when needed

**Skills and abilities**

- Excellent knowledge regarding machines, spare parts, operations and maintenance
- Excellent observation skills to analyze the various aspects efficiently.
- Should have the exceptional team working skills
- To be highly organized, systematic and precise in work to do the job
- Should have the basic computer knowledge
- Able to do the physical work perfectly and easily
- The ability to work efficiently, meet demanding deadlines.
- Excellent oral and written communication skills

**Qualifications:**

- A minimum of 7 years' experience in the area
- Technical degree related with the job
- Will be desirable an intermediate level of English

**Position:** Senior Instrumentation Engineer

**Role:** Specifies and accepts instrumentation, installs and programs sensors, wiring, network, remote gear, recording and storage of data, emergency alert.

**Group:** Management Staffing

**Code:** MS006

**Job Description:**

- Should be capable of independently handling instrument engineering responsibilities on various power & gas projects
- Responsible for designing, developing, installing, managing and/or maintaining equipment which is used to monitor and control engineering systems, machinery and processes
- To carry out the Technical Integrity role for the instrument Engineering on projects
- Ensure all instruments and devices are functional and safe
- Ensure all design work conforms to the codes and standards used by the client, or to agreed industry standards
- Supervise and co-ordinate senior engineers and engineers attached to him
- Ensure all instruments engineering work on the projects assigned to him is carried out within established budgets and schedules
- Track record of instruments and devices and activities
- Responsible for repairing of the devices and instruments
- Manage Emergency Alert
- Instrumentation engineers will develop skills in specific control disciplines such as advanced process control (APC), distributed control systems (DCS), programmable logic controllers (PLC), and supervisory control and data acquisition (SCADA). The use of these disciplines will depend on the exact nature of individual job roles

**Skills and abilities**

- Proven track record in instrumentation engineering
- Understanding and ensuring compliance with the health and safety regulations and quality standards of the country in which work is undertaken
- Understanding of the operational processes of an organization and have a truly multidisciplinary role, working closely with colleagues across a number of functions, including operations, purchasing and design

**Qualifications:**

- A minimum of 7 years' experience in the area
- Technical degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Health, Safety & Environment Supervisor

**Role:** Produces HS&E manual, provides training, and conducts incident investigations and reports.

**Group:** Management Staffing

**Code:** MS007

**Job Description:**

- Develop internal health and safety policies/strategies
- Identify potential hazards.
- Determine ways of reducing risks
- Plan safe working practices and making necessary changes
- Keep up to date and ensuring compliance with current health and safety legislation
- Provide health and safety training courses for employees and managers
- Investigating/recording incidents, accidents, complaints and cases of ill health
- Liaison with relevant authorities
- Organize and attend health and safety meetings
- Safely handling hazardous substance
- Organize internal training on HSE awareness and capability

**Skills and abilities**

- Able to Develop Health, Safety and Environmental policies and standards
- Understand how to develop and implement department-specific HSE procedures with the coordination of department heads
- Excellent coordination skills to liaise with government, other official bodies and the local community on health, safety and environmental issues
- Understand Development and maintenance of emergency response plans
- Capable to organize internal training on HSE

**Qualifications:**

- A minimum of 7 years' experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Procurement Supervisor

**Role:** Creates specifications, prequalifies vendors, runs tenders, maintains data room, handles queries from bidders.

**Group:** Management Staffing

**Code:** MS008

**Job Description:**

- Supervises professional/analytical staff members to provide direction and feedback and ensure assigned procurement projects and tasks are completed accurately and within specified deadlines.
- Directs staff to provide administrative services to Department employees by prioritizing incoming assignments to ensure accurate and timely completion of work.
- Evaluates employee work performance. Identifies and provides appropriate training where needed.
- Interprets and disseminates information like: laws, administrative rules, general policies and procedures, etc.
- Edits/revises documents to ensure they are complete, accurate, legally defensible, technically corrected.
- Composes correspondence for Department of Administration approvals (e.g. sole source, emergency procurement, brand name approval, request for proposal approvals, contract requests, etc.).
- Reviews, authorizes, and prepares documentation on all formal and difficult technical bids, and responses to bid protests.
- Develops and updates policies and procedures to outline employee responsibilities and correct actions to be taken.
- Recommends changes and improvements to management regarding work unit policies and issues to improve productivity.

**Skills and abilities**

- Exercise good judgment in safeguarding confidential or sensitive information and adhere to high standards of honesty.
- Speak before groups to provide information or explain Departmental policies, procedures and programs.
- Analyze and evaluate procurement programs.

**Qualifications:**

- A minimum of 7 years' experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Contract and Legal Affairs Manager

**Role:** Spokesperson for the project represents the project at community meetings, press releases, escalation to GM as needed.

**Group:** Management Staffing

**Code:** MS009

**Job Description:**

- Serving as a principal point of contact on commercial legal issues
- Delivering, implementing and maintaining contract policies and procedures
- Working with business clients to structure and prepare commercial agreements and to advise generally on the legal aspects of manufacturing, sales and distribution processes
- Training internal business clients on a wide range of legal issues
- Drafting, reviewing and negotiating commercial agreements and providing legal advice in relation to a broad range of matters, including issues regarding competition law, marketing, compliance, and regulatory matters
- Responsible for the relationship and contracts between the Ministry and suppliers / vendors
- Create, modify, execute, and interpret contractual agreements
- Execute and manage contractual aspects of large, complex projects
- Manage and negotiate contract changes and contract disputes, collaborating with the applicable internal company organizations, to resolve issues with the customer
- Manage and negotiate contract changes and contract disputes, collaborating with the applicable internal company organizations, to resolve issues with the customer
- Evaluate and/or monitor contract performance to determine necessity for amendments or extensions of contracts, and compliance to contractual obligations
- Provide guidance and counsel to company management of contract obligations, deficiencies, commitments, and performance

**Skills and abilities**

- Sound and practical business judgment
- Familiarity with laws relating to copyright, trademark, trade secrets, antitrust, marketing and communications, advertising, and consumer protection
- An awareness of and ability to apply principles of contract simplification
- Clarify goals and reach agreement maintaining the interests of all parties
- Build and maintain excellent relationships with colleagues and clients

**Qualifications:**

- A minimum of 5 years' experience in the area
- Master's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Community Relations Manager

**Role:** Spokesperson for the project represents the project at community meetings, press releases, escalation to GM as needed.

**Group:** Management Staffing

**Code:** MS010

**Job Description:**

- Manage and cultivate partnership with community groups.
- Provide oversight and support to existing partnership and assist in developing of the new partnership.
- Coordinate community focused -projects and facilities connection to and among partnership
- Promote community partnership activities.
- Develop partnership initiatives to enhance strategic objectives and mission of the organization.
- Create means of recognizing and rewarding community partnership
- Represent the project to the community meetings
- Spokesperson for the project

**Skills and abilities**

- Ability to make relationship with community elders.
- Strong interpersonal, communication and leadership skills.
- Outstanding ability to develop relationship with others.
- Self-Starter, ability to troubleshoot and solve technical problems
- Able to represent the project to the community, meeting and press releases.
- Possess the ability to drive change

**Qualifications:**

- A minimum of 5 years' experience in the area
- Technical or Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Finance Director

**Role:** Prepares month/quarterly and year end reporting, group budget and forecast. Prepares procedures for operational expenditure, gas production value, track OPEX & CAPEX, maintains and improves manual & automated financial systems.

**Group:** Management Staffing

**Code:** MS011

**Job Description:**

- Manage finance functions in accordance with policies and procedures
- Execute, monitor and supervise all financial activities in timely, most cost effective and efficient way
- Keep accurate records of the financial documents
- Actively implement and monitor all control measure
- Manage in ensuring that all financial disbursements at the project site remain within budget allocation
- Manage and monitor overdue advance against expenses by staff on daily bases
- Handling money transfers
- Independently preparing weekly financial report to management
- Bank reconciliations and petty cash
- Preparing of monthly Cash Flow Projection for all AEAI/ SGGA in Afghanistan
- Liaison with Ministry of Finance relating to taxation and other Government regulation issues
- Develop gas production value
- Maintain and improve manuals & automated financial system
- Develops finance organizational strategies by contributing financial and accounting information, analysis, and recommendations
- Establishes finance operational strategies by evaluating trends; establishing critical measurements; determining production, productivity, resolving problems, and implementing change
- Develops organization prospects by studying economic trends and revenue opportunities, cost reduction and systems enhancement

**Skills and abilities**

- Financial Management and project management experience
- An awareness of and ability to apply principles of contract simplification
- Build and maintain excellent relationships with colleagues and clients
- Able to provide and interpreting financial information and financial report
- Excellent verbal, analytical, organizational and written skills
- formulating strategic and long-term business plans
- Able to analyze competitors and market trends
- Able to develop financial management mechanisms that minimize financial risk

**Qualifications:**

- A minimum of 5 years' experience in the area
- Master's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Internal Auditor

**Role:** Audits and reports to Board of Directors, Board of Supervisors, or other top level oversight officials.

**Group:** Management Staffing

**Code:** MS012

**Job Description:**

- Conducting Internal Control evaluation
- Preparing an Annual Internal Audit Plan
- Preparing special reports when asked for by the management on various aspects of financial management, including asset management and security, financial reporting, decision support systems, management Information systems;
- Assisting in engaging an independent chartered accounting firm to assess internal controls over contract management, payments, and ex-post review of procurements etc., when required.;
- Conducting any other related task that may be assigned by the management

**Skills and abilities**

- Excellent analytical and interpersonal skills along with strong organizational ability;
- People Management
- Interpersonal Communication
- Strategic Thinking
- Problem Solving Skills
- Teamwork Skills
- Analytical Skills
- Resourcefulness

**Qualifications:**

- A minimum of 5 years' experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** HR Manager

**Role:** Drafts HR policy, oversees implementation. Handles personnel planning, recruitment, talent management and acquisition, Manages performance appraisals, retention and management, Plans employee recruiting, induction, and exit formalities.

**Group:** Management Staffing

**Code:** MS013

**Job Description:**

- Develop HR policies, systems, and procedures, including regular reviews and updates of the Personnel Manual
- On ongoing basis, oversee all HR systems, policies and procedures to ensure alignment with organizational objectives
- Communicate human resource policies and procedures to all staff, and guide/facilitate the implementation of new/revised systems through continuous interaction with line managers and other staff members
- Make ongoing recommendations to the senior management team for strengthening organizational learning, knowledge management, and change management in support of strategic objectives
- Design and implement recruiting, selection and orientation procedures
- Using the performance appraisal outcomes, collaborate with Managers to identify employee training and career development opportunities and coaching / mentoring needs
- Review the outputs of the employee appraisal process, identifying key issues and trends, and prepare consolidated reports for senior management
- Research and ensure that salaries are competitive for all positions
- Oversee employee benefits administration, ensuring that providers deliver quality services to employees
- Design benefit programs that comply with local labor law, are competitive and meet employee needs.
- Work with Senior Management in designing and implementing competitive incentive programs for key positions
- Work with management in preparing salary increases in accordance to the Budget

**Skills and abilities**

- Specific experience in developing a human resources function based on performance management
- Strong knowledge of local labor law and employment practices
- Ability to develop systems and HR policies
- Ensure complete confidentiality of employee files
- Able to manage and maintain the personnel database system
- Experience in recruiting in a competitive labor market
- Strong knowledge of local labor law and employment practices
- Excellent oral and written skills in English, Dari and Pashtu

**Qualifications:**

- A minimum of 5 years' experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Security Manager

**Role:** Production management; authority for limited repair / maintenance expenses, Directs people, materials, equipment and tools, Coordinates maintenance and establish operating and control procedures.

**Group:** Management Staffing

**Code:** MS014

**Job Description:**

- Production management
- Authority for limited repair / maintenance expenses.
- Directs people, materials, equipment and tools.
- Coordinates maintenance and establish operating and control procedures.

**Skills and abilities**

- Proven project management skills and understanding.
- A track record of using data effectively to plan operations, drive the achievement of objectives and review and learn lessons from the quality of delivery.
- Experience of working in an outward-facing role which proactively engages with the public to secure co-operation for business objectives.
- A track record of successfully managing the performance of freelance workers or remote workers.
- Knowledge of employment regulations governing freelance workers or remote workers including Working Time, National Minimum Wage and Health and Safety.
- Experience of managing staff to achieve key performance indicator targets.
- Proven track record in implementing process improvement

**Qualifications:**

- A minimum of 10 years' experience in the area
- Technical degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** General Accountant

**Role:** Bookkeeping, accounting, payroll, reconciling gas volume reports and billing.

**Group:** Support Staff

**Code:** SS001

**Job Description:**

- Prepare, examine, and analyze accounting records, financial statements, and other financial reports to assess accuracy, completeness, and conformance to reporting and procedural standards
- Reconciling gas volume reports
- Compute taxes owed and prepare tax returns, ensuring compliance with payment, reporting and other tax requirements
- Analyze business operations, trends, costs, revenues, financial commitments, and obligations, to project future revenues and expenses or to provide advice
- Report to management regarding the finances of establishment
- Establish tables of accounts, and assign entries to proper accounts
- Develop, maintain, and analyze budgets, preparing periodic reports that compare budgeted costs to actual costs
- Develop, implement, modify, and document recordkeeping and accounting systems, making use of current computer technology
- Prepare forms and manuals for accounting and bookkeeping personnel, and direct their work activities
- Survey operations to ascertain accounting needs and to recommend, develop, and maintain solutions to business and financial problems

**Skills and abilities**

- Financial and project management skills
- Able to prepare financial management reports
- Ensure accurate and timely monthly, quarterly and year end close
- Understand planning and organizing of financial issues
- Strong communication skills
- Understand accepted accounting practices and principles.
- Financial problem analysis
- Knowledge of economic principles
- Knowledge of auditing practices and principles

**Qualifications:**

- A minimum of 5 years' experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Administrative Support  
**Role:** Communication, filing, records  
**Group:** Support Staff  
**Code:** SS002

**Job Description:**

- Provides administrative support, performing a wide range of projects and tasks and a variety of generalized business-related activities.
- Assisting with the management of the machine
- Performs administrative support tasks for a specific function, project, or organization.
- Gathers, collects, records, tracks, and verifies data and information from multiple sources.
- Reviews and analyzes data and information and reconciles report discrepancies.
- Supervises and coordinates activities of workers engaged in clerical or administrative support activities.
- Plans, prepares, and revises work schedules and duty assignments according to budget allotments, customer needs, problems, workloads, and statistical forecasts.
- Verifies completeness and accuracy of subordinates' work, computations, and records.

**Skills and abilities**

- Good interpersonal skills
- Excellent customer service skills
- Excellent oral and written skills, including proofreading, grammar, spelling, punctuation, accuracy, and attention to detail.

**Qualifications:**

- A minimum of 5 years' experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Driver  
**Role:** Driving.  
**Group:** Support Staff  
**Code:** SS003

**Job Description:**

- Maintain office vehicle, including responsibility for ensuring it is equipped with all necessary supplies (e.g., tools, spare tire, and First Aid kit)
- Regularly check vehicle for any needed services, including engine, oil, water, fuel, and tires
- Take vehicle to authorized service supplier for regular service every 5,000 kilometers. Maintain service and repair log
- Ensure vehicle logbook is complete with all details and on a daily basis
- Check vehicle schedule for long trips prior to departure to ensure tire pressure, fuel, and other fluid levels
- Able to work during night shift
- Report to any kind of damage or maintenance of vehicle to the supervisor

**Skills and abilities**

- Completed security training for safe driving in urban and rural areas
- Knowledge of traffic signs and traffic regulations

**Qualifications:**

- A minimum of 1 year experience in the area
- Technical degree related with the job
- Will be desirable an intermediate level of English and local languages
- Current driver's license
- Must hold a valid Kabul's Driver's License

**Position:** Finance  
**Role:** Budgets, forecasts, treasury functions.  
**Group:** Support Staff  
**Code:** SS004

**Job Description:**

- Analyze financial information to recommend or develop efficient use of resources and procedures, provide recommendations and maintain solutions to business and financial problems
- Compile and analyze financial information to prepare financial statements including monthly and annual accounts
- Ensure financial records are maintained in compliance with accepted policies and procedures
- Ensure all financial reporting deadlines are met
- Accomplishes finance human resource strategies by determining accountabilities; communicating enforcing values, policies, and procedures; implementing recruitment, orientation and training
- Develops finance organizational strategies by contributing financial and accounting information, analysis, and recommendations
- Establishes finance operational strategies by evaluating trends; establishing critical measurements; determining production, productivity, resolving problems, and implementing change
- Develops organization prospects by studying economic trends and revenue opportunities, cost reduction and systems enhancement
- Develops financial strategies by forecasting capital, facilities, and staff requirements; identifying monetary resources; developing action plans
- Monitors financial performance by measuring and analyzing results; initiating corrective actions; minimizing the impact of variances
- Reports financial status by developing forecasts; reporting results; analyzing variances; developing improvements
- Updates job knowledge by remaining aware of new regulations; participating in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations

**Skills and abilities**

- Excellent verbal, analytical, organizational and written skills
- Computer knowledge
- Good human skills
- Knowledge of cost and financial accounting principles, practices and procedures
- Knowledge of principles and techniques used in conducting management studies, system analyses and financial analyses
- Knowledge of internal control systems and procedures
- Skill in performing complex numerical calculations
- Skill in preparing complex management reports on a timely basis
- Skill in the use of personal computers and related financial and statistical software products
- Skill in both verbal and written communication

**Qualifications:**

- A minimum of 2 years' experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** HR  
**Role:** Personnel induction, training and forms.  
**Group:** Support Staff  
**Code:** SS005

**Job Description:**

- Administer compensation, benefits and performance management systems and safety programs
- Advise managers on organizational policy
- Allocate human resources ensuring appropriate matches between personnel
- Analyze statistical data and reports to identify and determine causes of personnel problems and develop recommendations for improvement of organization's personnel policies and practices
- Analyze training needs to design employee development and health and safety programs
- Conduct exit interviews to identify reasons for employee turnover
- Develop, administer and evaluate applicant tests
- Identify staff vacancies and recruit, interview and select applicants
- Maintain records and compile statistical reports concerning personnel-related data such as hires, transfers, performance appraisals, and absenteeism rates
- Negotiate bargaining agreements and help interpret labor contracts
- Facilitate change in organization to help transition all levels
- Forecast future staffing and organizational needs
- Develop new programs to attract and retain staff

**Skills and abilities**

- Communicate effectively in writing as appropriate for the needs of the audience
- Talk to others to convey information effectively
- Adjust actions in relation to others' actions
- Being aware of others' reactions and understanding why they react as they do
- Business and management principles involved in strategic planning, resource allocation, human

**Qualifications:**

- A minimum of 2 years' experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Health, Safety & Environment  
**Role:** Incident reporting, safety training, audits.  
**Group:** Support Staff  
**Code:** SS006

**Job Description:**

- Write internal health and safety policies/strategies
- Identify potential hazards
- Determine ways of reducing risks
- Plan safe working practices and making necessary changes
- Keep up to date and ensuring compliance with current health and safety legislation
- Ensure that equipment is installed correctly/safely
- Write reports, bulletins and newsletters
- Provide health and safety training courses for employees and managers
- Investigate/record incidents, accidents, complaints and cases of ill health
- Make recommendations following accidents/incidents
- Safely handling hazardous substances
- Make regular site inspections
- Work with department heads to develop and implement department-specific HSE procedures

**Skills and abilities**

- Liaise with government, other official bodies and the local community on health, safety and environmental issues
- Good communications skills

**Qualifications:**

- A minimum of 2 years' experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** IT  
**Role:** Network management, administration of accounts, computer set-up.  
**Group:** Support Staff  
**Code:** SS007

**Job Description:**

- Website & Web mail server management
- Networking, Internet Access and Data backups
- Troubleshooting Hardware, Software and general Network issues
- Ensure the smooth IT operations at PNAC office
- Perform additional tasks as required
- Improved Visuals and Design
- Sharing of information's and related issues with the partners
- Keeping the partners update about upcoming activities
- Ensuring transparency and thus increasing credibility by sharing
- Networking of Computers & Printer Sharing
- Internet Access of all computers
- Data Backups

**Skills and abilities**

- Excellent computer skills to include Internet, Word, Excel, data-base, Web Page Designing etc.
- Ability to work under pressure and handle multiple tasks
- Excellent cross cultural skills, ability to work in a diverse, multi-cultural environment, with respect, professionalism and gender sensitivity
- Design skills
- Product knowledge
- Process knowledge
- Management of intellectual property
- Patent knowledge

**Qualifications:**

- A minimum of 2 years' experience in the area
- Technical degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Medical Staff  
**Role:** Simple and urgent medical care, referrals as needed.  
**Group:** Support Staff  
**Code:** SS008

**Job Description:**

- Providing administrative and credentialing support for the activities of the Medical Staff
- Assisting the manager with all medical staff requirements and maintains records
- Supporting the medical/dental/allied health process, including of new applications
- Verifying competence, medical and/or professional education, residency
- Maintaining the credentialing database assuring accuracy and completeness
- Acting as a liaison between the medical staff and other departments
- Organizing and maintaining credentials files in the medical staff office
- Maintaining a working knowledge of the Medical Staff
- Facilitating medical staff committee meetings as requested
- Other related responsibilities as required

**Skills and abilities**

- Exhibit a high degree of confidentiality
- Must possess organizational skills
- Knowledge of medical terminology preferred
- Have good behavior and good capacity
- Have strong communication skills
- Capable, honest, with good moral
- Excellent interpersonal skills

**Qualifications:**

- A minimum of 5 years' experience in the area
- Bachelor's degree related with the job
- Will be desirable an intermediate level of English and local languages

**Position:** Procurement  
**Role:** Bids, quotations, records. Delivery, storage, inventory, and clearing customs for goods, tools, and consumables  
**Group:** Support Staff  
**Code:** SS009

**Job Description:**

- Prepare purchase orders and send copies to suppliers and to departments originating requests
- Determine if inventory quantities are sufficient for needs, ordering more materials when necessary
- Respond to customer and supplier inquiries about order status, changes, or cancellations
- Perform buying duties when necessary
- Contact suppliers in order to schedule or expedite deliveries and to resolve shortages, missed or late deliveries
- Review requisition orders in order to verify accuracy, terminology, and specifications
- Getting Information -- Observing, receiving, and otherwise obtaining information from all relevant sources
- Establishing and Maintaining Interpersonal Relationships
- Developing constructive and cooperative working relationships with others, and maintaining them over time
- Communicating with Supervisors, Peers, or Subordinates
- Providing information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person
- Processing Information -- Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information
- Communicating with people outside the organization, representing the organization to customers

**Skills and abilities**

- Time Management Managing one's own time and the time of others
- Monitoring Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action
- Judgment and Decision Making Considering the relative costs and benefits of potential actions to choose the most appropriate one

**Qualifications:**

- A minimum of 2 years' experience in the area
- Bachelor's Degree related with the job
- Will be desirable an intermediate level of English and local languages

## Annex 2: Questionnaires

Positions: Senior Lead Operator, Senior Operator, Operator II (pumpers), Operator III

Group: 01

Last Name: .....

First Name: .....

Age: .....

Phone number: .....

Cell number: .....

Email: .....

### Apply position:

Senior Lead Operator

Senior Operator

Operator II (pumpers)

Operator III

1. Education Level:

None

College

Technical

Bachelor

Master

PhD

Other: .....

2. Please describe the institutions attended in your education

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3. Please mark with "x" your language skills

Language	None	Regular	Good	Very good	Native
Dari					
Pashto					
English					
Other					

Indicate "Other": .....

4. Please mark with "x" your computer skills

Language	None	Regular	Good	Very good	Native
Word Processing					
Spread sheets					
Other					

Indicate "Other": .....

5. Years of work experience (current and previous jobs): .....

6. Please complete the following table with the current and 4 previous jobs:

	Institution	Position	Start date (dd/mm/yy)	End Date (dd/mm/yy)
Current Job				
Former Job 1				
Former Job 2				
Former Job 3				
Former Job 4				

7. Please indicate your main activities in your current job:

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8. Please describe, briefly, your professional background related with the position you're applying

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9. Please describe the critical situations you had to manage in the past regarding: accidents, malfunction of machinery, etc. Also describe how you managed this situation and today results.

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10. Please describe the type of machinery you manage today and in the past

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11. Please describe why do you think you can fit in the position you're applying?

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**Positions:** Operator Trainee, Heavy Equipment Operators, Instrumentation Technician, Meter Specialist, Mechanical Maintenance Technician

**Group:** 02

**Last Name:** .....

**First Name:** .....

**Age:** .....

**Phone number:**.....

**Cell number:** .....

**Email:** .....

**Apply position:**

Operator Trainee

Heavy Equipment Operators

Instrumentation Technician, Meter Specialist

Mechanical Maintenance Technician

1. Education Level:

None

College

Technical

Bachelor

Master

PhD

Other: .....

2. Please describe the institutions attended in your education

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3. Please mark with "x" your language skills

Language	None	Regular	Good	Very good	Native
Dari					
Pashto					
English					
Other					

Indicate "Other": .....

4. Please mark with "x" your computer skills

Language	None	Regular	Good	Very good	Native
Word Processing					
Spread sheets					
Other					

Indicate "Other": .....

5. Years of work experience (current and previous jobs): .....

6. Please complete the following table with the current and 4 previous jobs

	Institution	Position	Start date (dd/mm/yy)	End Date (dd/mm/yy)
Current Job				
Former Job 1				
Former Job 2				
Former Job 3				
Former Job 4				

7. Please indicate your main activities in your current job:

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8. Please describe, briefly, your professional background related with the position you're applying

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9. Please describe the critical situations you had to manage in the past regarding: accidents, malfunction of machinery, etc. Also describe how you managed this situation and today results.

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10. Please describe the type of machinery you manage today and in the past

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11. Please describe why do you think you can fit in the position you're applying?

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**Positions:** General Manager, Technical Managing Director, Production Operations Manager, Field Manager

**Group:** 03

**Last Name:** .....

**First Name:** .....

**Age:** .....

**Phone number:**.....

**Cell number:** .....

**Email:** .....

**Apply position:**

General Manager

Technical Managing Director

Production Operations Manager

Field Manager

**1. Education Level:**

None

College

Technical

Bachelor

Master

PhD

Other: .....

**2. Please describe the institutions attended in your education**

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**3. Please mark with "x" your language skills**

Language	None	Regular	Good	Very good	Native
Dari					
Pashto					
English					
Other					

Indicate "Other": .....

**4. Please mark with "x" your computer skills**

Language	None	Regular	Good	Very good	Native
Word Processing					
Spread sheets					
Other					

Indicate "Other": .....

**5. Years of work experience (current and previous jobs):** .....

6. Please complete the following table with the current and 4 previous jobs:

	Institution	Position	Start date (dd/mm/yy)	End Date (dd/mm/yy)
Current Job				
Former Job 1				
Former Job 2				
Former Job 3				
Former Job 4				

7. Please indicate your main activities in your current job

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8. Please describe, briefly, your professional background related with the position you're applying

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9. Please describe the efficiency and effectiveness of operational activities, which you have supervised.

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10. Please discuss your experience in human resources scheduling defining quality/quantity needs of personnel for the business unit

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11. Please describe the worst project operational challenge under your supervision and how you handled that challenge

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12. Please discuss your experience in the development of your subordinates' skills and the planning of engineering and project execution resources

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13. Please describe why do you think you can fit in the position you're applying?

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**Positions:** Mechanical Maintenance Superintendent, Senior Instrumentation Engineer, Health, Safety & Environment Supervisor

**Group:** 04

**Last Name:** .....

**First Name:** .....

**Age:** .....

**Phone number:**.....

**Cell number:** .....

**Email:** .....

**Apply position:**

Mechanical Maintenance Superintendent

Senior Instrumentation Engineer

Health, Safety & Environment Supervisor

1. Education Level:

None

College

Technical

Bachelor

Master

PhD

Other: .....

2. Please describe the institutions attended in your education

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3. Please mark with "x" your language skills

Language	None	Regular	Good	Very good	Native
Dari					
Pashto					
English					
Other					

Indicate "Other": .....

4. Please mark with "x" your computer skills

Language	None	Regular	Good	Very good	Native
Word Processing					
Spread sheets					
Other					

Indicate "Other": .....

5. Years of work experience (current and previous jobs): .....

6. Please complete the following table with the current and 4 previous jobs:

	Institution	Position	Start date (dd/mm/yy)	End Date (dd/mm/yy)
Current Job				
Former Job 1				
Former Job 2				
Former Job 3				
Former Job 4				

7. Please indicate your main activities in your current job:

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8. Please describe, briefly, your professional background related with the position you're applying

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9. Please describe the critical situations you had to manage in the past regarding: accidents, malfunction of machinery, etc. Also describe how you managed this situation and today results.

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10. Please describe the type of machinery you manage today and in the past

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11. Please describe the type of specific computer software you used in previous jobs

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12. Please discuss your experience in human resources scheduling defining quality/quantity needs of personnel for the business unit

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- 13. Please discuss your experience in the development of your subordinates' skills and the planning of engineering and project execution resources

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- 14. Please describe why do you think you can fit in the position you're applying?

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**Positions:** Procurement Supervisor, Contract and Legal Affairs Manager, Production Community Relations Manager, Finance Director, Internal Auditor, HR Manager, Security Manager

**Group:** 05

**Last Name:** .....

**First Name:** .....

**Age:** .....

**Phone number:**.....

**Cell number:** .....

**Email:** .....

**Apply position:**

- Procurement Supervisor
- Contract and Legal Affairs Manager
- Production Community Relations Manager
- Finance Director Internal Auditor
- HR Manager
- Security Manager

1. Education Level:

- None
- College
- Technical
- Bachelor
- Master
- PhD
- Other: .....

2. Please describe the institutions attended in your education

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3. Please mark with "x" your language skills

Language	None	Regular	Good	Very good	Native
Dari					
Pashto					
English					
Other					

Indicate "Other": .....

4. Please mark with "x" your computer skills

Language	None	Regular	Good	Very good	Native
Word Processing					
Spread sheets					
Other					

Indicate "Other": .....

5. Years of work experience (current and previous jobs): .....

6. Please complete the following table with the current and 4 previous jobs:

	Institution	Position	Start date (dd/mm/yy)	End Date (dd/mm/yy)
Current Job				
Former Job 1				
Former Job 2				
Former Job 3				
Former Job 4				

7. Please indicate your main activities in your current job:

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8. Please describe, briefly, your professional background related with the position you're applying

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9. Please describe the efficiency and effectiveness of operational activities, which you have supervised.

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10. Please discuss your experience in human resources scheduling defining quality/quantity needs of personnel for the business unit

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11. Please describe the worst project operational challenge under your supervision and how you handled that challenge

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12. Please discuss your experience in the development of your subordinates' skills and the planning of project execution resources

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13. Please describe why do you think you can fit in the position you're applying?

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**Positions:** Accountant Staff, Administrative Support Staff, Finance Staff, Human Resources Staff, Health - Safety - Environment Staff, IT Staff, Medical Staff, Procurement Staff

**Group:** 06

**Last Name:** .....

**First Name:** .....

**Age:** .....

**Phone number:**.....

**Cell number:** .....

**Email:** .....

**Apply position:**

Accountant Staff

Administrative Support Staff

Finance Staff

Human Resources Staff

Health - Safety - Environment Staff

IT Staff

Procurement Staff

**1. Education Level:**

None

College

Technical

Bachelor

Master

PhD

Other: .....

**2. Please describe the institutions attended in your education**

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**3. Please mark with "x" your language skills**

Language	None	Regular	Good	Very good	Native
Dari					
Pashto					
English					
Other					

Indicate "Other": .....

**4. Please mark with "x" your computer skills**

Language	None	Regular	Good	Very good	Native
Word Processing					
Spread sheets					
Other					

Indicate "Other": .....

- 5. Years of work experience (current and previous jobs): .....
- 6. Please complete the following table with the current and 4 previous jobs:

	Institution	Position	Start date (dd/mm/yy)	End Date (dd/mm/yy)
Current Job				
Former Job 1				
Former Job 2				
Former Job 3				
Former Job 4				

- 7. Please indicate your main activities in your current job:  
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- 8. Please describe, briefly, your professional background related with the position you're applying  
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- 9. Please describe the efficiency and effectiveness of operational activities you have done.  
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- 10. Please discuss your experience with human work groups  
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- 11. Please discuss your experience participating in the planning of project execution resources  
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- 12. Please describe why do you think you can fit in the position you're applying?  
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**Positions:** Drilling Engineer, Geologist Engineer, Well Testing Engineer, Senior Exploitation Engineer, Operation Engineer, Plant Engineer

**Group:** Engineer

**Last Name:** .....

**First Name:** .....

**Age:** .....

**Phone number:**.....

**Cell number:** .....

**Email:** .....

**Apply position:**

- Drilling Engineer
- Geologist Engineer
- Well Testing Engineer
- Senior Exploitation Engineer
- Operation Engineer
- Plant Engineer

1. Education Level:

- None
- College
- Technical
- Bachelor
- Master
- PhD
- Other: .....

2. Please describe the institutions attended in your education

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3. Please mark with "x" your language skills

Language	None	Regular	Good	Very good	Native
Dari					
Pashto					
English					
Other					

Indicate "Other": .....

4. Please mark with "x" your computer skills

Language	None	Regular	Good	Very good	Native
Word Processing					
Spread sheets					
Other					

Indicate "Other": .....

5. Years of practical experience (10 years minimum): .....

6. Please complete the following table with the current and 4 previous jobs:

	Institution	Position	Start date (dd/mm/yy)	End Date (dd/mm/yy)
Current Job				
Former Job 1				
Former Job 2				
Former Job 3				
Former Job 4				

7. Please indicate your main activities in your current job:

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8. Please describe, briefly, your professional background related with the position you're applying

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9. Please describe the critical situations you had to manage in the past regarding: accidents, malfunction of machinery, etc. Also describe how you managed this situation and today results.

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10. Please describe the type of machinery you manage today and in the past

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11. Please describe why do you think you can fit in the position you're applying?

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