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## On-The-Job Training (OJT)

**MODIFIED DEPARTMENT OF LABOR (DOL), INTERNATIONAL ORGANIZATION FOR MIGRATION (IOM) AND LEGAND LAND MATERIALS  
IRAQ VOCATIONAL TRAINING AND EMPLOYMENT SERVICES PROJECT**



September 1, 2005

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# INTRODUCTION

Unemployment is one of the most serious problems facing the Iraqi people and their government, especially after the war, 2003. The proportion of unemployed people is still unknown, but there are estimates reaching up to 65% of people of working age. Before the war, the Ministry of Labor and Social Affairs (MOLSA) was responsible through its employment centers, for the process of people's employment. But these centers were neglected, and there was no clear policy for these centers. After the war, the Coalition Provisional Authority (CPA) advisors assisted MOLSA in the development of a strategy to revitalize employment services to the Iraqi public. The strategy was implemented primarily through 2 complementary entities, Employment Services Centers (ESC) and Vocational and Technical Training Centers (VTTC).

In this project, several contractors played a role. 1 September, 2003, the U.S. Department of Labor (DOL) and the International Organization for Migration (IOM) signed a Cooperative Agreement to increase the employment rate in Iraq. The IOM contracted Legend Land, a private Danish contractor, to implement its goals at the Iraqi Ministry of Labor and Social Affairs (MOLSA). The program mobilized in December 2003 and ended in December 2004. Legend Land was tasked to start up the employment centers and vocational training centers in Iraq; train MOLSA employees; and install a data base to match job applicants to vacant positions. With MOLSA partnership, they opened 18 employment centers, and 6 vocational centers. In the second phase (started in December 2004) another team of contractors began to work. This joint venture consisted of: the Louis Berger Group (LBG), Management & Training Corporation (MTC), ResCare, and Citizens International. To broaden the vocational training opportunities available to MOLSA Vocational Technical Training Center students, the project team was tasked to expand and improve the OJT program at the Ministry of Labor and Social Affairs. Before the project even got started, it was issued a "Issuance of Stop Work Order" dated October 13, 2004. At a meeting in Petra, Jordan between the U.S. Department of Labor, the International Organization for Migration, Legend Land, the Louis Berger Group, Management & Training Corporation and ResCare, the on-the-job training program was discussed. OJT was currently on hold. The Minister of the Ministry of Labor and Social Affairs, Leyla Abdul Latif Mohammed Al-Timimi, was unwilling to accept guidance or advise from Coalition personnel, publically denounced any relationship with Americans, and resented or resisted any attempts to infringe upon her authority to work directly with her subordinates without coordinating through her. After her departure, Dr Riad Hassan Mohammed Ali, the Director General of Labor started working more closely with the project team.

The Iraq on-the-job training program was officially started again on April 1, 2004 by opening an OJT office in the Baghdad Employment Center. (See Appendix I, Report by Amer Shiref, April 20, 2005). The program needed a lot of work because the previous Minister refused to pay employers for outstanding OJT contract that had been signed by the Ministry of Labor and Social Affairs. In May, 2005, a series of meetings were held between the project team and the MOLSA staff where committees were set up for all our project tasks. The Outreach and On-the-job training committee consisted of: Michael W. Roberts (Senior Trainer), Saad Baker

**IRAQ VOCATIONAL TRAINING AND EMPLOYMENT SERVICES PROJECT** **PAGE 1**

(Team Leader), Amer Shiref (OJT Coordinator) from the project staff and Abd il Wahab Fathil (OJT Department Manager) and Omar Hafuth (Legislation Department Head) from MOLSA. We went over the materials developed by the Department of Labor and Legend Land. Mr. Amer Shiref from our project had previously worked with the IOM in developing the MOLSA materials. We reviewed and modified the MOLSA SOP's, department descriptions, and position descriptions (See Appendix 2 and 3). We decided that some of these materials needed to be changed and brought into line with current needs. This included some wording and a shortening of the time period that an individual would be on an OJT contract. We hired twelve employees to work as Outreach Counselors who also had the task of identifying employers interested in the OJT program. They were also tasked with setting up OJT contracts. These employees worked directly with the MOLSA outreach teams and we provided them with communication, transportation and supplies. We wrote a "Purpose" and "Requirements" section to the MOLSA SOP (See Appendix 4).

# APPENDIX I

Report by Amer Shiref, April 20, 2005

## The OJT Program's Current state

The OJT program has been officially started on April, 1<sup>st</sup>, 2004 by opening an OJT office in Baghdad Employment Center. Following you can find the currently opened OJT offices all over Iraq:

No.	Governorate	Date of Opening	Trained	Staff	Furniture
1	Baghdad	1/4/2004	Yes	Yes	Yes
2	Diwaneya	1/5/2004	Yes	Yes	Yes
3	Kirkuk	1/6/2004	Yes	Yes	Yes
4	Mosul	1/6/2004	Yes	Yes	Yes
5	Deyala	1/6/2004	Yes	Yes	Yes
6	Dehuk	On opening	NO	NO <sup>1</sup>	NO <sup>2</sup>
7	Sulaimaneyah	On opening	Yes	NO	NO
8	Anbar	On opening	Yes	NO	NO
9	Basra	On opening	Yes	NO	NO
10	Kerbala'a	On opening	NO	NO	NO
11	Babylon	On opening	NO	NO	NO
12	Mutahanna	On opening	NO	NO	NO
13	Saladin	On opening	NO	NO	NO
14	Thi-Qar	On opening	Yes	NO	NO
15	Erbil	On opening	Yes	NO	NO
16	Omara	On opening	Yes	NO	NO
17	Nadjaf	On opening	NO	NO	NO
18	Waset	On opening	NO	NO	NO

Click the link below to show the statistics related to opened OJT offices.

### Brief concept of OJT

The concept of OJT program is to pay subsidies for the employer in order to increase job opportunities; the program is applied by signing a contract between MOLSA and the employer which include two phases as follows:

- **Phase 1, training phase:** the period of this phase is normally 6 months. MOLSA is obligated to pay (50%) of the salary as a monthly subsidy for the employer.
- **Phase 2, employment phase:** the period of this phase is normally 6 months. MOLSA is obligated to pay (15%) of the salary for the employer as a bonus at the end of the employment period, if and only if, the worker finished the employment period.

### The structure of OJT Office:

OJT office is considered to be formed as

1. OJT manager.
2. OJT outreach officer(s).
3. OJT Interview and matching officer(s).
4. OJT contracting unit.
5. OJT follow-up committee.

### Policy and Conditions for OJT Program in MOLSA

<sup>1</sup> OJT offices are not allowed to hire new staff; they have to use the available in regional employment centers.

<sup>2</sup> OJT offices are not allowed to buy new furniture; they have to use the available in regional employment centers.

Since the start of OJT program, several changes have been done to its policy and conditions. Following we can find the current conditions for OJT program trainee:

1. The trainee has to be Iraqi.
2. Is to be registered in the jobseekers Database.
3. Is to be unskilled jobseeker.
4. The age is to be within 18-35 years old.
5. Is to be trained in a private sector worksite which is monitored and checked by labor and social insurance office with the guarantee of health and vocational safety conditions and the means of training.
6. The worker is to be trained according to a legal contract signed between Employment and Vocational center and the Employer.
7. The worker is to be trained according to the vocational title agreed in the contract.
8. The worker is to be trained on the defined vocations mentioned the vocational training policy No. 21 for the year 1987.
9. It's acceptable to add some vocation to train the workers; according to the recommendations of employment and vocational center and the approval of the Minister of MOLSA.
10. The employment center is under the obligation of paying a subsidy of (50%) of the agreed salary which is supposed to be within (100,000- 150,000 I.D.) According to the nature and the location of the work.
11. The subsidy payment period from employment center "training period" is not to exceed 6 months.
12. The employer is under the obligation of keeping the worker for another 6 months after the end of training period, the salary is to be completely paid by the employer during this period.
13. The employment center will pay for the employer a bonus of (15%) of the worker's salary during the employment phase. The bonus is to be paid after the finish of the employment period.
14. The subsidies are to be paid by MOLSA, monthly, starting from the date of signing the contract.
15. It's not acceptable to train the relatives of the employer (first and second degree relatives) according to OJT program.
16. The worker is under the obligation of providing a warrantor to ensure the continuity of the work during the contract's period.

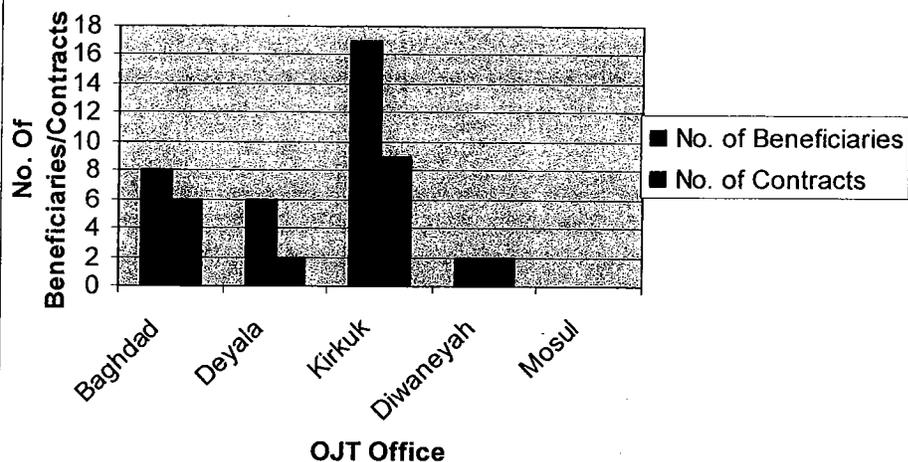
### Main Findings and Problems Facing the Improvement of OJT Program:

1. latency and delay in paying the salaries of OJT beneficiaries "trainees" has been the main reason of huge amount of contracts cancellation ( contracts containing 449 trainees have been cancelled since the start of OJT program; while the ongoing contracts contain 250).
2. Limiting the salaries to be not more than 150,000 I.D. (equals 100\$) limited the available job opportunities.
3. The last OJT contract has been signed on 13/11/2004 in Diwaneya.
4. The work has been stopped on 23/11/2004.
5. Problems in coordination between different OJT section; before the stoppage of the work the coordination has been much better where OJT officers have been almost separated from the employment center; and now the sections are mixed with their analogue section in employment office which creates some chaos in work<sup>3</sup>.
6. The work has been restarted on 27/2/2005; 72 vacancies have been found during the last month; but no new contracts have been signed yet.
7. The OJT officer was taking the jobseeker to the worksite; while currently the jobseeker is asked to go there alone; 36 worker or more have been sent during the last month.

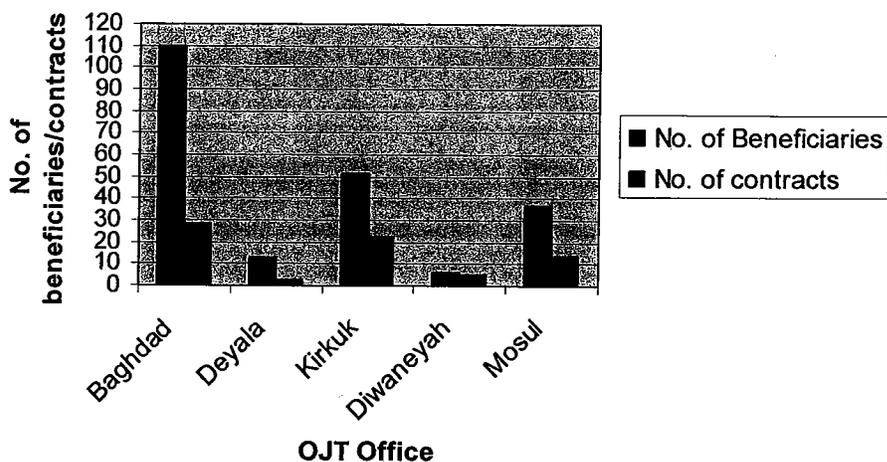
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<sup>3</sup> One worker or more have been laid off after sending to job site; no follow-up to sign the contract took place.

### OJT Statistics- Training Phase



### OJT Statistics- Employment Phase



# APPENDIX 2

MOLSA Department & Position Descriptions

## Department Description

### OJT EC Unit



<p><i>Date:</i></p>	<p><i>Approved by:</i> _____</p>
<p><i>Purpose:</i></p>	<p>Implement OJT schemes to increase employment, stimulate trades and industries and improve living conditions in general. By providing a subsidy for new jobs created OJT stimulate employment. OJT can support privately owned, registered Iraqi enterprises. Scope is considered also to comprise private/public enterprises because such joint ventures are common in Iraq with a large job potential. Economically Iraq is a country in transition. OJT schemes are intended for all parts of Iraq</p>
<p><i>Authorities:</i></p>	<p>OJT EC Unit is responsible for</p> <ul style="list-style-type: none"> <li>▪ Promote OJT activities</li> <li>▪ Visit companies to expose the need for trainee and lay down the condition for the training</li> <li>▪ Negotiate and make pre-agreements with employers for OJT trainee upon the regulation made by the OJT Program Section</li> <li>▪ Prepare contract for approval – The contract has to be approved by OJT Program section before the contract has binding effect for MOLSA</li> <li>▪ To find trainees to the employers</li> <li>▪ Monitoring the OJT contracts</li> <li>▪ Make monthly reporting</li> <li>▪ Make budget forecast for the OJT unit expenditure</li> <li>▪ The OJT EC unit has its own expenditure budget separated from the normal EC budget</li> <li>▪ Go to Baghdad to pick up the money for the subsidy</li> <li>▪ Deliver requested statistics and reports</li> </ul>
<p><i>Major tasks:</i></p>	<ul style="list-style-type: none"> <li>• The continuous communication with the employer</li> <li>▪ Make monthly reporting</li> <li>▪ Make budget forecast for the OJT unit expenditure</li> <li>▪ Go to Baghdad to pick up the money for the subsidy</li> <li>• The OJT EC unit has its own expenditure budget separated from the normal EC budget</li> </ul>

APPENDIX 2-1

# Department Description

## Contracting Unit



<i>Date:</i> 26 July 2004	<i>Approved by:</i> _____
<i>Purpose:</i>	<p>Contracting Unit shall keep the contract basis for the OJT program updated and agile due to the purpose of the OJT program.</p> <p>Contracting Unit shall improve and maintain the standard used for the OJT contracts.</p> <p>Contracting Unit shall participant in conflict solving between the OJT Units and the employer. The purpose is to find am amicable solution.</p>
<i>Authorities:</i>	<ul style="list-style-type: none"><li>▪ Develop contracts for OJT</li><li>▪ Control and approve contracts entered by the OJT units</li><li>▪ Maintain the OJT contract database</li><li>▪ Prepare payment lists for Finance Department</li></ul>
<i>Major tasks:</i>	<ul style="list-style-type: none"><li>▪ Together with outreach to finalize OJT contracts</li><li>▪ Keep track of all OJT contracts</li><li>▪ Develop new model contracts</li><li>▪ Keep update on forms and agreements on OJT</li><li>▪ Present OJT contracts for MoLSA</li><li>▪ Supervise that contract register and contract database is operational and updated.</li><li>▪ Maintain OJT contract register and database</li><li>▪ Enter new OJT files into contract register and database</li><li>▪ Maintain input to OJT contract database</li><li>▪ Prepare payment lists for Finance Department</li></ul>

APPENDIX 2-2

# Department Description

## OJT Committee



<p>Date: 26 July 2004</p>	<p>Approved by: _____</p>
<p>Purpose:</p>	<p>The purpose with the OJT Committee is to have a feed back system which will make it possible for the OJT Program Section to have a updated and agile contracting system to the benefit of OJT Program</p> <p>OJT Committee shall monitor the money flow for the subsidies to the employers and control that the OJT Units are using the given instructions given to them from the OJT Program Section</p> <p>OJT Committee shall make recommendation to increase the quality and service done by the OJT Program</p> <p>OJT Committee are visiting all OJT Units more than one time pr year, On inspection tours at least two OJT committee members are participating and one of them have the same authorities as the Head of the OJT committee</p> <p>OJT Committee is a cooperative unit between the OJT Program Section and the Legal Department</p>
<p>Authorities:</p>	<ul style="list-style-type: none"> <li>• Monitor the money flow of the subsidy</li> <li>• Do conflict solving and mediation to keep the OJT contracts still be continued for the benefit of the trainee</li> <li>• Supervise the OJT units and the EC managers</li> <li>• Controlling the OJT units</li> <li>• Make training programs for the OJT staff and perform the training</li> </ul> <p>Monitor and control OJT contracts</p> <ul style="list-style-type: none"> <li>▪ Has to make quarterly plan for the monitoring and controlling</li> <li>▪ Can arrive unannounced to the OJT Units and shall do it from time to time</li> <li>▪ Immediately to suspend the paying of the subsidy to a employer if there is indicators for the OJT program is going to be swindled</li> <li>▪ Together with another inspection member to do the necessary tacks to secure the proof of the swindle</li> <li>• Has to go out upon the request of the OJT program manager</li> <li>• Have the right and the obligation to recommend that a OJT contact should be canceled</li> </ul>
<p>Major tasks:</p>	<ul style="list-style-type: none"> <li>• Control the money flow especially to look into the issue to avoid defraud internal and external</li> <li>• Do conflict solving and mediation between OJT Unit and the employers</li> <li>• Supervise the OJT units and the EC managers</li> <li>• Monitoring the OJT units</li> <li>▪ Make training programs for the OJT staff and perform the training</li> <li>▪ Make a report from each inspection</li> </ul>

APPENDIX 2-3

# Department Description

## Section for

### On The Job Training Program



<i>Date:</i> 26 July 2004	<i>Approved by:</i> _____
<i>Purpose:</i>	<p>Implement OJT schemes to increase employment, stimulate trades and industries and improve living conditions in general.</p> <p>By providing a subsidy for new jobs created OJT stimulate employment.</p> <p>The OJT is originally intended for unskilled workforce, but scope could be expanded because there are a lot of unemployed with higher educations.</p> <p>OJT can support privately owned, registered Iraqi enterprises. Scope is considered also to comprise private/public enterprises because such joint ventures are common in Iraq with a large job potential. Economically Iraq is a country in transition.</p> <p>OJT schemes are intended for all parts of Iraq.</p>
<i>Authorities:</i>	<ul style="list-style-type: none"> <li>▪ Negotiate and endorse OJT contracts on behalf of MOLSA</li> <li>▪ Manage own budget for OJT subsidies and operational costs</li> <li>▪ Prepare new annual budget proposal</li> <li>▪ Suggest OJT models to be developed</li> <li>▪ Define procurement needs in accordance with OJT budget and EC regulations</li> <li>▪ Select employees in accordance with EC regulations</li> <li>▪ Co-ordinate, assist and monitor OJT units</li> <li>▪ Marketing and promotion of OJT schemes</li> <li>▪ Monitor and control OJT contracts</li> <li>▪ Pay out OJT subsidies</li> <li>▪ Deliver contract details and input for bookkeeping for Financial Department</li> <li>▪ Deliver requested material for statistical purpose to MOLSA</li> </ul>
<i>Major tasks:</i>	<ul style="list-style-type: none"> <li>▪ OJT implements OJT schemes,</li> <li>▪ OJT performs outreach and marketing of the scheme</li> <li>▪ OJT prescreens, interviews and selects relevant candidates from EC database</li> <li>▪ OJT negotiates OJT contracts</li> <li>▪ OJT endorse OJT contracts</li> <li>▪ OJT monitors contracts</li> <li>▪ OJT co-ordinate with Finance Department on bookkeeping needs</li> <li>▪ OJT co-ordinate with Finance Department on contracts and requests for payment of OJT subsidies.</li> <li>▪ OJT pay out subsidies</li> <li>▪ OJT manage own budget for OJT subsidies and operational costs</li> <li>▪ Establish OJT units after consultation with the local EC's</li> <li>▪ OJT instruct, assist and monitor OJT units.</li> </ul>

APPENDIX 2-4

# TERMS OF REFERENCES



## OJT Contracting Assistant

<i>Date:</i> 26 July 2004	<i>Approved by:</i> _____
<i>Nearest superior:</i>	Head of Contracting Unit
<i>Nearest subordinate:</i>	
<i>Deputy:</i>	
<i>Authorities:</i>	<ul style="list-style-type: none"> <li>▪ Documentation of official orders</li> <li>▪ Reporting on OJT activities</li> <li>▪ Secretarial functions</li> <li>▪ Maintain OJT contract register and database</li> <li>▪ Maintain OJT statistics</li> <li>▪ Contact with OJT in Governorates</li> <li>▪ Reporting on OJT activities</li> <li>▪ Prepare payment lists for Finance Department</li> </ul> <p>Economical authority:</p>
<i>Major responsibilities:</i>	<ul style="list-style-type: none"> <li>▪ Maintains OJT contracting files</li> <li>▪ Assist in contracting</li> <li>▪ Maintain OJT statistics</li> <li>▪ Enter new OJT files into contract register and database</li> <li>▪ Maintain input to OJT contract database</li> <li>▪ Assist in secretarial functions for OJT and OJT program manager</li> </ul>
<i>Knowledge and Skills Desired:</i>	Diploma or better. Ability to work with at user level on input and reporting in Access database and Excel, love of order,

APPENDIX 2-5

# TERMS OF REFERENCES



## Head of OJT Contracting Unit

<i>Date:</i> 26 July 2004	<i>Approved by:</i> _____
<i>Nearest superior:</i>	OJT Program Manager
<i>Nearest subordinate:</i>	OJT Contracting Assistants
<i>Deputy:</i>	
<i>Authorities:</i>	<ul style="list-style-type: none"> <li>▪ Develop contracts for OJT</li> <li>▪ Control and approve contracts entered by OJT units</li> </ul> <p>Economical authority</p> <ul style="list-style-type: none"> <li>▪ Approve all OJT contracts</li> <li>▪ Alternate for OJT manager when absent</li> <li>▪ Sign selected documents after on behalf of manager when absent</li> </ul>
<i>Major responsibilities:</i>	<ul style="list-style-type: none"> <li>▪ Together with the OJT Units to finalize OJT contracts</li> <li>▪ Keep track of all OJT contracts</li> <li>▪ Develop new model contracts</li> <li>▪ Keep update on forms and agreements on OJT</li> <li>▪ Supervise that contract register and contract database is operational and updated.</li> <li>▪ Train the OJT staff in the use of the contracting standards</li> </ul>
<i>Knowledge and Skills Desired:</i>	Bachelor or master degree within Law. Ability to coordinate departments' functions and relations to MOLSA, broad overview and negotiating skills.
	Head of Contracting Unit is also the Head of the OJT Committee, which is a cooperative unit between the OJT Program Section and the Legal department to control and monitor the OJT units

APPENDIX 2-6

# TERMS OF REFERENCES



## Head of OJT Committee

Date: 26 July 2004	Approved by: _____
Nearest superior:	OJT Program Manager
Nearest subordinate:	
Deputy:	
Authorities:	<ul style="list-style-type: none"> <li>• Monitor the money flow of the subsidy</li> <li>• Do conflict solving and mediation to keep the OJT contracts still be continued for the benefit of the trainee</li> <li>• Supervise the OJT units and the EC managers</li> <li>• Controlling the OJT units</li> <li>• Make training programs for the OJT staff and perform the training</li> <li>• Make the draft how to do the inspection</li> </ul> <p>Economical authority</p> <ul style="list-style-type: none"> <li>• Has to make quarterly plan for the monitoring and controlling</li> <li>▪ Can arrive unannounced to the OJT Units and shall do it from time to time</li> <li>▪ Immediately to suspend the paying of the subsidy to a employer if there is indicators for a OJT contract is going to be defrauded</li> <li>▪ Together with another inspection member to do the necessary tacks to secure the proof for the swindle</li> <li>▪ Have the right and the obligation to recommend that an OJT contact should be canceled.</li> </ul>
Major responsibilities:	<ul style="list-style-type: none"> <li>• Control the money flow especially to look into the issue to avoid defraud internal and external</li> <li>• Do conflict solving and mediation between OJT Unit and the employers</li> <li>• Supervise the OJT units and the EC managers</li> <li>• Monitoring the OJT units</li> <li>▪ Make training programs for the OJT staff and perform the training</li> <li>▪ If it is necessary to suspend the subsidy to an employer the inspection team shall as fast as possible inform the OJT Program Manager</li> <li>▪ Make a report from each inspection</li> </ul>
Knowledge and Skills Desired:	Bachelor or master degree within Law. Ability to coordinate departments' functions and relations to MOLSA, broad overview and negotiating skills.
	Head of Contracting Unit is also the Head of the OJT Committee, which is a cooperative unit between the OJT Program Section and the Legal department to control and monitor the OJT units

APPENDIX 2-7

# TERMS OF REFERENCES



## Head of OJT EC Unit

Date: 27 July 2004	Approved by: _____
Nearest superior:	Head OJT EC unit
Nearest subordinate:	All OJT Outreach officers, matching officers, notifying officers
Deputy:	
Authorities:	<ul style="list-style-type: none"> <li>▪ Promote OJT activities</li> <li>▪ Visit companies to expose the need for trainee and lay down the condition for the training</li> <li>▪ Negotiate and make pre-agreements with employers for OJT trainee upon the regulation made by the OJT Program Section</li> <li>▪ Prepare contract for approval – The contract has to be approved by OJT Program section before the contract has binding effect for MOLSA</li> <li>▪ Present candidates to the employer</li> <li>▪ Monitor OJT contracts</li> <li>▪ Make the final reporting for the training</li> <li>▪ Make problem-solving upon the directives made by the OJT program Section</li> <li>▪ Plan the daily work in the OJT EC unit</li> <li>▪ Plan the OJT EC unit visiting to the Employers</li> <li>▪ Monitor the daily work done by the OJT unit officer</li> <li>▪ To improve the quality of the outreach and matching</li> </ul> <p>Economical authority:</p> <ul style="list-style-type: none"> <li>▪ Secure, monitor and perform the payment of the subsidy to the employer</li> <li>▪ Make budget forecast for the OJT EC unit expenditure</li> <li>▪ The OJT EC unit has its own expenditure budget separated from the normal EC budget</li> <li>▪ Go to Baghdad to pick up the money for the subsidy together with an officer</li> </ul>
Major responsibilities:	<ul style="list-style-type: none"> <li>▪ Plan the daily work in the OJT EC unit</li> <li>▪ Promote OJT activities</li> <li>▪ Secure, monitor and perform the payment of the subsidy to the employer</li> <li>▪ Monitor OJT contracts</li> <li>▪ Make monthly reporting</li> <li>▪ Make requested reports</li> <li>▪ Participates in the normal work as an OJT outreach officer</li> <li>▪ To improve the quality of the outreach and matching</li> </ul>
Knowledge and Skills Desired:	Bachelor or master degree. Excellent communication skills with customers, understanding the OJT schemes in detail, ability to work independently, understanding of marketing, understanding of customers needs.

APPENDIX 2-8

# TERMS OF REFERENCES



## OJT Matching officer

Date: 27 July 2004	Approved by: _____
Nearest superior:	Head of OJT EC Unit
Nearest subordinate:	
Deputy:	
Authorities:	<p><b>Matching</b></p> <ul style="list-style-type: none"> <li>▪ Do the matching in a careful and conscientious way</li> <li>▪ Do the matching in a fair and equal way without any kinds of discrimination</li> <li>▪ Using the information gather by the EC</li> <li>▪ Only candidates registered in the EC can be matched</li> <li>▪ The matching is done without contact to jobseeker</li> </ul> <p><b>Prescreening</b></p> <ul style="list-style-type: none"> <li>▪ Do the prescreening in a careful and conscientious way</li> <li>▪ Do the prescreening in a fair and equal way without any kinds of discrimination</li> <li>▪ Using the information gather by the EC</li> <li>▪ Select candidates after prescreening</li> <li>▪ Make a daily journal regarding the prescreening result especially the reason to un-recommend a candidate as a trainee</li> </ul> <p><b>Economical authority:</b></p>
Major responsibilities:	<ul style="list-style-type: none"> <li>▪ Do the matching in a careful and conscientious way</li> <li>▪ Do the matching in a fair and equal way without any kinds of discrimination</li> <li>▪ Do the prescreening in a careful and conscientious way</li> <li>▪ Do the prescreening in a fair and equal way without any kinds of discrimination</li> <li>▪ Make a daily journal regarding the prescreening result especially the reason to un-recommend a candidate as a trainee</li> <li>▪ Participate in aim to improve the quality of the matching and notifying</li> <li>▪ Cooperate with relevant outreach officer on requirements for candidates</li> <li>▪ Prepare candidates for interview with employer</li> <li>▪ Explain candidate terms of OJT</li> </ul>
Knowledge and Skills Desired:	Ability to work with Access on matching, in depth knowledge on OJT schemes, ability to communicate with candidates.

APPENDIX 2-9

# TERMS OF REFERENCES

## Member of OJT Committee



<i>Date:</i> 26 July 2004	<i>Approved by:</i> _____
<i>Nearest superior:</i>	Head of OJT Committee
<i>Nearest subordinate:</i>	
<i>Deputy:</i>	
<i>Authorities:</i>	<ul style="list-style-type: none"> <li>• Monitor the money flow of the subsidy</li> <li>• Do conflict solving and mediation to keep the OJT contracts still be continued for the benefit of the trainee</li> <li>• Supervise the OJT units and the EC managers</li> <li>• Controlling the OJT units</li> <li>• Make training programs for the OJT staff and perform the training</li> </ul> <p>Economical authority</p> <ul style="list-style-type: none"> <li>▪ If a member is appointed as the leader of an inspection he has the same authorities and obligation as the Head of the OJT Committee</li> <li>▪ Together with another inspection member to do the necessary tacks to secure the proof for the swindle</li> </ul>
<i>Major responsibilities:</i>	<ul style="list-style-type: none"> <li>• Control the money flow especially to look into the issue to avoid defraud internal and external</li> <li>• Do conflict solving and mediation between OJT Unit and the employers</li> <li>• Supervise the OJT units and the EC managers</li> <li>• Monitoring the OJT units</li> <li>▪ Make training programs for the OJT staff and perform the training</li> <li>▪ If it is necessary to suspend the subsidy to an employer the inspection team shall as fast as possible inform the OJT Program Manager</li> </ul>
<i>Knowledge and Skills Desired:</i>	Bachelor or master degree within Law, social science, public or business administration or similarly. A broad overview and negotiating skills.

APPENDIX 2-10

# TERMS OF REFERENCES



## OJT Notifying officer

<i>Date:</i> 27 July 2004	<i>Approved by:</i> _____
<i>Nearest superior:</i>	Head of OJT EC Unit
<i>Nearest subordinate:</i>	
<i>Deputy:</i>	
<i>Authorities:</i>	<ul style="list-style-type: none"><li>▪ Notifying candidates to come to the OJT unit</li><li>▪ Informing the candidate about the reason for the notifying</li><li>▪ Get an answer regarding the candidate intention to attend the prescreening</li><li>▪ Do what is reasonable to reach the candidate</li><li>▪ Gather change in the candidate address and phone information to use in EC database</li></ul> <p>Economical authority:</p>
<i>Major responsibilities:</i>	<ul style="list-style-type: none"><li>▪ Notifying candidates to come to the OJT unit</li><li>▪ Informing the candidate about the reason for the notifying</li><li>▪ Get an answer regarding the candidate intention to attend the prescreening</li><li>▪ Do what is reasonable to reach the candidate</li><li>▪ Gather change in the candidate address and phone information to use in EC database</li><li>▪ Explain candidate terms of OJT</li></ul>
<i>Knowledge and Skills Desired:</i>	Ability to communicate with candidates by telephone and email

APPENDIX 2-11

# TERMS OF REFERENCES



## OJT Program Manager Assistant

<i>Date:</i> 26 July 2004	<i>Approved by:</i> _____
<i>Nearest superior:</i>	OJT Program Manager
<i>Nearest subordinate:</i>	
<i>Deputy:</i>	
<i>Authorities:</i>	<ul style="list-style-type: none"> <li>▪ Prepare OJT statistics</li> <li>▪ Prepare OJT reporting</li> <li>▪ Typing official directives of OJT</li> <li>▪ Assist in the follow up with OJT in Governorates.</li> <li>▪ Monitor procurement (also for governorates)</li> <li>▪ Input for accounting and procurement documents</li> <li>▪ Monitor the accounting and procurement</li> <li>▪ Assist the OJT program manager in the payment of the subsidy</li> <li>▪ Secretarial functions for the OJT manager</li> </ul> <p>Economical authority:</p>
<i>Major responsibilities:</i>	<ul style="list-style-type: none"> <li>▪ Prepare OJT statistics and reporting</li> <li>▪ Assist in the follow up with OJT in Governorates.</li> <li>▪ Monitor procurement (also for governorates)</li> <li>▪ Keeping OJT files</li> <li>▪ Input for accounting and procurement documents</li> <li>▪ Monitor the accounting and procurement</li> <li>▪ Assist the OJT program manager in the payment of the subsidy</li> <li>▪ Secretarial functions for the OJT manager</li> <li>▪</li> </ul>
<i>Knowledge and Skills Desired:</i>	Bachelor degrees or more. Open-minded, communicative, helpful and flexible. Ability to work with at user level on input and reporting in Access database and Excel, love of order

APPENDIX 2-12

# TERMS OF REFERENCES

## OJT Program Manager



<i>Date:</i> 26 July 2004	<i>Approved by:</i> _____
<i>Nearest superior:</i>	The director of EC or according to EC reorganization Except in the case of contracting then it is Director General
<i>Nearest subordinate:</i>	Heads of all the OJT units. OJT Program Manager Assistants
<i>Deputy:</i>	Head of Contracting Unit
<i>Authorities:</i>	<ul style="list-style-type: none"> <li>▪ Management decisions of the OJT program</li> <li>▪ Select and manage staff according to EC policies</li> <li>▪ Decides on procurement in accordance with OJT budget and EC policies</li> <li>▪ Approve the OJT Committee inspection regulation</li> </ul> <p>Economical authority:</p> <ul style="list-style-type: none"> <li>▪ Endorse OJT contracts on behalf of MOLSA</li> <li>▪ Makes decisions according to approved OJT budget</li> <li>▪ Approve budget for each OJT units</li> <li>▪ Sign all invoices,</li> <li>▪ Sign all financial transfers,</li> <li>▪ Sign procurement orders.</li> <li>▪ Has the right to suspend the subsidy to an employer upon a report written or oral from a OJT unit or a EC manager</li> <li>▪ Has the right to request that OJT Committee are doing an inspection upon a suspicion</li> <li>▪ Have the right and the obligation to recommend that an OJT contact should be canceled to the Director General.</li> </ul>
<i>Major responsibilities:</i>	<ul style="list-style-type: none"> <li>▪ Management of the overall OJT program, decision making for OJT in all matters.</li> <li>▪ Policy making of OJT.</li> <li>▪ Upkeep of OJT development, marketing, management policies and procedures</li> <li>▪ Decisions on financial transactions, decisions on procurement and office related matters.</li> <li>▪ Hiring and management of staff.</li> <li>▪ Feasibility reports and other reports</li> <li>▪ Annual OJT budget reports</li> <li>▪ Record of all OJT agreements including initial obligation and revised obligation upon agreement termination</li> <li>▪ Assume responsibility for the correct assignment of agreements and trainee numbers used in all tracking system.</li> <li>▪ Act as key contact with external monitors and independent auditors on matters relating to agreement.</li> <li>▪ Instructions and supervision of OJT units</li> </ul>
<i>Knowledge and Skills Desired:</i>	Master degree within Law, social science, business or public administration or similar. With a good knowledge concerning the labor market and its institutions in Iraq. Ability to coordinate, to communicate with a broad overview and negotiating skills.

APPENDIX 2-13

# TERMS OF REFERENCES

## OJT Outreach Officer



<i>Date:</i> 27 July 2004	Approved by: _____
<i>Nearest superior:</i>	Head OJT EC units
<i>Nearest subordinate:</i>	
<i>Deputy:</i>	
<i>Authorities:</i>	<ul style="list-style-type: none"> <li>▪ Promote OJT activities</li> <li>▪ Visit companies to expose the need for trainee and lay down the condition for the training</li> <li>▪ Negotiate and make pre-agreements with employers for OJT trainee upon the regulation made by the OJT Program Section</li> <li>▪ Prepare contract for approval – The contract has to be approved by OJT Program section before the contract has binding effect for MOLSA</li> <li>▪ Present candidates to the employer</li> <li>▪ Monitor OJT contracts</li> <li>▪ Make the final reporting for the training</li> </ul> <p>Economical authority:</p> <ul style="list-style-type: none"> <li>▪ Perform the payment of the subsidy to the employer</li> </ul>
<i>Major responsibilities:</i>	<ul style="list-style-type: none"> <li>▪ Promote OJT activities</li> <li>▪ Have a continuous communication with the employers</li> <li>▪ Visit companies and enter pre agreements on OJT</li> <li>▪ Agree with companies on OJT agreements</li> <li>▪ Cooperate with relevant matching officer on requirements for candidates</li> <li>▪ Participate in aim to improve the quality of the outreach</li> <li>▪ Review candidates and propose them to employer</li> <li>▪ Prepare candidates for interview with employers</li> <li>▪ Monitor OJT contracts</li> <li>▪ Make requested reports</li> <li>▪ Make the final reporting for the training</li> </ul>
<i>Knowledge and Skills Desired:</i>	Excellent communication skills with customers, understanding the OJT schemes in detail, ability to work independently, understanding of marketing, understanding of customers needs.

APPENDIX 2-14

## TERMS OF REFERENCES

### OJT Program Manager Assistant Translator



<i>Date:</i> 26 July 2004	<i>Approved by:</i> _____
<i>Nearest superior:</i>	OJT Program Manager
<i>Nearest subordinate:</i>	
<i>Deputy:</i>	
<i>Authorities:</i>	<ul style="list-style-type: none"> <li>▪ Prepare OJT statistics</li> <li>▪ Prepare OJT reporting</li> <li>▪ Typing official directives of OJT</li> <li>▪ Assist in the follow up with OJT in Governorates.</li> <li>▪ Monitor procurement (also for governorates)</li> <li>▪ Input for accounting and procurement documents</li> <li>▪ Monitor the accounting and procurement</li> <li>▪ Assist the OJT program manager in the payment of the subsidy</li> <li>▪ Secretarial functions for the OJT manager</li> <li>▪ Translate documents for international partners</li> <li>▪ Interpret for manager and staff when necessary</li> </ul> <p>Economical authority:</p>
<i>Major responsibilities:</i>	<ul style="list-style-type: none"> <li>▪ Prepare OJT statistics and reporting</li> <li>▪ Assist in the follow up with OJT in Governorates.</li> <li>▪ Monitor procurement (also for governorates)</li> <li>▪ Keeping OJT files</li> <li>▪ Input for accounting and procurement documents</li> <li>▪ Monitor the accounting and procurement</li> <li>▪ Assist the OJT program manager in the payment of the subsidy</li> <li>▪ Secretarial functions for the OJT manager</li> <li>• Translation and interpretation</li> </ul>
<i>Knowledge and Skills Desired:</i>	Degree in English, fluency in English/Arabic in speaking and writing, open-minded, communicative, helpful, flexible.

APPENDIX 2-15

# APPENDIX 3

## MOLSA Standard Operating Procedures

### SOP: Standard Policy Condition for the OJT Program

#### Purpose

- To determinate the Standard Policy Condition for the OJT Program. Annex 1.
- To determinate the flow and control system for the OJT Program according to the department descriptions and terms of reference for the OJT Program. Annex 2.
- To distinct that MOLSA is signing a legal contract with binding obligations and rights to the parties. Which included paying the subsidy on time for fulfilled OJT training without any delay. The only exception is on indication of fraud on a specific OJT contract.
- To distinct the obligations and rights for the employer.
- To distinct the obligations and rights for the OJT trainee

#### Procedure

- The Standard Policy Condition for the OJT Program has to be given to the employer before he signs the OJT contract. If not he cannot be bound by the obligations the Standard Policy Condition are given to him.
- Director General of the Labor and Vocational Training Office is authorizes to approve the conditions of the OJT contract and the affiliated documents to the OJT contract.
- The OJT contract shall in an article included the Standard Policy Condition for the OJT Program as a part of the agreement between the employer and MOLSA.
- OJT Program Manager is authorizes to manage the OJT Program, which included an obligation to pay the subsidy on time without any delay except on indication of fraud on a specific contract.
- OJT outreach officer is authorizes to negotiate the OJT contracts on behalf of MOLSA.
- The OJT contract is not binding for MOLSA before it is approved and sign by the Director General. The Director General can delegate the authority to the OJT Program Manager.
- Only what is written in the OJT contract and the affiliated documents are binding for MOLSA.
- OJT outreach officer is authorized to supervise the OJT contracts by the conditions given in the Standard Policy Condition.
- OJT Committee has the right to conduct random and unannounced inspection at the workplace for the OJT trainees given by the employer acceptance of the Standard Policy Condition.
- Other MOLSA inspectors have the right to conduct random and unannounced inspection at the workplace for the OJT trainees given by the employer acceptance of the Standard Policy Condition.

Approved by  
The Minister of Labor and Social Affairs

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APPENDIX 3-1

**OJT Program Section  
MOLSA**

**Standard policy conditions**



**Standard policy conditions  
for the OJT program  
Ministry of Labor and Social Affairs – MOLSA  
(Standard Operating procedure)**

**Index**

1	Purpose of the On-the-Job-Training (OJT) program.....	23
2	Conditions for the OJT contract.....	23
3	Formation of the OJT contract.....	23
4	Affiliated documents .....	24
5	Obligation and right for the trainee.....	24
6	Obligation and right for the employer.....	24
7	Obligation and right for MOLSA (OJT Program Section).....	25
8	Payment of subsidy.....	25
9	Conflict solving.....	25
10	Fraudulent misrepresentation.....	25
11	Discharge of the OJT contract.....	26
12	Approved by the Minister of Labor and Social Affairs on the date of .....	26

## 1. Purpose of the On-the-Job-Training (OJT) program

- a. The OJT program is designed for unskilled workforce. The OJT program aims to improve the quality of the workforce in Iraq.
- b. The purpose of implementing the OJT program is to increase employment, stimulate trades and industries, and improve living conditions in general in Iraq.
- c. Increasing the skills of the trainees participated in the OJT program will increase the employment retention and earnings of the participants.
- d. The OJT program provide salary subsidy for On-the-Job-Training jobs, created to stimulate employment.
- e. OJT program has to be implemented through all the Employment Centers in Iraq.
- f. The OJT Program Section in the Labor and Vocational Training Office in the Ministry of Labor and Social Affairs (MOLSA) manage the On-the-Job-Training (OJT) Program.

## 2. Conditions for the OJT contract

- a. The OJT contract and this standard policy condition respect the labor laws and other general regulation of the labor.
- b. The specific aim for an OJT job is to train the trainees into a higher level of skills or experience so the trainee achieve a permanent relationship to the labor market.
- c. The private employer or his workforce should be able to conduct the training and the needed equipments for the training shall be present as long as the OJT job is subsidized.
- d. The applicant to an OJT trainee job shall be registered in the employment center jobseeker database at least 30 days before the signing of the OJT contract.
- e. The subsidy for an On-the-Job-Training is determinate as a percentage of the trainee's salary set in the OJT contract or in the OJT training plan. The actual percentages are in the OJT contract.
- f. The subsidy for an On-the-Job-Training cannot exceed 12 months. In the first 6 month called the training period the subsidy will be paid each month with the percentage set in the OJT contract. In the remaining period, which called the working period the subsidy will be paid as a final bonus with the percentage set in the OJT contract.
- g. Subsidy in the training period is paid monthly. To receive subsidy the OJT training shall have been conducted for a whole month.
- h. Bonus for the working period is paid when the full working period is fulfilled.
- i. The employer can ONLY select between the applicants to the OJT training job gathered from the jobseekers registered in the local Employment Center database.
- j. The near relatives to the employer cannot be subsidized as an OJT trainee. The near relatives are defined as the 1<sup>st</sup> and 2<sup>nd</sup> degrees relatives.
- k. This service is free of charge for the employer and the trainee. The employer is not allowed to charged the trainee for the placement or the referral to the OJT training.

## 3. Formation of the OJT contract

- a. The OJT outreach officer negotiate the OJT contract with the employer on behalf of MOLSA according to the affiliated documents connected to the OJT contract and this standard policy conditions.
- b. The OJT outreach officer makes together with the employer an OJT training plan for each trainee.
- c. The OJT outreach officer insures that the needed equipments for the training are present at the time for the pre-agreement.

- d. The negotiated OJT contract between the OJT outreach officer and the employer are NOT binding for MOLSA before it is approved by the Director General of the Labor and Vocational Training Office in MOLSA. The Director General can delegate the authority to the OJT Program Manager.
- e. Only what is WRITTEN in the OJT contract and affiliated documents are binding for MOLSA

#### 4. Affiliated documents

- a. The Ministry Of Labor and Social Affairs can delegate the authority to approve the affiliated document to the Director General of the Labor and Vocational Training Office.
- b. The OJT contract
- c. The OJT training plan
- d. The payment timetable for the subsidy
- e. Other documents

#### 5. Obligation and right for the trainee

- a. The OJT program involves a contract with an employer in which an individual called an OJT trainee is trained in accordance with the training described in the OJT training plan.
- b. The trainee is engaged in productive work, which provides the knowledge and skills essential to the full and adequate performance of the job as described in the OJT training plan.
- c. The trainee has the same rights and obligations as a member of the employer's regular workforce
- d. The trainee shall follow the instructions given by the employer according to the OJT training plan and the daily work.
- e. After finalizing of the OJT training the trainee has a right to receive a recommendation from the employer. Documenting the new skills for the trainee and the result achieved.

#### 6. Obligation and right for the employer

- a. Employer agrees to hire the OJT trainee as a member of the employer's regular workforce.
- b. Employer shall provide OJT trainees with the same terms of employment, working conditions and salary provided to other members of employer's workforce similarly employed.
- c. An OJT trainee has same terms of notice as the normal workforce. After finalizing the OJT training the OJT trainee continue the employment as a normal staff.
- d. Employer shall provide the instruction, supervision, facilities, and equipment necessary to train the trainee.
- e. Trainee participates in the daily work in the company and follows the instruction given by the employer. The instruction given by the employer shall be according to the OJT training plan.
- f. Employer may not hire an OJT trainee under the OJT program who has NOT been referred to the employer by the Employment Center. A relative to the employer cannot be accepted as a trainee subsidized by the OJT Program.
- g. Employer agrees to contact the Employment Center whenever possible prior to taking any adverse action in connection with its OJT trainees
- h. Employer understands that this contract is funded by government funds and agrees to cooperate with monitoring, controlling and auditing activities required by MOLSA or the Labor and Vocational Training Office during the contract period.
- i. Employer shall report to the Employment Center on trainee's progress in training as provided on the OJT training plan
- j. Employer accepts to permit the OJT outreach officer to monitor and audit the progress of the OJT contract.
- k. Employer accepts to permit OJT Committee members to arrive unannounced to monitor, control and audit the conditions and progress of the OJT contract.
- l. The OJT contract is an agreement between the employer and MOLSA and cannot be subcontracted or transferred to another employer. The payment of the subsidy can only be paid to the signing employer.

- m. After the finalizing of the OJT contract the employer has an obligation to give the trainee a recommendation, which is documenting the new skills for the trainee and the result achieved. The employer shall give a copy of the recommendation to MOLSA

## 7. Obligation and right for MOLSA (OJT Program Section)

- a. The OJT outreach officer will be the normal business partner for the employer. The outreach officer will conduct the supervision with the OJT training. The outreach officer will monitor the progress of the OJT training and control that the OJT trainee is still working in the company.
- b. The OJT outreach officer has to get a signed documentation from the local Head of Employment Center that the referred applicants to the OJT training job has been registered at least 30 days in the employment centers jobseeker database.
- c. The OJT committee will audit the OJT contract. The OJT Committee will control that the OJT contract fulfil all the standard policy condition and affiliated documents to the OJT contract. If the OJT Committee finds any indication of fraud they are authorized to immediately to suspend the payment of the subsidy. If the OJT Program Manager finds any indication on fraud he is authorized to immediately to suspend the payment of subsidy.
- d. The OJT Committee and other governmental auditors have the right to arrive unannounced to monitor, control and audit that the OJT training is ongoing.
- e. MOLSA and other governmental staff shall conduct the monitoring, controlling and auditing in a way that it causes as less trouble for the employer as possible.
- f. If the OJT contract has to be cancelled or terminated and the OJT trainee has no part in the breach, OJT Program Section has an obligation to do what is reasonable to find another employer where the OJT trainee can continue the training or receive another training.

## 8. Payment of subsidy

- a. The payment of the subsidy will be done in accordance with the OJT contract.
- b. To receive the subsidy the employer has to document the payment of the salary to the OJT trainee by giving a receipt, where the trainee signs for the salary. Is the salary paid by bank transfer, it can be documented by giving a copy of the pay slip, if it tells to which bank account the salary is transferred to.
- c. ~~(We should together with Finance determinate the exact demand for the documentation of the paid salary, may be this document should be a part of the Affiliated Documents)~~
- d. If the employer are not reporting the trainee's progress in the training as provided on the OJT training plan or accept that MOLSA staff are doing the monitoring, controlling or auditing mentioned in this standard policy condition, the subsidy will not be paid before this breach is terminated and the employer proves that the training is conducted in accordance to the OJT training plan.
- e. To receive the final bonus the employer also has to give a copy of the recommendation given to the trainee.

## 9. Conflict solving

- a. All parties have the obligation to find an amicable settlement, which secure the continuing of the on-the-job-training of the trainee. OJT Program Section has a special assignment to act as a mediator.
- b. If an amicable settlement is impossible the appropriate venue is the home court of the employer.

## 10. Fraudulent misrepresentation

- a. If at the time of the OJT contract the employer fraudulent misrepresented facts, which is a part of the basic assumption mentioned in article 0 2. **Conditions for the OJT contract.** The contract will be cancelled immediately and the employer will be claimed for repayment. The employer has NO right to transfer the claim to the trainee. The trainee has received the salary for the work s/he has carried out. MOLSA reserve the right to apply the case to a criminal investigation.

- b. Subsequently change in the basic assumptions mentioned in article 0 2. Conditions for the OJT **contract** is NOT a fraudulent misrepresentation. If the basic assumptions change the employer has the obligation to inform OJT Program Section.

## II. Discharge of the OJT contract

- a. Only the Director General for the Labor and Vocational Training Office has the authority to cancel an OJT contract for the suspicion of fraud.
- b. An OJT contract can be cancelled by agreement, if the employer guarantees that the OJT trainee can continue the engagement under the same conditions as the employer's regular workforce.
- c. If either party is in breach of its obligations hereunder and fails to remedy the breach within 14 days after having been in writing required to do so the OJT contract can be terminated.
- d. Each party is discharges of the OJT contract by performance.

Approved by the Minister of Labor and Social Affairs on the date of \_\_\_\_\_.

Date:

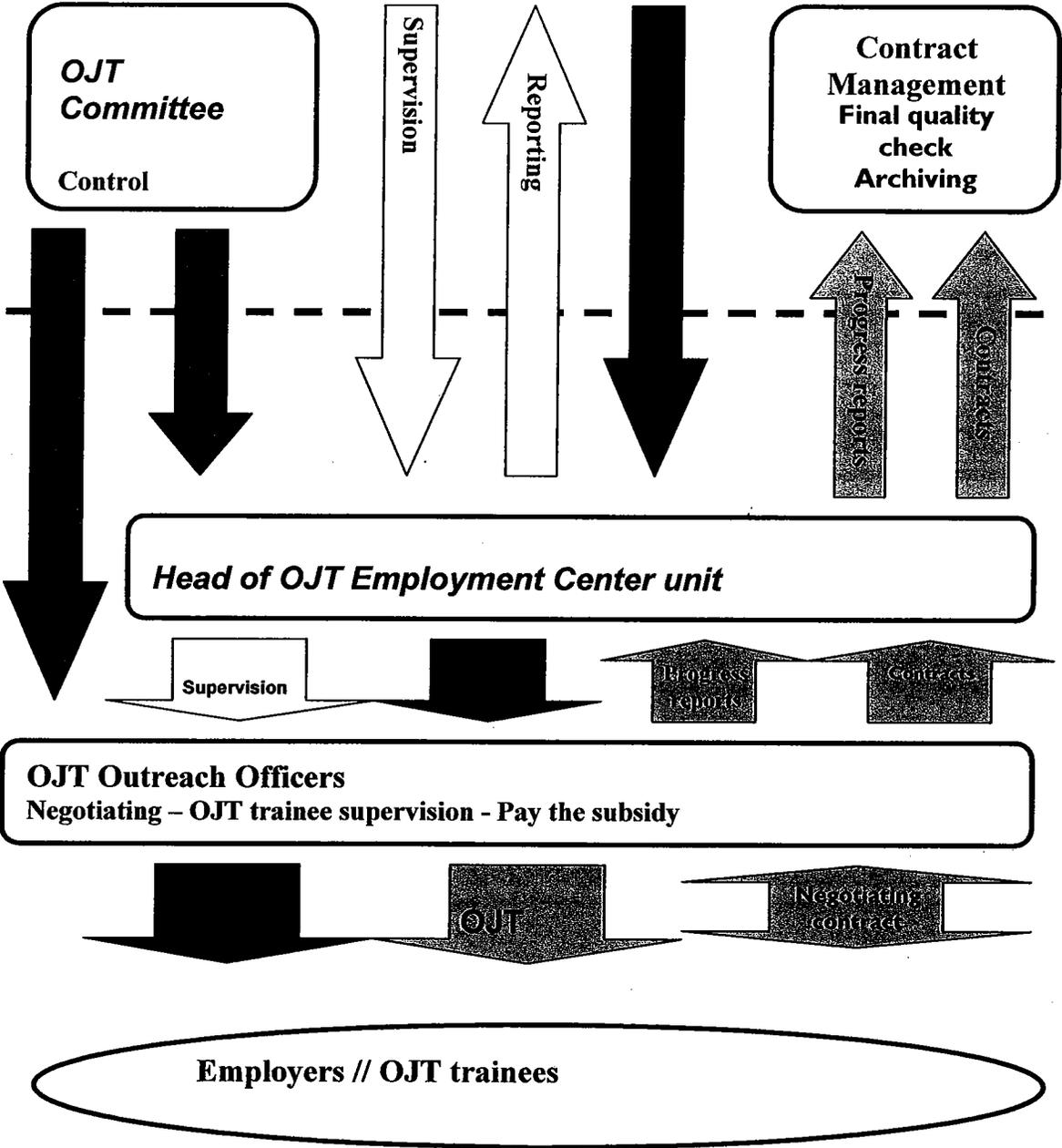
Approved by Name: \_\_\_\_\_ Title: \_\_\_\_\_

Signature: \_\_\_\_\_

APPENDIX 3-2

**Standard Operational Procedures  
OJT Program**

**OJT Program Management**  
Daily management – Policymaking – Over all reporting – Control money flow



## **SOP: Procedure of opening of a new OJT Employment Center unit**

### **Purpose**

- To have a general plan for opening of new OJT EC units
- To get a specified plan for what to do when a new OJT EC unit has to open.
- To get a total overview of the cost and expected outcome of the opening before the approval.

### **Procedure**

- OJT Program Manager suggests a general plan for opening of new OJT EC units.
- Director General approves the general plan
- OJT Program Manager makes a specified plan for the opening of a specific units.
- The specified plan shall contains
  1. Expected result the 1<sup>st</sup> year from opening
  2. Facility offered by the Employment Center
  3. The budget for the establishments
    - Procurement
    - Training of the new staff
  4. The estimated running cost
    - Staff salary
    - Running cost
  5. Who is responsible for doing what?
- OJT Program Manager prepare the Purchase Request Form
- OJT Program Manager prepare the Office Supply Request
- Director General approves all forms as a whole
- By approving the Specified Plan Director General authorize OJT Program Manager to do what is necessary to conduct the opening including hiring of the new staff.
- The final determination of the grade and steps has to done by Financial Department.
- OJT Program Manager has the obligation to report back to the Director General

### **Affiliated Documents**

1. Opening and implementation of new OJT EC units
2. Specified plan for the opening of new OJT EC unit
3. Training Program – New staff to a new OJT EC unit
4. Department Description – On-the-Job Training Unit
5. Terms of reference – Head of OJT Employment Center Unit
6. Terms of reference – OJT Outreach Officer
7. Terms of reference – OJT Matching Officer
8. Terms of reference – OJT Notifying Officer
9. Purchase Request Form
10. Office Supply Request

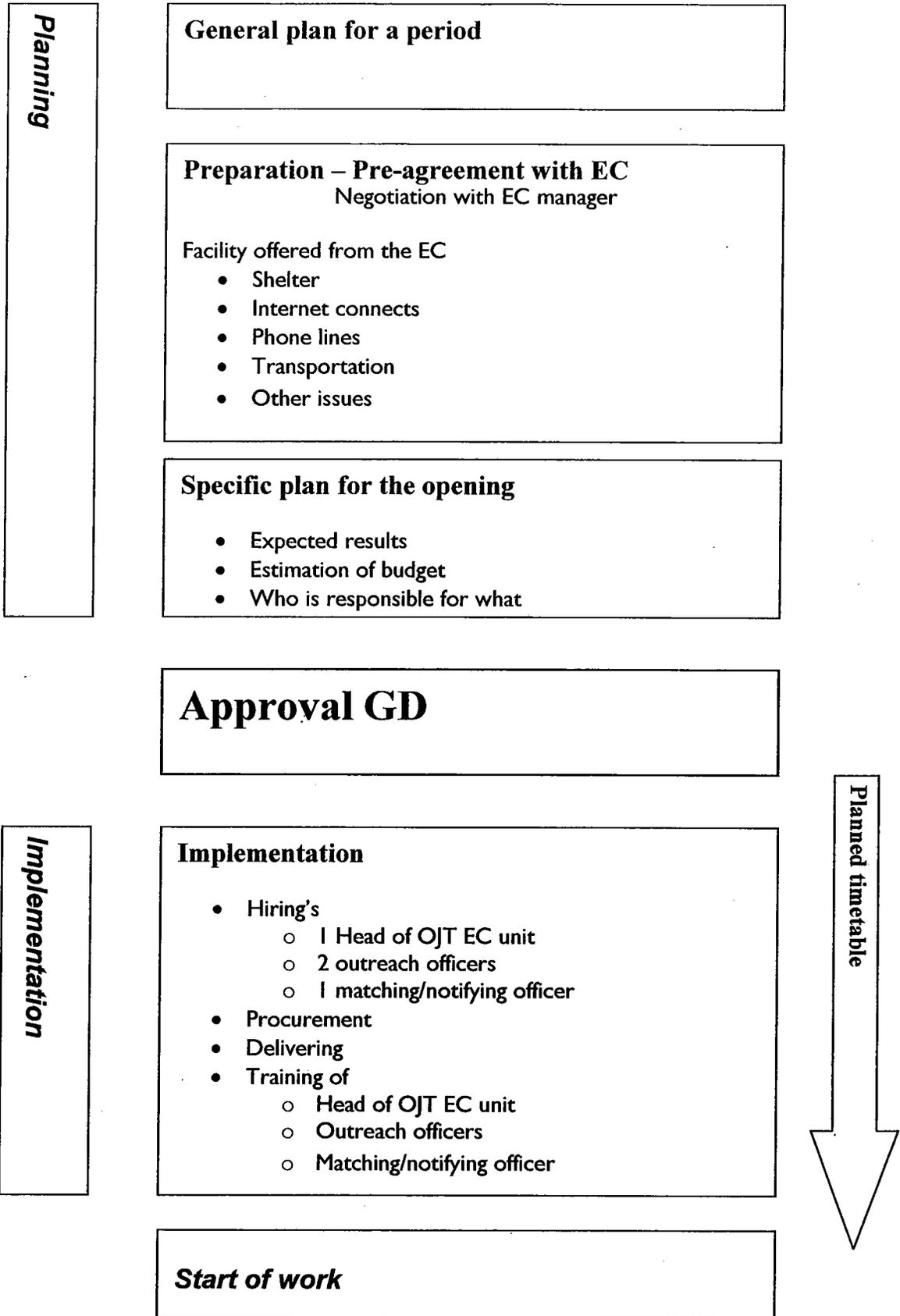
### **Approved by**

The Minister of Labor and Social Affairs

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APPENDIX 3-4

# Opening and implementation of new OJT EC units



## **SOP: Progress Report for OJT Program**

### **Purpose**

- To show the progress of the OJT program in a verbal and graphical form.
- To present a summarising of the conclusions of the OJT Committee inspections for the last month.
- To present a detailed statistic for each OJT EC unit.
- To present other issues if necessary.
- To recommends improving of the OJT Program.

### **Procedure**

- OJT Program Manager is responsible for the whole progress report
- Head of OJT Contracting unit is responsible for the statistical input
- Following the instructions given in the template does the report.
- The report has to be send to the ministry
- The report is given to the Director General
- All OJT staff shall have reading access to the report

### ***Affiliated Document***

- Progress report – XXXX 2004 (progress report template)

Approved by  
Director General, Labor, and Vocational Training

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APPENDIX 3-6

## **SOP: Planning and reporting the daily work in the OJT EC units**

### **Purpose**

- To give the OJT program manager a tool to control and monitor the OJT EC unit.
- To provide documentation for the needed manpower to conduct the OJT program in OJT EC unit.
- To give a basic to do random inspection on concrete information.

### **Procedure**

- Head of OJC EC unit is responsible that the planning and reporting is done.
- Every Thursday Head of OJT unit in cooperation with Outreach Officers/Teams do plans for the next week for both the outreach visit where the aim is to true to establish new OJT contracts and follow up of establish OJT contract. Each OJT outreach Officer/Team shall have a separate week plan.
- Over the month the OJT Outreach Officers/Teams has to conduct at least 2 follow-ups for each OJT contracts established by the OJT EC unit.
- OJT Outreach Officer/Team fills out OJT-Weekly-Outreach-report. It contains the planed activity for the week and the result of the activity.
- OJT Outreach Officer/Team fills out The OJT-Outreach-Visit-Report. It contains information concerning each outreach visit conducted to a specific company.
- OJT Outreach Officer/Team fills out OJT-Weekly-Follow-Up-Report. It contains the planed activity for the week and the result of the activity.
- OJT Outreach Officer/Team fills out OJT-Contract- Follow-Up-report. It contains information concerning each Follow-Up visit conducted to monitor a specific OJT contract. This reports is a part of the documentations of the progress in the OJT contract and shall be signed by the OJT outreach Officer/Team. The original report has to be sending to the OJT contracting Unit to be archived together with the OJT contract. OJT EC unit keeps a copy of the report as long as the OJT contract is ongoing.
- Every Thursday Outreach Officer/Teams deliver all the reports to Head of OJT EC unit.
- Head of OJT EC unit is responsible for the archiving of the reports. Increasing dates shall do the archiving of the weekly reports. Alphabet shall do the archiving of OJT-Outreach-Visit-Report. OJT contract number shall do the archiving of OJT-Contract-Follow-Up-Report. The OJT Contracting Unit shall provide OJT EC unit with the number.
- Head of OJT EC unit had to send request copies of the reports to the OJT Program Manager.

### **Affiliated Documents**

- OJT Weekly Outreach Report
- OJT Outreach Visit Report
- OJT Weekly Follow-Up Report
- OJT Contract Follow-Up report

### **Approved by**

Director General, Labor, and Vocational Training

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APPENDIX 3-7



<b>OJT outreach visit report</b>		 التوظيف والتدريب EMPLOYMENT & TRAINING	
<b>Name of company</b>		<b>Sector</b>	
		<input type="checkbox"/> Governmental <input type="checkbox"/> Mixed <input type="checkbox"/> Private <input type="checkbox"/> Cooperative	

<b>Address of company</b>		<b>Governorate</b>			
District	Sub-district	Neighbourhood	Sector No.	Street No.	House No
Lane Point					
Phone			Email		
Fax			Website		
Manager of Company		Phone			Email
Contract person		Phone			Email
Activity Sector					

**1. Visit:**

<b>Date</b>		OJT team/officer	
<b>Remarks</b>			
<b>Next time to visit</b>			

**2. Visit:**

<b>Date</b>		OJT team/officer	
<b>Remarks</b>			
<b>Next time to visit</b>			

**3. Visit:**

<b>Date</b>		OJT team/officer	
<b>Remarks</b>			
<b>Next time to visit</b>			

APPENDIX 3-9



# OJT Follow-Up report



<b>Name of company</b>		<b>Sector</b>			
		<input type="checkbox"/> Governmental <input type="checkbox"/> Private		<input type="checkbox"/> Mixed <input type="checkbox"/> Cooperative	
<b>Address of company</b>		<b>Governorate</b>			
District	Sub-district	Neighbourhood	Sector No.	Street No.	House No
Lane Point					
Phone		Email			
Fax		Website			
Manager of Company/owner		Phone		Email	
Contract person		Phone		Email	
Activity Sector					

OJT contract number		Signing date of OJT contract	
ID of OJT trainees		Name of OJT trainees	
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

## FollowUp report

Findings	
Conclusion	
Date of next FollowUp	
Date of FollowUp	Signature OJT Outreach Officers/team

# APPENDIX 4 ON-THE-JOB TRAINING

## Purpose



The purpose of the MOLSA On-the-job (OJT) program is to provide opportunities for students to:

1. Develop a further understanding of career opportunities and employer expectations.
2. Apply their newly acquired skills in the work place.
3. Learn new vocational skills and work-place competencies.

## Requirements

### Requirement 1: On-the-job Training

The Vocational Technical Training Centers shall incorporate on-the-job learning as one of the primary instructional methods of training. On-the-job training may include job shadowing, work site visits, internships, paid and unpaid work assignments, vocational skills training projects.

1. Involve the students in work experiences related to the career field for which they are preparing.
2. Occur at employer work sites. To the extent such sites are not accessible, structured on-center work sites and off-center vocational projects shall be established.
3. Occur throughout a student's enrollment and increase in complexity as the student gains skill and competence.

### Requirement 2: Employer Partnership

Vocational Technical Training Centers shall develop partnerships with private and public employers to secure work-based learning opportunities for students at employer work sites.

### Requirement 3: On-the-job Training Agreements

The Vocational Technical Training Centers shall develop a written agreement with the employer when a student is assigned to a work site. The agreement shall include the following provisions:

1. Blanket provisions:
  - a. The employer agrees to.....
  - b. The center shall
  - c. The student shall

- d. The employer
  - e. The student
  - f. In paid
2. Student-specific provisions:
- a. The name of the student's supervisor at the work site.
  - b. The hours of work, length of emp
  - c. The competencies in which the student will be trained
  - d. A process for notifying the center in case
  - e. A schedule/format for providing feedback

#### **Requirement 4: On-Center On-the-job Training**

On-the-job training may occur on center, with the center as the employer. On-center on-the-job shall be formally organized and shall use written agreements similar to those used for off-center on-the-job training. The agreements shall:

- a. Assign the student to a single supervisor.
- b. Establish the length of the assignment, hours of work, and rate of pay, in applicable.
- c. Specify the TAR items and other employer-specific competencies to be attained by the student.
- d. Provide for written feedback from the on-center work site.

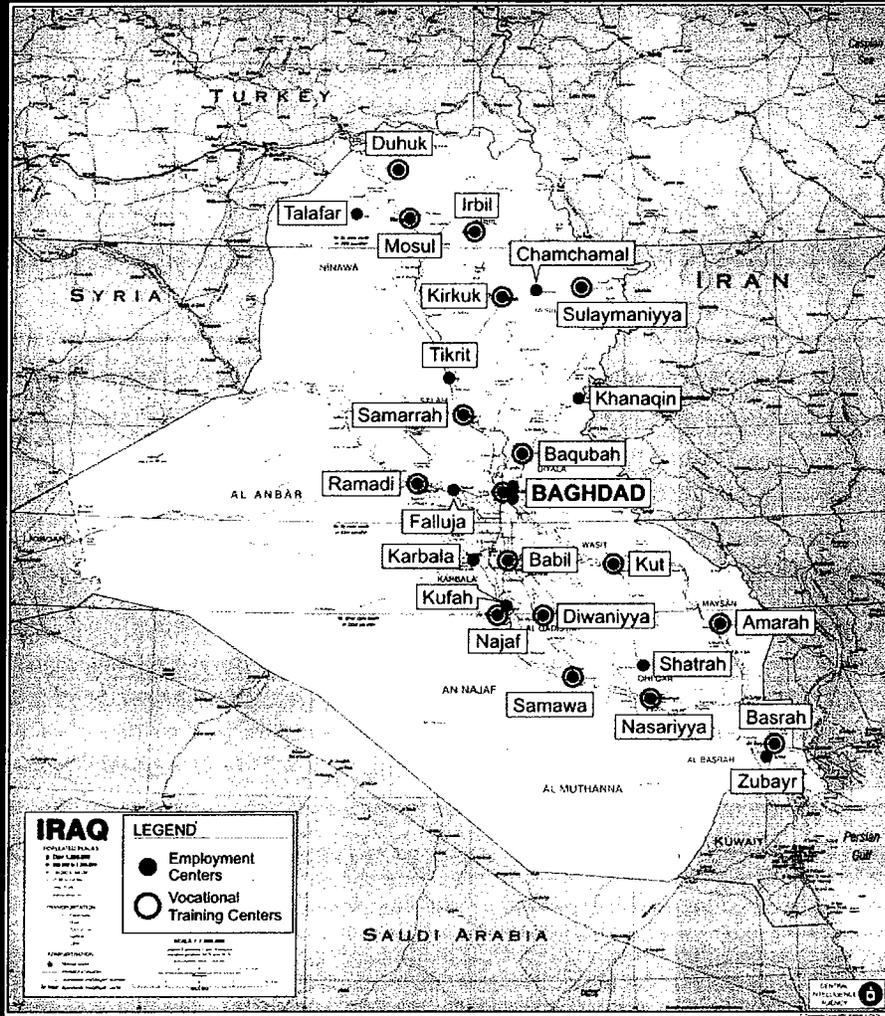
#### **Requirement 5: Safety**

Before initiating a construction project, centers shall assure that:

- a. The project has been evaluated by the OJT staff for possible safety and environmental hazards and their remediation.
- b. The students who work on the project are trained in the safety practices relevant to the hazards identified, prior to performing work on the project.
- c. All appropriate safety equipment is provided to the students.

#### **Requirement 6 Reporting/Documentation/Record Keeping**

MOLSA shall ensure that all student on-the-job training assignments and progress are documented and recorded.



**U.S. Agency for International Development**  
 1300 Pennsylvania Avenue, NW  
 Washington, DC 20523  
 Tel: (202) 712-0000  
 Fax: (202) 216-3524  
[www.usaid.gov](http://www.usaid.gov)