ASSIST JORDAN ENTERPRISE IN THE RECRUITING PROCESS OF THREE LONG-TERM TECHNICAL EXPERTS

January 13, 2009

This publication was produced for review by the United States Agency for International Development. It was prepared by Mutaz Assaf – BearingPoint, Inc.

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USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

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

BEARINGPOINT, INC.

USAID/JORDAN
OFFICE OF ECONOMIC GROWTH

JANUARY 13, 2009

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DELIVERABLE N$^{\underline{O}}$: 6.1.5.A.3.30.12 ASSIST JORDAN ENTERPRISE IN THE RECRUITING PROCESS OF SEVEN TECHNICAL EXPERTS.

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EXECUTIVE SUMMARY

On September 28, 2008, the consultant has signed a consulting agreement with the Economic Development Program ("SABEQ") to provide professional services to assist Jordan Enterprise in the recruiting process of three technical experts based on a written scope of work signed by SABEQ and the consultant.

The main purpose of the consulting agreement is to recruit candidates for the following three positions:

- Strategic Planning, Organizational Development, and Monitoring and Evaluation
- Export Marketing And Promotion, and Marketing Research and Intelligence
- Financial Analyst

According to the consulting agreement, the following four specific tasks had been set as the road map for the consultant to carry on the consultation:

- Task # 1 – Application/Resume Review Process
- Task # 2 – Committee/Face to Face Interviews
- Task # 3 – Preparing Contracts
- Task # 4 – Closure

As a first step, the consultant has identified the competencies (job related criteria) required for each position based on the brief job description provided by SABEQ in the TOR. Thereafter, a structured CV Screening Review process for all three positions was established. The purpose of this process is to set clear evaluation criteria to ensure fair, consistent and effective screening of the applications and CVs. The valuation criteria were based on the job responsibilities and qualifications provided by SABEQ in the TOR. The criteria were based on applicants' educational degree, years and relevance of experience.

The consultant according to the established criteria reviewed all submitted application and CVs. The best five scoring applicants for each position have been identified for interviews.

In order to systemize the interview process and ensure fair and consistence face-to-face interview process, the consultant has established a competency based structured style interview by identifying a number of competency related questions (criteria) for each position.

Accordingly, an interview evaluation form has been designed based on the identified competency related questions. In addition, some important criteria, such as personal character and communication ability of candidates have been included. Weights have been assigned for each evaluation competency (criterion) based on the overall importance of each competency to the position.

A hiring committee including permanent members and interchangeable job position related members from SABEQ and JE, in addition to the consultant has been formed and carried out the interview process.

The result of the interviews was the selection of the following candidates:

- Mr. Mutaz Al Numair for the Financial Analyst position
- Mr. Mohamad Katanani for the Strategic Planning, Organizational Development, and Monitoring and Evaluation position
- Mr. Moayyad Abo Naim for the Export Marketing and Promotion, Marketing Research and Intelligence position

Job Descriptions and Key Performance Indicators have been developed for the three positions in cooperation and coordination with SABEQ, JE experts and the consultant.

Finally, the consultant would like to thank SABEQ Program for their trust and present his deep appreciation for the sincere support and cooperation of SABEQ and JE experts. Expressly, the consultant would like to thank the following for their professional work and manner:

- Ms. Sahar Al-Yousef
- Ms. Hana Uraidi
- Mr. Tawfiq M. Zada

ASSIST JORDAN ENTERPRISE IN THE RECRUITING PROCESS OF THREE LONG-TERM TECHNICAL EXPERTS

TASK # 1 – APPLICATION/RESUME REVIEW PROCESS

The consultant has established a structured CV Screening Review process for all three positions. The purpose of this process is to set clear evaluation criteria to ensure fair, consistent and effective screening of the applications and CVs. The valuation criteria were based on job responsibilities and qualifications provided by SABEQ in the TOR. The criteria were based on applicants' educational degree, years of experience and relevance of experience.

All application and CVs were reviewed by the consultant according to the established criteria. The best scoring five applicants for each position were:

Position: Strategic Planning, Organizational Development, and Monitoring and Evaluation

No.	Name of Candidate	CV Evaluation Criteria			
		Degree (2)	Years of Experience (2)	Relevance of Experience (6)	Total Score
1	Rami Malki	2	2	5	9
2	We'am Obaidat	2	2	4	8
3	Mohamad Bani Amer	2	2	4	8
4	Mohamad Katanani	1	2	4	7
5	Mohamad Al Dwairi	2	1	3	6

Position: Export Marketing and Promotion, and Marketing Research and Intelligence

No.	Name of Candidate	CV Evaluation Criteria			
		Degree (2)	Years of Experience (2)	Relevance of Experience (6)	Total Score
1	Samer Al Fares	0	2	5	7
2	Majeda Shaker	2	1	4	7
3	Sahar Hijazi	2	2	3	7
4	Hassan Al Omari	0	2	3	5
5	Tareq Krayim	0	2	3	5

Position: Financial Analyst

No.	Name of Candidate	CV Evaluation Criteria			
		Degree (2)	Years of Experience (2)	Relevance of Experience (6)	Total Score
1	Ali Mousa	2	2	5	9
2	Tanya Salayta	2	2	4	8
3	Nouran Bana	2	2	3	7
4	Mutaz Al Numair	2	2	3	7
5	Mahmoud Mansi	2	2	3	7

Accordingly, JE has contacted all above candidates to set for face-to-face interviews.

The consultant have identified the competencies (job related criteria) required for each position. Again, this was based on the brief job description provided by SABEQ in the TOR. The following list is the position-based competencies:

Position	Competencies
Financial Analyst	Leadership
	Project Management
	Team Building
	Financial Planning and Analysis
	Capital budgeting
	Feasibility Studies
Strategic Planning, Organizational Development, and Monitoring and Evaluation	Leadership
	Performance Management
	Team Building
	Change Management
	Strategic Planning
	Balance Scorecard
Export Marketing And Promotion, and Marketing Research and Intelligence	Leadership
	Strategic Marketing
	International Marketing
	Team Building
	Promotion
	Market Research

TASK # 2 – COMMITTEE/FACE TO FACE INTERVIEWS

In order to systemize the interview process and ensure fair and consistence face to face interview process, the consultant has established a competency based structured style interview by identifying a number of competency related questions (criteria) for each position, as follow:

Competency	Competency Questions (criteria)
Leadership	• Imagine an effective leader that you have worked with and describe the main characteristics of this leader? • Describe a situation where you were an official leader and contributed to the benefit of the organization. • What is the difference between a leader and a manager? • Define a "Leader" and what the key work in leadership is? • What is you personal mission and vision? • Describe how leadership impacts motivation and the workplace.
Team Building	• What are the main characteristics of effective teams? • Describe the team building process (forming, storming, norming and performing) • What is the difference between mentoring and coaching • Describe the advantages of diversity in team membership • What is the difference between and a "group" and a "team" and how can a group become a "team"
Strategic Planning	• What is the difference between Vision and Mission • Describe the Strategic Planning process • What is SWOT analysis and how does it fit in the Strategic Planning process • What is the difference between strategic planning and long term planning • What is the difference between strategic goals, strategies, objective and initiatives
Market Research	• What are the main common market research mistakes • How can you explain the market research process (from start to the end) • What are the main research design alternatives (focus groups, depth interviews, mail, telephone and in-person surveys, computerized techniques, conjoint analysis and many more) and how can you choose between them. • What strategies do you use to communicate the research findings to the decision makers so they will listen and take action? • How do you decide what to advertise, where to advertise and how to evaluate your message? • What are the analytical procedures available to the researcher to translate data into actionable information?

Competency	Competency Questions (criteria)
Promotion	• What are the main promotion tactic alternatives and their pros and cons • How do you analyze and select a brand promotion strategy or strategies • How the Internet is being used for brand promotion • What is your experience in developing sales promotion campaigns • What are the issues you consider when creating a promotional mix. • Identify methods to develop an advertising budget.
Strategic Marketing	• How can you differentiate between the strategic values of sales vs. the strategic values of marketing? • What tools do you use to collect data about the performance current marketing programs? • What was the marketing mission and vision of the last organization you worked for? • Explain your experience in synthesizing data using techniques like SWOT, the BCG matrix, and the life cycle state model in the strategic marketing process. • Describe your experience in developing Integrated Marketing Communication (IMC) strategies and setting the marketing budget.
Capital budgeting	• What are the approaches that can be used to manage budget variances? • How to measure departmental performance against the budget • What is the cash flow implication of budgeting? • Sequence the steps managers should follow when justifying a capital project. • Explain how you select capital investment opportunities using different evaluation methods.
Feasibility Studies	• How do you differentiate between a feasibility study and an action plan? • How a feasibility study can help in starting the business? • Summarize the stages of project feasibility analysis, and evaluation from the idea stage through pre-selection to the selection and implementation stage. • What are the main contents of a feasibility study? • Where to find information for your feasibility study • Explain methods of project profitability analysis and evaluation including commercial profitability measures (return on investments, cash-flow analysis, Internal Rate of Return, IRR, NPV, payback period …etc.
Change Management	• What are the main factors influencing effective change process? • What are the main barriers to change and how they can be overcome? • Identify the factors, which cause change within organizations. • Why 80% of Change Management Programs Fail? • Describe a major change process that you were involved in and what was you role.

Competency	Competency Questions (criteria)
Financial Planning and Analysis	• Learn financial forecasting techniques that enable management to make truly informed decisions. • What is your experience in using Income Statement, Balance Sheet and Statement of Cash Flows to evaluate a company's performance? • What tools do you use to Benchmark a Company's Performance against the Financial Performance of Other Enterprises? • What are the standard analysis tools used to measure how well a company is performing? • What tools do you use to effectively evaluate capital projects? • Demonstrate how and why financial analysis is required in every step of the financial planning cycle. • Have you applied risk management concepts to financial analysis?
Project Management	• Explain some of the risk management techniques and mitigation strategies in project management. • Explain the project life cycle stages and the key inputs and outputs. • How can you use project management approach in your personal and professional life? • Distinguish between project management maturity models and business integration models. • What are the common causes of project success and failure? • Identify individual and team skills that affect the success of a project.
Balance Scorecard	• What are the main perspectives in a corporate Balance Scorecard? • Who can the Balance Scorecard perspectives differ in the public sector?
Enterprise Resource Planning	• Explain Enterprise Resource Planning. • What is the role of information technologies in logistics and supply chain management? • Explain factors that lead to successful evaluation, acquisition, planning, design and implementation of an ERP package in an organization. • How can you explain the difference between Business Process Modeling and Enterprise Resource Planning?
Marketing Management	• How can you explain the role of marketing in JE mission? • What is your experience in developing marketing strategies, initiatives and programs to build and sustain a competitive market advantage?
International Marketing	• Distinguish between the factors supporting or inhibiting international marketing activities. • Explain the importance of cultural and social differences and the importance of politics in global marketing. • Explain the importance of global strategic partnerships and global value chains. • How marketing strategies might differ between the US and Europe?

The consultant has used the above competency questions (criteria) as the basis to be used by the interview panel. An interview evaluation form was designed accordingly. In addition, some important criteria, such as personal character and communication ability of the

candidates have been included. Weights have been assigned for each evaluation competency (criterion) based on the overall importance of each competency to the position, as follows:

Position	**:**	**Financial Analyst**		
Interviewee	**:**			
Interviewer	**:**			
COMPETENCY		**QUESTIONS**	**WEIGHT**	**RATING (1-5)**
Leadership		• Describe the main characteristics of a leader? • What is the difference between a leader and a manager? • What is you personal mission and vision? • Describe how leadership impacts motivation and the workplace.	15	
Project Management		• Explain some of the risk management techniques and mitigation strategies in project management. • Explain the project life cycle stages and the key inputs and outputs. • What are the common causes of project success and failure? • Identify individual and team skills that affect the success of a project.	10	
Team Building		• What are the main characteristics of effective teams? • What is the difference between mentoring and coaching • Describe the advantages of diversity in team membership • What is the difference between a "group" and a "team" and how can a group become a "team"?	12	
Financial Planning and Analysis		• What tools do you use to Benchmark a Company's Performance against the Financial Performance of Other Enterprises? • What is the standard analysis tools used to measure how well a company is performing? • Demonstrate how and why Financial Analysis is required in every step of the financial planning Cycle. • Have you applied risk management concepts to financial analysis?	12	
Capital budgeting		• What are the approaches that can be used to manage budget variances? • What is the cash flow implication of budgeting? • Sequence the steps managers should follow when justifying a capital project. • Explain how you select capital investment opportunities using different evaluation methods.	12	
Feasibility Studies		• How do you differentiate between a feasibility study and an action plan? • What are the main contents of a feasibility study? • Where to find information for your feasibility study?	12	
Personal Character			15	
Communication			12	
Interviewer comments:				

Position	**: Strategic Planning, Organizational Development, and Monitoring and Evaluation**		
Interviewee	**:**		
Interviewer	**:**		
COMPETENCY	**QUESTIONS**	**WEIGHT**	**RATING (1-5)**
Leadership	Describe the main characteristics of a leader? What is the difference between a leader and a manager? What is you personal mission and vision? Describe how leadership impacts motivation and the workplace.	15	
Performance Management	What is the relationship between Performance Management, Strategic Planning and Balance Scorecard? Explain the importance of performance management and detail how organizational strategies are translated into performance standards. Describe the different roles of top management, middle managers and employees in the Performance Management process. Identify key competencies demonstrated by effective managers.	15	
Team Building	What are the main characteristics of effective teams? What is the difference between mentoring and coaching Describe the advantages of diversity in team membership What is the difference between a "group" and a "team" and how can a group become a "team"?	10	
Change Management	What are the main factors influencing effective change process? What are the main barriers to change and how can they be overcome? Identify the factors, which cause change within organizations. Why 80% of Change Management Programs Fail?	10	
Strategic Planning	What is the difference between Vision and Mission Describe the Strategic Planning process What is SWOT analysis and how does it fit in the Strategic Planning process What is the difference between strategic planning and long term planning What is the difference between strategic goals, strategies, objective and initiatives	15	
Balance Scorecard	What are the main perspectives in a corporate Balance Scorecard? Who can the Balance Scorecard perspectives differ in the public sector?	10	
Personal Character		15	
Communication		10	

Interviewer comments:

Position	**:**	**Export Marketing And Promotion, and Marketing Research and Intelligence**	
Interviewee	**:**		
Interviewer	**:**		
COMPETENCY	**QUESTIONS**	**WEIGHT**	**RATING (1-5)**
Leadership	• Describe the main characteristics of a leader? • What is the difference between a leader and a manager? • What is you personal mission and vision? • Describe how leadership impacts motivation and the workplace.	15	
Strategic Marketing	• How can you differentiate between the strategic values of sales vs. the strategic values of marketing? • What tools do you use to collect data about the performance of current marketing programs? • Explain your experience in synthesizing data using techniques like SWOT, the BCG matrix, and the life cycle state model in the strategic marketing process.	15	
International Marketing	• Distinguish between the factors supporting or inhibiting international marketing activities. • Explain the importance of cultural and social differences and the importance of politics in global marketing. • How marketing strategies might differ between the US and Europe?	15	
Team Building	• What are the main characteristics of effective teams? • What is the difference between mentoring and coaching? • Describe the advantages of diversity in team membership. • What is the difference between a "group" and a "team" and how can a group become a "team"?	10	
Promotion	• How do you analyze and select a brand promotion strategy? • How the Internet is being used for brand promotion • What is your experience in developing sales promotion campaigns • What are the issues you consider when creating a promotional mix.	10	
Market Research	• What are the main common market research mistakes? • How can you explain the market research process (from start to the end)? • How do you decide what to advertise, where to advertise and how to evaluate your message? • What are the analytical procedures available to the researcher to translate data into actionable information?	10	
Personal Character		15	
Communication		10	

Interviewer comments:

As indicated above, JE has contacted the best scoring five applicants for each position. An interviewing panel has been formed and included JE Senior Staff members, SABEQ experts and the consultant.

For the Financial Analyst position, only one person has showed up for the interview and the evaluation was as follow:

Position	**:**	**Financial Analyst**	
Interviewee	**:**	**Mutaz Al Numair**	
Interviewer	**:**	**Mutaz Assaf**	
Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	10	3	6
Project Management	10	3	6
Team Building	10	3	6
Financial Planning and Analysis	20	4	16
Capital budgeting	10	3	6
Feasibility Studies	20	3	12
Personal Character	10	4	8
Communication	10	3	6
Total Score			**66**
Interviewer comments: **I expect the applicant to perform the assigned duty on a normal base and with direct supervision. Since no other applicants have applied for the job, I recommend accepting him.**			

Position	**:**	**Financial Analyst**	
Interviewee	**:**	**Mutaz Al Numair**	
Interviewer	**:**	**Omar Qaruity**	
Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	10	3	6
Project Management	10	3	6
Team Building	10	4	8
Financial Planning and Analysis	20	3.5	14
Capital budgeting	10	3.5	7
Feasibility Studies	20	3.5	14
Personal Character	10	4	8
Communication	10	3.5	7
Total Score			**70**
Interviewer comments:			

Position	**:**	**Financial Analyst**
Interviewee	**:**	**Mutaz Al Numair**
Interviewer	**:**	**Adi**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	10	3	6
Project Management	10	3	6
Team Building	10	3.5	7
Financial Planning and Analysis	20	3.5	14
Capital budgeting	10	3.5	7
Feasibility Studies	20	4	16
Personal Character	10	3.5	7
Communication	10	3.5	7
Total Score			**70**

Interviewer comments:

For the Strategic Planning, Organizational Development, and Monitoring and Evaluation position, four applicants were set for the interview and their evaluation were as follow:

Position	**:**	**Strategic Planning, Organizational Development, and Monitoring and Evaluation**
Interviewee	**:**	**Mohamad Katanani**
Interviewer	**:**	**Mutaz Assaf**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	12	4.5	10.8
Performance Management	15	4	12
Team Building	10	4.5	9
Change Management	10	5	5
Strategic Planning	15	4.5	13.5
Balance Scorecard	10	4	8
Personal Character	15	4.5	13.5
Communication	13	4.5	11.7
Total Score			**83.5**

Interviewer comments:
Excellent fit to the position.
He can contribute highly to JE in the area of strategic planning and other areas as well.

Position	**:**	**Strategic Planning, Organizational Development, and Monitoring and Evaluation**
Interviewee	**:**	**Mohmad bani Amer**
Interviewer	**:**	**Mutaz Assaf**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	12	3	7.2
Performance Management	15	3	9
Team Building	10	3	6
Change Management	10	3	6
Strategic Planning	15	4	12
Balance Scorecard	10	3	6
Personal Character	15	2	6
Communication	13	3	7.8
Total Score			**60**

Interviewer comments:
Too theoretical
Not expected to fit in JE culture

Position	**:**	**Strategic Planning, Organizational Development, and Monitoring and Evaluation**
Interviewee	**:**	**We'am Obaidat**
Interviewer	**:**	**Mutaz Assaf**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	12	2	4.8
Performance Management	15	2	6
Team Building	10	2	4
Change Management	10	2	4
Strategic Planning	15	3	9
Balance Scorecard	10	2	4
Personal Character	15	3	9
Communication	13	3	7.8
Total Score			**48.6**

Interviewer comments:

Position	:	**Strategic Planning, Organizational Development, and Monitoring and Evaluation**
Interviewee	:	**Rami Malki**
Interviewer	:	**Mutaz Assaf**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	12	2	4.8
Performance Management	15	3	9
Team Building	10	2	4
Change Management	10	2	4
Strategic Planning	15	2	6
Balance Scorecard	10	1	2
Personal Character	15	4	12
Communication	13	3	7.8
Total Score			**49.6**

Interviewer comments:
Does not fit at all

Position	:	**Strategic Planning, Organizational Development, and Monitoring and Evaluation**
Interviewee	:	**Mohamad Katanani**
Interviewer	:	**Hana Uradi**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	12	5	12
Performance Management	15	5	15
Team Building	10	5	10
Change Management	10	5	10
Strategic Planning	15	5	15
Balance Scorecard	10	5	10
Personal Character	15	5	15
Communication	13	5	13
Total Score			**100**

Interviewer comments:
Quiet \ Deep thinking. Excellent
PLI \ ELI $ incorporates in the BSC. Combined role
Focus on change management.

Position	:	**Strategic Planning, Organizational Development, and Monitoring and Evaluation**
Interviewee	:	**Mohmad bani Amer**
Interviewer	:	**Hana Uradi**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	12	3	7.2
Performance Management	15	3	9
Team Building	10	3.5	7
Change Management	10	2	4
Strategic Planning	15	4	12
Balance Scorecard	10	3	6
Personal Character	15	3	9
Communication	13	3	7.8
Total Score			**62**

Interviewer comments:
Studies / Research person
Needs space
Aware of ROB
Hates numbers

Position	:	**Strategic Planning, Organizational Development, and Monitoring and Evaluation**
Interviewee	:	**We'am Obaidat**
Interviewer	:	**Hana Uradi**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	12	2	4.8
Performance Management	15	2	6
Team Building	10	3	6
Change Management	10	2	4
Strategic Planning	15	3	9
Balance Scorecard	10	2	4
Personal Character	15	3	9
Communication	13	2.5	6.5
Total Score			**49.3**

Interviewer comments:
J $ M staff \ main scope (SWOT)
Influenced
TQM \ No knowledge of BPR

Position	:	**Strategic Planning, Organizational Development, and Monitoring and Evaluation**
Interviewee	:	**Rami Malki**
Interviewer	:	**Hana Uradi**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	12	2	4.8
Performance Management	15	3	9
Team Building	10	2	4
Change Management	10	2	4
Strategic Planning	15	2	6
Balance Scorecard	10	0	0
Personal Character	15	4	12
Communication	13	3	7.8
Total Score			**47.6**

Interviewer comments:
Very high salary
No experience in government
Consultant state of mind

Position	:	**Strategic Planning, Organizational Development, and Monitoring and Evaluation**
Interviewee	:	**Mohamad Katanani**
Interviewer	:	**Sahar Al-Yousef**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	12	4	9.6
Performance Management	15	4	12
Team Building	10	5	10
Change Management	10	5	10
Strategic Planning	15	5	15
Balance Scorecard	10	4	8
Personal Character	15	4	12
Communication	13	4	10.4
Total Score			**87**

Interviewer comments:
I recommend him to fill this position. He will do very well and does suit the position.

Position	:	**Strategic Planning, Organizational Development, and Monitoring and Evaluation**
Interviewee	:	**Mohmad Bani Amer**
Interviewer	:	**Sahar Al-Yousef**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	12	3	7.2
Performance Management	15	3	9
Team Building	10	4	8
Change Management	10	2	4
Strategic Planning	15	4	12
Balance Scorecard	10	3	6
Personal Character	15	2	6
Communication	13	3	7.8
Total Score			**60**

Interviewer comments:

Position	:	**Strategic Planning, Organizational Development, and Monitoring and Evaluation**
Interviewee	:	**We'am Obaidat**
Interviewer	:	**Sahar Al-Yousef**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	12	2	4.8
Performance Management	15	2	6
Team Building	10	2	4
Change Management	10	2	4
Strategic Planning	15	3	9
Balance Scorecard	10	3	6
Personal Character	15	3	9
Communication	13	3	7.8
Total Score			**50.6**

Interviewer comments:

Position	:	**Strategic Planning, Organizational Development, and Monitoring and Evaluation**
Interviewee	:	**Rami Malki**
Interviewer	:	**Sahar Al-Yousef**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	12	2	4.8
Performance Management	15	3	9
Team Building	10	1	2
Change Management	10	2	4
Strategic Planning	15	2	6
Balance Scorecard	10	1	2
Personal Character	15	2	6
Communication	13	3	7.8
Total Score			**41.6**

Interviewer comments:

The final result for the Strategic Planning, Organizational Development, and Monitoring and Evaluation position as follow:

Applicant Name	**Mutaz Assaf Evaluation**	**Hana Uradi Evaluation**	**Sahar AlYousef Evaluation**	**Final Score**
Mohamad Katanani	83.5	100	87	90
Mohmad bani Amer	60	62	60	61
We'am Obaidat	48.6	49.3	50.6	50
Rami Malki	49.6	47.6	41.6	46

For the Export Marketing and Promotion, Marketing Research and Intelligence position, five applicants were set for the interview and their evaluation were as follow (that the consultant has not attended the interview with Ms. Majeda Shaker):

Position	**:**	**Export Marketing and Promotion, Marketing Research and Intelligence**
Interviewee	**:**	**Samer Al Fares**
Interviewer	**:**	**Mutaz Assaf**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	15	3	9
Strategic Marketing	15	3	9
International Marketing	15	3	9
Team Building	10	3	6
Promotion	10	3	6
Market Research	10	3	6
Personal Character	15	3	9
Communication	10	3	6
Total Score			**60**

Interviewer comments:
His hand on experience is not clear.

Position	**:**	**Export Marketing and Promotion, Marketing Research and Intelligence**
Interviewee	**:**	**Hassan Al Omari**
Interviewer	**:**	**Mutaz Assaf**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	15	3	9
Strategic Marketing	15	3	9
International Marketing	15	2	6
Team Building	10	3	6
Promotion	10	2	4
Market Research	10	3	6
Personal Character	15	3	9
Communication	10	3	6
Total Score			**55**

Interviewer comments:
Not global thinking Narrow scope
No clear knowledge or experience on marketing and promotion
Good networking experience
Well prepared
Weak in developing strategies but might be good in supporting implementing strategy
International experience
Acquainted with local regulations

Position	**:**	**Export Marketing and Promotion, Marketing Research and Intelligence**
Interviewee	**:**	**Mohanad Al-Alami**
Interviewer	**:**	**Mutaz Assaf**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	15	4	12
Strategic Marketing	15	4	12
International Marketing	15	4	12
Team Building	10	3	6
Promotion	10	3	6
Market Research	10	3	6
Personal Character	15	3	9
Communication	10	3	6
Total Score			**69**

Interviewer comments:

Position	**:**	**Export Marketing and Promotion, Marketing Research and Intelligence**
Interviewee	**:**	**Moayyad Abo Naim**
Interviewer	**:**	**Mutaz Assaf**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	15	3	9
Strategic Marketing	15	4	12
International Marketing	15	4	12
Team Building	10	4	8
Promotion	10	3	6
Market Research	10	4	8
Personal Character	15	5	15
Communication	10	5	15
Total Score			**85**

Interviewer comments:
Has European experience
Good employment history and stability
Good communication and firm personality
Excellent fit for the position in terms of competency and expected compensation

Position	**:**	**Export Marketing and Promotion, Marketing Research and Intelligence**
Interviewee	**:**	**Mohanad Al-Alami**
Interviewer	**:**	**Ghaith Bakri**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	15	2.5	7.5
Strategic Marketing	15	3	9
International Marketing	15	2.5	7.5
Team Building	10	3	6
Promotion	10	3.5	7
Market Research	10	3	6
Personal Character	15	3	9
Communication	10	3.5	7
Total Score			**59**

Interviewer comments:
Very pleasant personality
Good communication
Put a emphasis on the team

Position	**:**	**Export Marketing and Promotion, Marketing Research and Intelligence**
Interviewee	**:**	**Moayyad Abo Naim**
Interviewer	**:**	**Ghaith Bakri**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	15	3	9
Strategic Marketing	15	4	12
International Marketing	15	3.5	10.5
Team Building	10	3	6
Promotion	10	3	6
Market Research	10	2.5	5
Personal Character	15	4	12
Communication	10	3.5	7
Total Score			**67.5**

Interviewer comments:
Pleasant personality
Good personality
Put emphasis on the I personality

Position	**:**	**Export Marketing and Promotion, Marketing Research and Intelligence**
Interviewee	**:**	**Mohanad Al-Alami**
Interviewer	**:**	**Fatima Homsi**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	15	4	12
Strategic Marketing	15	4	12
International Marketing	15	4	12
Team Building	10	4	8
Promotion	10	4	8
Market Research	10	4	8
Personal Character	15	3	9
Communication	10	4	8
Total Score			**77**

Interviewer comments:
Presentable, good knowledge in advertising
May have some attitude problem in relation to show off

Position	**:**	**Export Marketing and Promotion, Marketing Research and Intelligence**
Interviewee	**:**	**Moayyad Abo Naim**
Interviewer	**:**	**Fatima Homsi**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	15	4	12
Strategic Marketing	15	5	15
International Marketing	15	5	15
Team Building	10	4	8
Promotion	10	5	10
Market Research	10	4	8
Personal Character	15	4	12
Communication	10	4	8
Total Score			**88**

Interviewer comments:
Have good experience in the related field, good listener and communicator
I believe he would be good team player delivering task on time.
presentable

Position	:	**Export Marketing and Promotion, Marketing Research and Intelligence**
Interviewee	:	**Mohanad Al-Alami**
Interviewer	:	**Alaa Qattan**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	15	3	9
Strategic Marketing	15	4	12
International Marketing	15	3	9
Team Building	10	4	8
Promotion	10	5	10
Market Research	10	4	8
Personal Character	15	3	9
Communication	10	5	10
Total Score			**75**

Interviewer comments:

Position	:	**Export Marketing and Promotion, Marketing Research and Intelligence**
Interviewee	:	**Moayyad Abo Naim**
Interviewer	:	**Alaa Qattan**

Competency	**Weight**	**Rating (1-5)**	**Score**
Leadership	15	4	12
Strategic Marketing	15	4	12
International Marketing	15	5	15
Team Building	10	5	10
Promotion	10	4	8
Market Research	10	3	6
Personal Character	15	5	15
Communication	10	5	10
Total Score			**88**

Interviewer comments:

The result for the Export Marketing and Promotion, Marketing Research and Intelligence position as follow:

Applicant Name	Interviewer				
	Mutaz Assaf	**Ghaith Bakri**	**Fatima Homsi**	**Alaa Qattan**	**Final Score**
Samer Al Fares	60				
Hassan Al Omari	55				
Mohanad Al-Alami	69	59	77	75	70
Moayyad Abo Naim	85	67.5	88	88	82

JE experts have not handed their evaluation form for Samer Al Fares and Hassan Al Omari.

TASK # 3 – PREPARING CONTRACTS

In cooperation and coordination with SABEQ experts, JE experts and the consultant, the following Job Descriptions and Key Performance Indicators have been developed for the three positions.

Financial Analyst

Duties and Responsibilities

The Financial Analyst will report to the Head of Financial Support Schemes. His duties and responsibilities will include, but not be limited to:

Specific Responsibilities:

- Conducting an HR Audit that will enable him to identify, in cooperation with the Head of Financial Support Schemes, junior member(s) of JE's staff to be trained and mentored by him on the tasks specified in this Job Description.
- In case internal staff is not qualified to fill in this position, the Mentor will be responsible in cooperation with the Head of Financial Support Schemes and other JE officials to fill in the vacancy through outside recruitment if the regulations permit.
- Training and mentoring JE's assigned staff to build their capacities and skills. The Financial Analyst shall adapt a 'shadowing' approach to assure that assigned staff is the real implementers and he is the Mentor providing the needed support and advice.
- Conducting Financial Analysis for companies in the pre-diagnostic study phase to identify the financial strengths and weaknesses of companies and prepare a report covering the analysis findings and recommendations.
- Evaluating and analyzing the financial aspects of the Diagnostic Study and Upgrading Plan prepared for a company. This includes the financial feasibility of the investment in new equipment and technology and the proposed Financial Re-Structuring Plan.
- Providing the team of consultants who worked on the Diagnostic Study and the Upgrading Plan with the comments and notes related to the financial part of the study and other parts when needed.
- Providing analysis and information needed to facilitate and finalize the Diagnostic Studies and Upgrading Plans according to JE requirements.
- Conducting financial research and analysis on the industry, sector, and company levels in the aspects of financial indicators and industrial norms.
- Reviewing and providing advice on the proposed ToR (Terms of Reference) for the financial support services provided by JE.
- Reviewing and assisting in the implementation of new financial initiatives/schemes for SMEs.
- Preparing, analyzing, and selecting methods of presenting various data.
- Writing reports and summaries of findings.
- Assisting companies in dealing with the banking sector to finance their Upgrading Plans.
- Being involved in other activities related to the Financial Support Schemes Department (FSSD) at JE.

- Documenting systematic processes related to the above-mentioned tasks to assure their institutionalization and sustainability within JE on the long run.

Key Deliverables/Performance Indicators:

- Number of Pre-Diagnostic Studies conducted.
- Number of Diagnostic Studies evaluated and completed.
- Number of financial research and analysis conducted
- Number of advices and TOR reviewed and proposed.
- Number of Executive Committee Reports presented and approved.
- Number of clients received and supported through the FSSD.
- JE's assigned staff ability to handle the tasks specified in this Job Description.

Export Marketing and Promotion Specialist

Duties and Responsibilities

The Export Marketing and Promotion Specialist will report to the Director of Export Promotion Directorate. His duties and responsibilities will include, but not be limited to:

Specific Responsibilities:

- Conducting an HR Audit that will enable him to identify, in cooperation with the Director of Export Promotion Directorate, junior member(s) of JE's staff to be trained and mentored by him on the tasks specified in this Job Description.
- In case internal staff are not qualified to fill in this position, the Mentor will be responsible in cooperation with the Director of Export Promotion Directorate and other JE officials to fill in the vacancy through outside recruitment if the regulations permit.
- Training and mentoring JE's assigned staff to build their capacities and skills. The Export Marketing and Promotion Specialist shall adapt a 'shadowing' approach to assure that assigned staff are the real implementers and he is the Mentor providing the needed support and advice.
- Organization and management of trade fair participation.
- Conducting market research studies and communicating the research findings to the relevant departments at JE.
- Using various research design alternatives (focus groups, depth interviews, mail, telephone and in-person surveys, computerized techniques, conjoint analysis).
- Conducting trade flow analysis to identify and forecast patterns and global developments in target markets for specific products.
- Conducting market access and compliance studies, identifying specific opportunities under trade agreements, associated conditions, and market access requirements.
- Conducting competitiveness evaluation studies.
- Conducting product/market research studies that take into account value chains, distribution channels, pricing and consumer preferences if possible.
- Participating in the development of a marketing budget and in the related decisions of where and what to advertise.
- Evaluating the results of trade promotion activities by collecting data about the performance of current marketing programs, synthesis of data using techniques like SWOT, and the BCG matrix.
- Developing marketing strategies, initiatives and programs to build and sustain a competitive market advantage.
- Developing international marketing plans and seeking for global strategic partnerships recognizing cultural and social differences.
- Training and mentoring JE's assigned staff on the above-mentioned tasks.
- Documenting systematic processes related to the above-mentioned tasks to assure their institutionalization and sustainability within JE on the long run.

Key Deliverables/Performance Indicators:

- Number of trade fair participation.
- Number of market research studies conducting and communicated.
- Number of trade flow analysis conducted.
- Number of market access and compliance studies conducted.
- Number of competitiveness evaluation studies conducted.
- Number of Marketing strategies and plans developed.
- JE's assigned staff ability to handle the tasks specified in this Job Description.

Strategic Planning, Organizational Development, and Monitoring and Evaluation Specialist

Duties and Responsibilities

The Strategic Planning, Organizational Development, and Monitoring and Evaluation Specialist will report to the Director of Cross Cutting Support Directorate. His duties and responsibilities will include, but not be limited to:

Specific Responsibilities:

- Conducting an HR Audit that will enable him to identify, in cooperation with the Director of Cross Cutting Support Directorate, junior member(s) of JE's staff to be trained and mentored by him on the tasks specified in this Job Description.
- In case internal staff are not qualified to fill in this position, the Mentor will be responsible in cooperation with the Director of Cross Cutting Support Directorate and other JE officials to fill in the vacancy through outside recruitment if the regulations permit.
- Training and mentoring JE's assigned staff to build their capacities and skills. The Strategic Planning, Organizational Development, and Monitoring and Evaluation Specialist shall adapt a 'shadowing' approach to assure that assigned staff are the real implementers and he is the Mentor providing the needed support and advice.
- Documenting systematic processes related to the below-mentioned tasks to assure their institutionalization and sustainability within JE on the long run.
- Strategic Planning:

Undertaking Strategic Planning, assessing and reporting progress towards achieving Jordan Enterprise (JE) mission and strategic objectives. Tools to be used include the Balanced Scorecard methodology.

  - Specific Responsibilities:
    - Developing/updating JE's Strategic Plan and overseeing its implementation.
    - Developing, clarifying and managing the scope of the projects, defining contract deliverables and achieving targeted outcomes.
    - Assembling project teams from different departments as needed, identifying needed resources, assigning responsibilities and developing timeframes to facilitate successful completion of project activities and deliverables.
    - Determining project costs/ensuring delivery on time and within budgetary guidelines.
    - Researching and advising on technology and innovation solutions in enterprise development and export promotion responsible organization trends from around the world.

- Organizational Development and Knowledge Management:

Participating in/lead on the development of corporate culture, processes, infrastructure and information resources to facilitate the creation and utilization of corporate knowledge, expertise and information to create competitive advantage and support creativity.

  - Specific Responsibilities:
    - Promote knowledge sharing through the organization's operational business processes and systems by - among others - strengthening links between

knowledge sharing and the information systems, and improving integration among information systems in the organization, to facilitate seamless exchange of information across systems.

- Design, create and maintain methods of obtaining information and distributing them. This can take the form of a database, on-line help, user manuals and training materials.

- Monitoring and Evaluation:

Providing clear and analytical feedback (through the function of monitoring and evaluation) to stakeholders on performance toward achieving the enterprise strategic objectives and ensuring that these results provide a basis for decision-making and promote knowledge management.

- Specific Responsibilities:
  - Developing performance indicators.
  - Planning and managing data collection process.
  - Verifying performance data quality.
  - Calculating the set performance indicators.
  - Analyzing, evaluating and reporting performance information for various stakeholders.
  - Implementing and continuously improving the M&E Plan.
  - Promoting learning, knowledge sharing, feedback on results and lessons learnt in order to improve performance in JE.

Field staff will be assigned in the different Directorates and Entity Coordinators will be identified in each relevant external entity for data reporting to the M&E Unit. Field staff and entity coordinators efficiency on reporting is crucial to the success of the M&E Unit.

- Organizational Development:

Responsible for the management development processes of JE. Advise senior management on organizational re-structuring; identify workflows, work levels and workloads within departments and directorates to ensure efficient JE structure that is aligned with its developed strategic plan.

Participating in developing, managing and implementing JE's administration reform (policies, procedures, working culture, etc.) and creating a modern JE to be responsible for providing the best services.

- Specific Responsibilities:
  - Develop, manage and implement work plan for JE change strategy by introducing change management techniques, procedures and best practice tools to achieve desired new structure and systems.
  - Assist JE management to implement HR policies at all levels.
  - Assist to develop strategic linkages with various national and international organizations and to tap resources from potential donors and strategic partners involved in the promotion of human resources management.
  - Review and investigate JE working policies, procedures, methods, and recommends workable and practicable systems to implement.

Key Deliverables/Performance Indicators:

- Developed JE Strategic Plan (2009 – 2011)
- Developing the associated Business Plan for Jordan Enterprise
- Promoting and facilitating change, learning, knowledge sharing to improve performance in JE.
- Implementing the Balanced Scorecard methodology at JE – This includes identification and measurement of agreed performance indicators.
- Implementing an efficient monitoring and evaluation system at JE ensuring that the necessary reports targeting the various stakeholders are satisfactorily met.
- Establishing a project management system at JE
- Number of JE employees trained on strategic Planning process.
- Percentage of goals and objectives (as per JE Strategic Plan 2009 – 2011) achieved.
- Management Satisfaction Index
- Number of technology and innovation solutions suggested and implemented.
- JE's assigned staff ability to handle the tasks specified in this Job Description.

TASK # 4 – CLOSURE

The following are the recommended nominees for the three positions:

- Mr. Mutaz Al Numair for the Financial Analyst position.
- Mr. Mohamad Katanani for the Strategic Planning, Organizational Development, and Monitoring and Evaluation position
- Mr. Moayyad Abo Naim for the Export Marketing and Promotion, Marketing Research and Intelligence position

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