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Strengthen Jordan Tourism Boards (JTB) Operational Effectiveness – Support JTB Recruitment Process

February 2005

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JORDAN AMIR II

Achievement of Market-Friendly Initiatives and Results

Contract No. 278-C-00-02-00210-00

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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FINAL Report

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Support JTB in staff recruitment process
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Strengthen Jordan Tourism Boards (JTB)
Operational Effectiveness –
Support JTB Recruitment Process
FINAL Report
24 February 2005

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This report was prepared by Dr Nicholas Joseph Ruddy, in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.

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ABBREVIATIONS AND ACRONYMS

AMIR	Achievement of Market-friendly Initiatives and Results Program
USAID	United States Agency for International Development
MOTA	Ministry of Tourism and Antiquities
JTB	Jordan Tourism Board
NTS	National Tourism Strategy

EXECUTIVE SUMMARY

The USAID-funded AMIR Program provided technical assistance to the Jordan Tourism Board (JTB) to enhance its capacity in effectively promoting Jordan’s tourism sector both regionally and internationally.

While the JTB’s mandate is promotional, it required and continues to require substantial capacity building in areas of communication, public relations, development and execution of advertising campaigns, developing curriculum and training programs and executing these. This required building organizational capacity in these areas, as well as recruiting qualified staff and building their competency in managing promotional and advertising efforts both directly as well as through advertising and/or public relations agencies.

The Consultant used his education, considerable experience to:

- Develop an Interview plan and Evaluation forms (5 versions) – see Annex 2;
- Short list potential candidates for interviewing (26 candidates);
- Develop template with clear selection criteria; (5 versions) – see Annex 2;
- Brief interview panel;
- Schedule and conducted interviews – see Annex 3;
- Assist JTB management in negotiations as might be required;
- Develop a report with final recommendations (16 candidates) – see Annex 4.

ANNEX 1: INTERVIEW EVALUATION FORMS

**Jordan Tourism Board
Form 1 - Interview Evaluation Form**

Post						
Name						
Date/time interview						
Interviewers						
Personal details						
Approximate age				Marital status		
Qualifications				Current post		
Current Employer						
Requested salary				Benefits		
Criteria		Strong	Weak	None	Comments	
Qualifications						
Has required qualifications						
Has other relevant qualifications						
Has developed since primary qualification						
Has technical knowledge to do the job						
Has technical skills to do the job						
Sub Total					/20	
Experience						
Has experience required by the post						
Has additional experiences						
Has potential to be 100% contributor immediatly						
Would require development						
Sub Total					/20	
Personality						
Personality suited to marketing						
Personality suited to tourism						
Displays a high level of motivation						
Social profile fit to JTB						
Sub Total					/20	
Team Builder						
Has experience of working in a team						
Has organization/delegating experience						
Would fit JTB profile						
Sub Total					/20	
Communication Ability						
Speaks English fluently						
Has document writing experience						
Public communication experience						
Can speak other languages (identify)						
Sub Total					/20	
Total					/100 (note ##)	

Decision

Appointable	Yes - No	Recommended Post	
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Note ## = >75 = most appointable, 75 – 50 appointable, 50 - 30 only just appointable, <30 not appointable

**Jordan Tourism Board
Form 2 - Interview Evaluation Form for Officer Posts**

Post	
Name	
Date/time interview	
Interviewers	

Personal details

Approximate age		Marital status	
Qualifications		Current post	
Current Employer			
Requested salary		Benefits	

Criteria	Strong	Weak	None	Comments
Qualifications				
Has required qualifications				
Has other relevant qualifications				
Has developed since primary qualification				
Has technical knowledge to do the job				
Has technical skills to do the job				
Sub Total				/20
Experience				
Has experience required by the post				
Has additional experiences				
Has potential to be 100% contributor immediatly				
Would require development				
Sub Total				/20
Personality				
Personality suited to marketing				
Personality suited to tourism				
Displays a high level of motivation				
Social profile fit to JTB				
Sub Total				/20
Team Builder				
Has experiece of working in a team				
Has organization/delegating experience				
Would fit JTB profile				
Sub Total				/20
Communication Ability				
Speaks English fluently				
Has document writing experience				
Public communication experience				
Can speak other languages (identify)				
Sub Total				/20
Total				/100 (note ##)

Decision

Appointable	Yes - No	Recommended Post	
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Note ## = >75 = most appointable, 75 – 50 appointable, 50 - 30 only just appointable, <30 not appointable

Jordan Tourism Board
Form 3 - JTB Senior Appointment Interviews / Marketing Director

Post	Director of Marketing
Name	
Date/time interview	
Interviewers	

Personal details

Approximate age		Marital status	
Qualifications		Current post	
Current Employer			
Requested salary		Benefits	

Score Sheet

Criteria for Selection	Level of Experience			
	Strong 3	Accept 2	Weak 1	None 0
EXPERIENCE				
1. Has (8-10) years experience directly in marketing management at senior level				
2. Is a member of the senior management team				
3. Has experience of marketing in a tourism business				
4. Has played a full role in strategic direction, policy, planning and implementing the mission of an organization				
5. Has lead the marketing effort of an organization				
6. Has experience of directing, motivating and managing a marketing team				
7. Has worked with industry players to create partnerships				
8. Has experience of working to achieve growth targets set annually				
9. Has designed and managed an annual marketing plan				
10. Has experience of implementation of on-time and within budget plans				
11. Has planned and managed the resources and budgets allocated for marketing to achieve effective results				
12. Has used brand techniques and the application of brand principles to build equity in marketing campaigns				
13. Has understanding of how to develop the image of Jordan internationally				
14. Has experience of building relationships and networks with local and international counterparts				
15. Has experience of planning & directing representation offices around the world				
16. Has experience of working with the private and public sector partnership to open and develop new markets				
17. Campaign planning - has identified and co-ordinated marketing campaigns and events				
18. Has experience of effective creation and execution of e-marketing				
19. Has experience of the production of literature and marketing collateral material				
20. Has experience of market research analysis & market forecasting				
Qualifications:				
Holds a Masters Degree in Marketing, Communications or other related field.				
TOTAL				

Candidates Name: _____

Additional Comments

Qualifications
Experience
Personality
Organization & Team Skills
Communication Ability

Decision

Appointable	Yes - No	Recommended Salary	JD	Start Date	
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**Jordan Tourism Board
Form 4 - JTB Senior Appointment Interviews/ Communications Director**

Post	Director of Communications
Name	
Date/time interview	
Interviewers	

Personal details

Approximate age		Marital status	
Qualifications		Current post	
Current Employer			
Requested salary		Benefits	

Score Sheet

Criteria for Selection	Level of Experience			
	Strong 3	Accept 2	Weak 1	None 0
EXPERIENCE				
Has experience of establishing a highly professional communications department, including recruitment of professional staff as needed;				
Has extensive experience of managing a highly professional communications department, including recruitment of professional staff as needed;				
Has experience of designing communication strategies and manage their implementation;				
Has coordinated media and promotional efforts with local tourist trade and international representation offices;				
Has managed and supervised media campaigns and events to ensure successful implementation;				
Has managed and supervised development of internal publications and promotional materials for local and international markets.				
Qualifications:				
Has a Masters Degree in Journalism, Communications, Marketing, or other related field.				
Has (5-10) years professional experience directly related to communications management				
Has experience of dealing with promotion and direction of marketing activities; preparation of media material, development and implementation of communication plans;				
Has knowledge in market forecasting; market research analysis;				
Has experience of promoting customer relations; and directing communication campaigns				
Holds a Masters Degree in Marketing, Communications or other related field.				
TOTAL				

Candidates Name: _____

Additional Comments

Qualifications
Experience
Personality
Organization & Team Skills
Communication Ability

Decision

Appointable	Yes - No	Recommended Salary	JD	Start Date	
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**Jordan Tourism Board
Form 5 - Senior Appointment Interviews & Evaluation / Deputy MD**

Post	Deputy Managing Director		
Name			
Date/time interview			
Interviewers			
Personal details			
Approximate age		Marital status	
Qualifications		Current post	
Current Employer			
Requested salary		Benefits	

Score Sheet

Criteria for Selection	Level of Experience			
	Strong 3	Accept 2	Weak 1	None 0
Experience				
1. Has a Masters Degree in Management, Marketing, or other related field				
2. Has over 10 years of professional experience in International Marketing and Communications that involves direct dealing with demanding customers and responsive management				
3. Has professional management experience (10 years) at a senior level				
4. Has management experience with appropriate responsibilities for direction, resource allocation, finance, human resources and results				
5. Has a demonstrated track record for analysing and managing complexities and for responding to problems, crisis and opportunities with innovation and creativity				
6. Has the ability to initiate, analyse, assess and deploy market research				
7. Has experience of operationalizing the knowledge gained from market research for the benefit of the tourism economy and societal advancement of Jordan				
8. Has experience in product development and packaging				
9. Has a knowledge of the Tourism sector				
Personal Qualities				
1. Is a Jordanian,				
2. Has a deep knowledge of the history and topography of Jordan;				
3. Has ability to provide the leadership to a dynamic, internationally focused service sector with ambitious targets in a highly competitive environment;				
4. Has highly competent abilities to speak on public occasions and present Jordan's tourism message to the world;				
5. Is fluency in Arabic, both verbal and written,				
6. Is fluency in English, both verbal and written,				
7. Has additional languages ability.				
8. Has an outgoing, friendly and welcoming personality				
9. Has teambuilding and team work skills.				
10. Is a Jordanian,				
11. Has a deep knowledge of the history and topography of Jordan;				
12. Has ability to provide the leadership to a dynamic, internationally focused service sector with ambitious targets in a highly competitive environment;				
13. Has highly competent abilities to speak on public occasions and present Jordan's tourism message to the world;				
TOTAL				

Candidates Name: _____

Additional Comments

Qualifications
Experience
Personality
Organization & Team Skills
Communication Ability

Decision

Appointable	Yes - No	Recommended Salary	JD	Start Date	
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ANNEX 3: INTERVIEW SCHEDULE

Candidate Name	Position Applied	Our remarks	Interview Date & Time
IT positions			
Maher Abu Lail	IT specialist	IT Manager	Mon. @ 09:00 am
Eyad Gosheh	IT specialist	Web Master	Sun. @ 09:00 am
Basheer Abu Al Asal		Network & infrastructure specialist	
Hakam Ziadeh	E-marketing & Database	Web Marketing program manager	Sun. @ 10:00 am
Samia Ayyoub		Web Master	Sun. @ 11:00 am
Potential candidates for other positions / officers			
Elina Taji		Eastern Europe Market officer	Sun. @ 12:00 noon
Karim Mardam-Bey	Director of Communications		
Riman Abu Osba		in-house designer	Sun. @ 13:00
Diana Baker	Communications Consultant	6 months	
Neil Kennedy	Communications Consultant	6 months	
Barbara Zadina	Communications Consultant	6 months	
Naser Ell-Farhan	Deputy Managing Director	officer	
Deputy Managing Director Positions			
Amin Kawar	Deputy Managing Director		
Huda Khatib	Deputy Managing Director		
Louay Salem	Deputy Managing Director	last option	
Director of Communications Positions			
Rana Nejem	Director of Communications		
Firas Abd Alhadi	Director of Communications		
Lama Asmar	Director of Communications		
Lana Murad	Director of Communications		
Dana AlMubaidin Adnani	Deputy Managing Director / Communication		send letter invite to interview

ANNEX 4: INTERVIEW EVALUATION MASTER SHEET

**Jordan Tourism Board
Master Evaluation/Appointment Report**

Code	Name	Post Applied for	Evaluation	Position offered	Salary Desired	Salary offered	Comment
0.1	Mazen K Homoud	Managing Director	Appointable	Managing Director	3,000		Appointable, Ministers preferred candidate
1.1	Huda O Al-Khatib	Deputy Mgm Director	No				
1.2	Louay Salem	Deputy Mgm Director	No				
1.3	Amin Kamel Kawar	Deputy Mgm Director	Appointable		open		
1.4	Hala Ayoubi	Deputy Mgm Director	Not Appointable				
1.5	Samer Asfour	Deputy Mgm Director	Appointable	Director of Marketing	JD3,500		
2.1	Raw'a Adnan Mirza	Director of Communications	Appointable	Director of Communications	JD1,500		
2.2	Karim Mardam Bey	Director of Communications	Not Appointable				
2.3	Madiam Al Jazerah	Director of Communications	Appointable	Tourism Product Manager	JD900		
2.4	Faisal Azzouqa	Director of Communications	Possible, only at officer level		JD950		
2.5	Lasma Asmar	Director of Communications	Possible, only at officer level		JD1200+		
2.6	Firas T Abd Alhadi	Director of Communications	Not Appointable				

**Jordan Tourism Board
Master Evaluation/Appointment Report**

Code	Name	Post Applied for	Evaluation	Position offered	Salary Desired	Salary offered	Comment
3.1	Dana Al Mubaidin	Director of Marketing	No show to interview				
3.2	Rami H Jarrar	Director of Marketing	Possible, only at manager level	Senior Destination/Country Manager			
4.1	Elina Raisir Taji	Marketing Officer	Appointable		JD500-700		
4.2	Luay Elias Al Farraj	Marketing Officer	Appointable		JD500++		