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THE ROLE OF TRADE UNIONS AND PROFESSIONAL ASSOCIATIONS IN HUMAN RESOURCES DEVELOPMENT IN JORDAN

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**National Center for Human
Resources Development**



Al-Manar Project

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Foreword

The development process in Jordan faces two major challenges. The first challenge is the rapid increase of unemployment rate during the previous few years, especially among the uneducated group of youth who lack experience and skills. In addition, the close linkage of unemployment with poverty has deepened the socio-psychological impact. The most affected group of such phenomenon is the children whose family head is unemployed. The second challenge to the development of Jordan is how to upgrade efficiency and increase the competitiveness of the local labor market to become a source of attraction for domestic and foreign investments.

Experiences proved that governments of third world countries are unable by themselves to lead the development process effectively and efficiently. The few success stories of south-eastern Asian countries and private sector institutions of such countries are considered exceptions, although such enterprises are still in the progress and development phase. Consequently, those institutions co-exist with their situation and remain idle regarding the initiation and management of development. The situation of civil social organizations is more complex, since their progress is affected by a variety of issues, including: their level of organization, their socio-economic conditions, and even humanitarian role, all of which are defined according to the decisions taken by the public and private sectors. Thus, the underdevelopment of the public and private sectors is reflected most severely in the status of civil social organizations.

The industrial advancement and emergence of technological richness had led to the creation of production enterprises of different sizes that employ millions of laborers. This change has necessitated the drafting of new legislations and the enforcement of bylaws and regulations that aimed to organize the relationship among the tri-partite of production process: employees, employers and governments. This dynamic tri-partite relationship witnessed periods of ebb and

flow and resulted in establishing organized worldwide structures and institutions, including the renowned United Nations body: the International Labor Organization (ILO). The formation of the ILO laid the foundation by which social dialogue process (among the tri-partite of the production process) is governed, whose primary concern is to maximize the socio-economic gains and minimize their losses.

Civil social organizations in Jordan, including trade unions and professional associations, face legislative and regulatory obstacles. They also lack sufficient resources, experience and expertise to start any initiative to enable their members (on the levels of profession, administration, and finance) that will in return strengthen their role in serving the sector and community they represent and enhance their developmental role.

Thus, the need had risen to bring up the role of trade unions and professional associations in developing human resources in order to learn their impact, define and identify the major challenges and problems that they face. Also, there is a need to increase the general awareness of such important topic, open channels of social dialogue in discussing it, and draft a national vision on ways and means to activate their role in developing human resources, as well as supporting success stories. It is the hope of the Al-Manar project that this study is only the beginning of a series of future comprehensive studies aimed at tackling the challenges facing the successful development of Jordanian trade unions and professional associations. Furthermore, it is the objective of Al-Manar that the result of such research be completed with an action plan that identifies the institutional framework and type of cooperation among different and existing Jordanian professional associations. The project proposes practical mechanisms to enhance the associations' developmental and professional roles, which include borrowing from successful international experiences and their support.

Al-Manar Project Director

Nader Mryan

Executive Summary

1. The Al-Manar Project is sponsored by the National Center for Human Resources Development in Jordan and is financed by the Canadian Government. It is taken from the expression: "Development of Human Resources Information System". It aims at the enhancement and upgrading the efficiency of the Jordanian human resources development to achieve economic development under a competitive environment. It also aims at more reliance on exact, up-to-date and detailed data and information in the development of human resources reinforced by technological support and modern means of communication in decision making by individuals, institutions as well as by employers.
2. In keeping with the aim of Al-Manar Project and the mission of the National Center of Human Resources Development, the study team was charged with carrying out a study about: "the role of trade unions and professional associations in the development of human resources in Jordan".
3. As provided for in the conditions of the contract, the focus of this study has been as follows:
 - 1) Defining the real current role played by the trade unions and professional associations in the development of human resources and concentration on the successful experiments and remarkable practices.
 - 2) Identification of the strengths and weaknesses of the trade unions and professional associations in carrying out their tasks, and achieving their aims, and in advancing the professional development of their members
 - 3) Proposing new procedures, entrance channels, practices, and policies for the trade unions and professional associations to enable them further their role in raising the members' competitive abilities and productivity.

The conditions of the contract also provided that the study team shall perform the following activities:

- a. Studying and surveying the legal and administrative framework which governs the work of the trade unions and professional associations.
- b. Studying the human resources development programs in trade unions and professional associations.
- c. Putting forward suggestions and making recommendations related to the methods of coordination and relations between the projects of human resources development and their national institutions on

the one hand, and the human resources development strategies and plans among the trade unions and institutions on the other hand, over and above the mutual relations among them and future suggestions.

4) The research team has adopted the following methodology in the preparation of the study:

- Studying the relevant sources and research.
- Designing a lengthy questionnaire which the team distributed to the research population members which consisted of 60 trade unions and professional associations. The Statistical Package of Social Sciences (SPSS) was used in processing the data included in the questionnaire and then the analysis and explanation of those data.
- Holding a meeting for a number of trade unions and professional associations' leaders to discuss the preliminary results which the study has found. Their views and interventions enriched the study and their remarks were included within the core of the study itself.

5) The questionnaire which was used for collecting data from the trade unions and professional associations included, in addition to questions about the general data, questions about the registered members (males and females) and the number of active members (males and females), the official agency which issued the licensing decision, the conditions of membership and aims, questions about the administrative sides in the trade unions council, the administrative positions in the council, the council's team of office, the date of the latest elections, meetings of the councils in terms of the dates of holding those meetings, the presence or absence of minutes of these meetings, use of computer database, the number of active staff members, the function or job names of the main positions and the working committees. The questionnaire also included the financial sides as regards in the presence or absence of financial director, financial resources and investment projects. The questionnaire also included a question about the services offered to the members by the trade union. Furthermore, the questionnaire laid emphasis on the development of human resources with regards to the number of the training opportunities which were offered in the year 2004, the number of beneficiaries there from (males and females), the topics dealt with by the training programs, the topics of the programs specifically related to the trade unions work, the number of scholarships offered in the year 2004 inside and outside Jordan, the number of beneficiaries there from (males and females) preparation of job opportunities and the numbers of beneficiaries

there from (males and females), licensing programs, awarding of certificates and exams, the number of those who were licensed, or sat for examinations (males and females), continuing education programs, training centers, number of magazines and newsletters published by the trade unions, subscription to professional societies, the number of the conferences, symposiums and workshops held and the topics they dealt with, the number of conferences in which the members participated at home and abroad, how members communicate with one another, the studies carried out by the union or association and those charged with such studies (males and females), the library and the number of books and magazines or others, library computerization and the number of book borrowers. Requests were also made to professional society to put forward suggestions for improvement of the performance of trade union/professional society or association.

- 6) The number of trade unions and professional associations which constituted the study population amounted to 60 trade unions and societies or associations that have been categorized as follows:

Professional and Technical Associations	11 Associations
Labor Unions.	16 Labor Unions
Employers' Associations.	29 Associations
Artistic, Intellectual and Cultural Associations	4 Associations
Total	60 Trade Unions and/or Associations

- 7) The report consists of the following parts:

Part One: Theoretical Background-which include the following topics:

- a- Human Resources Development: Defining Concepts/General Framework.
- b- Human Resources Development: The Jordanian Experience.
- c- Samples of the Services Offered by the Associations to their Members: An International Perspective.

- d- Trade Unions and Professional Associations or Societies in Jordan: A General Outlook.
- e- Trade Unions and Professional Associations in Jordan: An Open Systems Approach.

Part Two: The Field Study-A Survey of the Findings or Results Arrived at by the Study.

Part Three: Conclusions and Recommendations

The conclusions are as follows:

1. Variation of unions in their legal frame of reference.
2. The ratio of active members to the members who paid their subscriptions in the trade unions and professional associations/societies doesn't exceed 60%.
3. The ratio of women's participation in trade union work does not exceed 10% of the total number of active members.
4. The trade union organizations filled the vacuum which resulted from the standstill which befell political party life in Jordan.
5. There is need for working out a mechanism for coordination and cooperation among trade unions and professional associations in the field of financial resources.
6. There is willingness among trade unions and professional associations to take part in the development of the human resources of their members.
7. It is necessary to organize a colloquium or a study to discuss the topic of compulsory membership in trade unions and professional associations.
8. There has to be cooperation and coordination for designing joint or common centers, programs or activities.
9. Support of official agencies is needed with regard to legislation, financial support or moral backing.
10. There has to be activation of the trade unions' representatives' participation in the work of the permanent or temporary committees in the boards of directors of a number of institutions.
11. The trade unions and professional associations' care for human resources development can be placed on a continuum. One of the ends of this continuum embodies full care as is the case in professional societies or associations in industrialized countries and then a reasonable degree of care as is the case with the professional and technical associations in Jordan. While the other extremity is weak as is the case with the labor unions, employer's associations and artistic intellectual cultural associations in Jordan.

The following are the recommendations:

1. Adoption of the comprehensive outlook to the trade unions, professional associations or societies.
2. Adoption of the strategic planning approach.
3. Payment of due attention to an efficient administrative structure.
4. Adequate care for taking rational and sound decisions
5. Adoption of good governance concept.
6. Adoption of the comprehensive outlook to internal administrative processes in the trade union/professional association.
7. Keeness on providing comprehensive services for the members and fostering the professional affiliation.
8. Adoption of the contemporary outlook to services offered to the members which include development of human resources.
9. Keeness on interacting with the other civil society institutions.
10. Contribution to the achievement of comprehensive development goals.
11. Continuous and field networking with members.
12. Taking care of electronic archiving.
13. Effective networking with legislative agencies.
14. Importance of having a code of ethics for professional groups.
15. The package of efforts aiming at human resources development:
 - a. Allocation of a share of the proceeds to be devoted to the activities of members' development.
 - b. Setting up a permanent or standing steering committee to be charged with the task of proposing, executing and following up work programs which aim at the development of human resources for each trade union.
 - c. Allocation of a portion of revenues for performance or support of the activities of continued scientific research for the purpose of developing trade union work.
 - d. Holding periodical meetings with representatives of trade unions in the committees and boards of directors of public institutions to urge them tailor their role during their participations and directing that towards human resources service.
 - e. Every capable trade union or group of trade unions is to establish a specialized training center to serve the members of the union and the professionals therein.
 - f. Organization of national day for each trade union on which professionally creative and outstanding members are honored and directing the media to serving that purpose.
 - g. Starting serious initiatives which aim at the enhancement and encouragement of the women's participation in trade union work.

- h. Launching a call for organization and convening of a specialized symposium to discuss the role of trade unions in human resources development in participation with the National Center for Human Resources Development, higher education, social security, vocational training, etc.
- i. Agreement with the Ministry of Planning to divert some international technical aids toward serving the preparation and development of up-to-date methods in trade union work management, and building database which specifically belong to trade unions.

Part Four: Appendices

The following are the appendices included in the report:

Appendix (1)	Introduction, Summary, Executive Summary
Appendix (2)	The Questionnaire
Appendix (3)	Tables
Appendix (4)	Names of the trade unions' presidents or representatives who attended the brainstorming session which was held to discuss the initial report on Tuesday Feb, 21, 2006.
Appendix (5)	Summary of the comments of the trade unions' presidents or representatives
Appendix (6)	References

Wise Sayings

God-be he exalted says:

1. "Say: Are those equal, those who know and those who do not know? It is only those who are ended with understanding that receive admonition." (Holy Quran, Sura 39, verse 9).
2. "But (O Mohammad): O my Lord! Advance me in knowledge". (Sura 20, verse 114).
3. "Who (conduct) their affairs by mutual consultation". (Sura 42, verse 38).
4. "Wert thou severe or harsh-hearted, they would have broken away from about thee." (Sura 3, verse 159).

Prophet Muhammad-peace be upon him- said: "Seek knowledge from the cradle to the grave".

Ibn Ma'sud-may God be pleased with him- said: "When any of us had learnt by heart ten Quranic verses, he never left them until he had thoroughly known their meaning and practiced in accordance with them".

A sage said: "May I never see the sun of a day on which my knowledge does not increase".

Arab human development reports:

"It is the (knowledge gap) and not the (income gap) that has become the main determinant of the fates of today's countries". *Arab Human Development Report 2002 p.17.*

"One of the most important lessons to learn from the development experience in East Asia is: an intensive and early investment in education besides continuous improvement in the level of education at a quick pace." *Arab Human Development Report 2003: Towards the Establishment of the Knowledge Society, p. 91.*

Introduction

Jordan suffers from a scarcity of natural resources, although is rich human resources. Consequently, it has invested in the latter since the nineteen-fifties. It established schools, universities, community colleges and institutes. Moreover, thousands of Jordanian males and females were awarded internal and external scholarship grants and thousands of training programs were organized. This resulted in the availability of efficient, trained and educated human resources which were highly instrumental in the advancement of comprehensive development. In addition, thousands of trained Jordanian workforce members migrated to various countries all over the world and, in particular, to the Arab Gulf countries, thereby contributing to the construction and development thereof. This brought large sums of money to Jordan which was channeled to construction and development projects inside the kingdom.

Having done and is still doing that, it is starting from a well –known philosophical principle (i.e. giving priority to the development of human resources, which constitutes the optimal utilization thereof, besides being the main motive power behind the developmental and productive process in society). This has been achieved at the social level. At intuitional level, the development of human resources is a basic function of the upper levels layers of management, which is a task assumed by a specialized department that directs its attention to carrying out various programs in order to permanently and continuously perform the task.

Over and above, qualified human resources contribute to the achievement of the institutional goal and help its growth and progress. It is human resources which influence highlighting of the institution outside create the difference between one institution and another and provide the institution with the competitive superiority to other institutions. While the human resources development is a basic and necessary process in public and private sector institutions, it is not less important and necessary in the civil society institutions because of the prominent role which the latter play in social, economic and political development. Out of the awareness of the National Center for Human Resources Development in the trade unions and professional associations as active civil social institutions, the center charged the research team with the study of this subject. The study has been entitled, "The Role of Trade Unions and Professional Associations in Human Development in Jordan".

The study team felt that the subject of trade unions and professional associations has not been adequately studied in Jordan. The same applies to the topic of human resources development in this country. In fact, but for the praiseworthy efforts exerted by Al-Urdun al Jadid Research Center about Jordanian civil society whose institutions include trade unions and professional associations, this field would have been a barren land in which the researcher would hardly find

anything that helps him perform his task in this sphere. Accordingly, the research team sincerely hopes that it has properly achieved a field study in the arena of trade unions and professional associations in Jordan and their efforts in the development of human resources therein, which may contribute to the provision of introductory channels and mechanisms to enable the unions leaderships to duly undertake and perform missions. It may also help in providing the decision makers in Jordan with concepts and visions to lay down fully integrated programs in the development of human resources in the country. On the other hand, the study team looks forward to seeing the National Center for Human Resources Development and the Al-Manar Project carrying out other in-depth studies in the field of trade unions and professional associations in general and their efforts in the development of human resources in particular; for this subject, despite its importance and weightiness, is still in need of more studies like these.

The research team, on its part, is pleased to express its heartfelt thanks and appreciation to the National Center for Human Resources Development and to Al-Manar project for affording this opportunity to accomplish this study so that by the grace of God, it would be useful for the trade unions, professional associations and civil society institutions in particular and the decision makers at the state level in general.

The study team also would like to sincerely thank the following researchers who helped the team members in data collection and entry: Mr. Akram Muhammad Abu Safiyeh, Mrs. Reem Al Aidi, Ms. Muminah Al Jundi. They also wish to express their gratitude to Mr. Khamis Raddad who has compiled and prepared the different tables which the researchers have drawn on in their analysis through the use of the statistical package (SPSS). Thanks are also due to Ms. Haneen Abbasi who helped in preparing the typing of the report and to Mr. Sameer Al Soud who printed and coordinated the report and made it appear in this tidy and well arranged present form.

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The Role of Trade Unions and Professional Associations In Human Resources Development in Jordan

Part I : Theoretical Background

a- Human Resources Development: Defining Concepts

Introduction:

Human resources in any society are regarded to be a major element in the production process. It is one of the foundations in economic growth and a pivotal motive in the progress of society and upgrading its competitive capacity among the nations. In institutions, human resources are not less important than they are in the society, for it is the human resources which are charged with performance of work and achievement of objectives. They are the valuable resource which is weightier than the other institutions' constituents such as: funds, facilities, buildings, apparatuses and equipment. On the other hand, the institution management depends on them in the realization of its vision, execution of its future plans and upgrading its ability of distinction and competition in the labor market.

Here, it should be noted that we do not talk about human resources in society and institutions in their initial form, but about human resources with their abilities, talents, know-how, skills, behavior, needs, hopes and aspirations. We talk about the human being with all his sides, dimensions and the factors which affect him in terms of inheritance and environment, place and time, as a producer as well as a consumer, at present and in the future, man who was subjected to experiences and tests to develop his skills, capacities, potentials, energy and knowledge before serving with the institution and during on-the-job service meaning by that the organized and spontaneous effort, which were directed by the society and the institutions to train and develop that human being.

In fact, human resources development has many meanings for the researchers and the practitioners who deal with it. Some of these researchers and practitioners have a narrow outlook towards it, while others look at it in a comprehensive way. Some of them regard it as an activity which is partially and incoherently performed by institutions. Others consider it to be a strategic activity, closely linked with the mission, vision and objectives of the institution. Some confine it to the lectures and exercises given in the lecture hall, while others view it as an all-embracing activity which deals with the employees as a learner who has needs, capacities and entertains hopes of progress and development. Here we will try to define the various concepts related to the topic of human resources development, hoping thereby that this would clarify the features of this topic.

First: Definition of the Human Resources Concept in the Society and Institutions

Concept of Human Resources in Society

Human resources comprise all the people living in a country, whether they are civilians or military, as citizens who are economically, socially, politically, culturally and educationally cared for by the state. Following are the categories included in human resources:

- a- Categories prepared and qualified for the work.
- b- Categories not prepared or qualified for work because of the age or because they live in certain institutions like prisons and hospitals.

The category included in group (a) consists of:

1-The reserve workforce: they consist of those who work but do not aim at economic earnings such as those who work in their own homes and foundations, some university students and retired people.

2- The total workforce (labor power) which consists of:

- Active working personnel in the Armed Forces and Public Security
- The civilian workforce which comprises: salary or wage earners, unemployed people (i.e. those who are capable of, or willing to work but they do not find jobs for one reason or another).

Concept of Human Resources in institutions:

The concept includes all the working personnel in a certain institution. The object of attention here is the total of their potentials, aptitudes, capacities, knowledge, skills, values, attitudes and demographic distinctive qualities.

The term "working personnel" in the institution encompasses the managers at all levels of leadership, administrative and technical staff and employees, permanent and temporary officials and national and foreign officials employed by that institution.

Second: Definition of the Concept of Human Development

Anyone who undertakes to define the concept of human development at the social or institutional level has to deal with the human development concept which has been making its appearance in the United Nations documents during the recent years. The reports issued by the United Nations Development Program (UNDP) in the years 1990, 1991 and 1992 deal with the concept of human development as the process of widening people's options. One of these

options is that people lead a longer and healthier life, to be provided with educational opportunities and enjoy a reasonable standard of living. Other options include providing people with the opportunities of political and social freedom and opportunities for being creative and productive to have their human rights secured for them and to enable them enjoy self-respect. This means that human development has two sides: the formation of people's activities and the development of these activities such as improvement of their health conditions and enhancement of their knowledge and skills and the people's use of such acquired activities to enable them lead a productive, merry and active life in the cultural, social and political fields. Thereby the level of income, according to this broad concept of human development, becomes only one of numerous options which are open to the people. We may also say that human development means widening people's options within society and raising the level which they have realized in their life and well-being.

The human development index links income with the life expectation at the time of birth and ability to read and write to get out with a total figure and rating of the level of human development. The Human Development Report for the year 1991 builds on the purpose of the 1990 report. Thus it emphasizes that the main objective of human development is widening the scope of the options open to people so that development may be based on more democracy and greater deal of participation. Moreover, it emphasizes that these options are to include earning an income, obtainment of job opportunities, education, health and living in a clean and safe natural environment. In addition, everyone must have the opportunity to fully participate in the decisions which are taken by his local community and to enjoy human, economic and political liberties.

The report of 1992, on the other hand, emphasizes the international dimension of that development. For the policies of migration, commercial restrictions and international indebtedness tangibly contribute to the continuation of the widening gap between the wealthy and needy national and mean that international community has to give more support to international development. Sustainable development, in this respect, is the corner stone in the Human Development Report of 1992. For this development is a process in which economic, financial, commercial, agricultural and industrial policies are designed over and above the policies related to energy so that an economically, socially and environmentally balanced development may take place.

Thus, it is impossible to finance the present consumption through the creation of economic debts borne by the others in the future. There should be investment in the educational and health projects of the present generations next future generations should pay a social debt. Furthermore, natural resources are to be consumed in appropriate manners that do not generate burdensome environmental debts.

From what has been said above we come to the conclusion that people are the basis of the wealth of nations and that development materializes through man and for man's sake. Indeed, man is the end as well as the major means of development. Indeed, men are the mainspring of ideas, entrepreneurships, creativity, origination and invention. For regardless of the abundance of the resources available for development, they are not vitally important unless there are people who are capable of optimally allocating these resources and utilizing them in the best possible ways. Because man, with his rational organized efforts is the most important element at all work sites and the production of goods and services and consequently remains the basic source for generating the added value.

Thus, the compilers of the Arab Human Development Report for the year 2002 have chosen to use the term of humanitarian (Al-Insani) development instead of human (Al Bashari) to underline the humanitarian aspect of development. The report defined humanitarian development as development of the people, for the people and by the people. As such, the development of people includes building up human abilities through the development of human resources. Development for people, on the other hand, means that the yield must be manifested in the life of people. Development by people means their empowerment to actively participate in influencing the processes which formulate their life.

In the Arab Human (Humanitarian) Report for the year 2003, sharply criticized the actual situation of knowledge community in the Arab countries. It stated that the two main components of the set of knowledge acquisition are the dissemination and the production of knowledge. As regards to the first component, the processes of disseminating knowledge in all its aspects (upbringing, education, information and translation) are beset by numerous difficulties, most important of which are the scarcity of the resources available to individuals, families and institutions and the restrictions imposed on their activities. With regard to the production of knowledge, the information provided in the report points out to stagnation in a number of the fields of knowledge production especially in the field of scientific research activity.

It is clear from what has been mentioned above that human development is a broad comprehensive concept. For it encompasses all human options in all societies in all the stages of their development. It takes care of the aspect of the creation and distribution of economic growth. It pays attention to the basic needs and all the aspirations and hopes of mankind. It is also concerned with the dilemmas of the North and the poverty of the South. Human development pays special attention to development of the capacities of mankind and on effectively utilizing those capacities. The development of mankind's capacities requires investment in people. Utilization of these capacities contributes to the growth of the national product and finding job opportunities while the two sides of the equation (development and use of capacities) are basic ones.

Third: Human Resources Development–The Social Level:

If we consider human development according to the systems approach to be a macro system, human resources development at the societal level or macro level is regarded to be a subsidiary system branching off from that macro system. Meanwhile, human resources development means the organized efforts which aim at providing those human resources with knowledge, skills, attitudes and capacities and working for the refinement of those sides in a bid to meet the needs of comprehensive development.

Human resources development is illustrated in covering the first side of the human development equation. i.e. the development of the capacities of mankind (people). The use of those capacities, on the other hand, is to push forward the process of economic and social progress. The development of human resources is the investment which the institutions and organizations of society allocate for the development of the knowledge, skills, capacities and attitudes of human resources and their health and well-being, taking into account the factors, new things and changes at the local, national and international levels.

The development of human resources acts as a bridge that links together the two wings of economic development on the one side and social development on the other side to achieve the society's objectives. It is an investment in people for the people and by the people as was referred to in the Arab human (Humanitarian) Development Report for the year 2002. Hence it is a concept that combines the end with the means in one single perfectly woven fabric. To shed more light on the topic of human resources development at the societal level and the uses thereof (both of which constitutes the two sides of the human development equation) we will draw here on the intellectual model set by one of the human development experts in Jordan and the Arab world, namely: Dr. Munther Wasif Al-Masri.

Dr. Al-Masri is of the opinion that the comprehensive outlook towards the development of human resources has to be taken into account within the framework of the macro or total set related to the constituent elements of supply and demand of human resources which includes the development of these resources on the one side and the investment thereof on the other side.

The macro or total set includes three groups of the elements which interlock and interact with one another within the pale of the social criteria, values and the social, economic, political and cultural frameworks which are prevalent in society.

These three groups are:

1. The elements which constitute the sources of supply of human resources.
2. The elements which constitute the fields and locations of demand for the human resources.

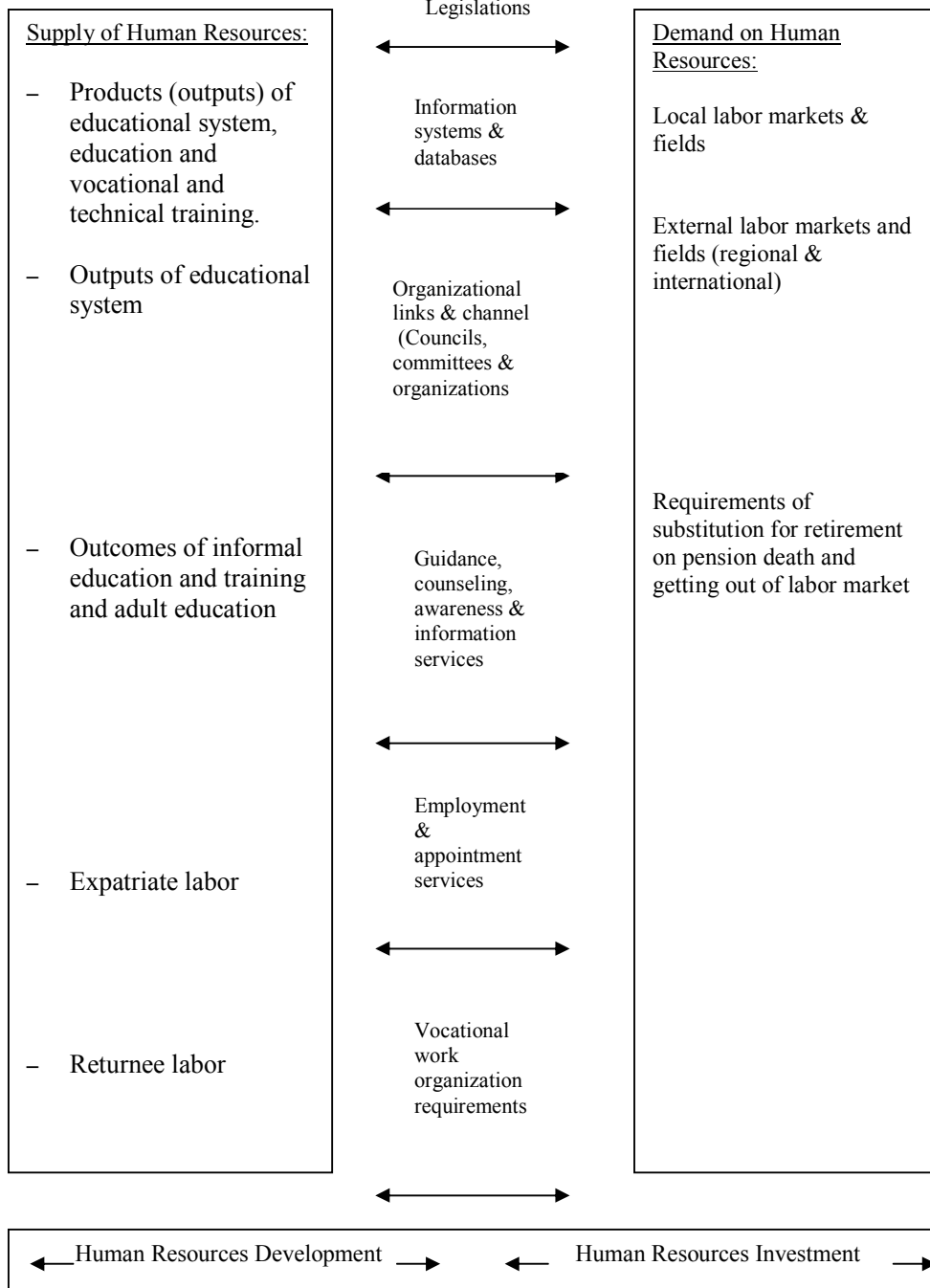
3. Linkage channels between the supply and demand sides of human resources.

The following are the elements which constitute the supply sources of human resources, which comprise the basic element in human resources development at the social level.

- a- The outcomes (outputs) of the educational system with its various stages, levels and types. This includes both basic and secondary education as well as formal education and vocational training in schools, vocational center, programs of formal apprenticeship, technical education in the intermediate university education such as intermediate technical institutes and community colleges. It also included the students dropping out from different schooling stages.
- b- Outputs of university education system.
- c- The outcomes (outputs) of informal education and training in addition to adult education. This includes education programs, informal programs of vocational training and education and training programs for the purpose of transfer from one job to another, job promotion, combating of employment, or preliminary training for engagement in work etc.
- d- Expatriate labor coming from other diverse countries which is involved in the local labor market.
- e- Returnee labor which comprises the working groups' return from abroad to work in their own countries. It also includes the employees who return to work after they have stopped working for a certain period of time like retired people, stay-at-home spouses and those who experience special circumstances which prevent them from working for a period of time which may be long in addition to others.

Figure no (1) shows the system of the development and investment of human resources. It is clear from the figure that the concept of human resources development includes the supply side of human resources, the links, the channels and the instruments which link this side with that of demand for human resources.

Social, Economic, Political and Cultural frameworks, standards and values



The System of Human Resources Development and Investment at Social Level.
 Source: Dr. Munther Wasif Al-Masri, Al-Awlamah wa Tanmiyat Al Mawarid Al Bashariyyah (globalization and human resources development) p.19 (Arabic edition).

Fourth: Human Resources Development at Organizational (Institutional) Level

The concept of human resources development at organizational or constitutional level can be addressed from the following two perspectives:

1. Human resources development can be understood in terms of its function in the organizational constitution, for it can be regarded as an important and sensitive function of the management of human resources in the institution (organization). This function means the set or group of interlinked activities which are undertaken by the institution. This function aims at providing the human resources in it with the knowledge, skills and attitudes and refining those sides within a limited period of time. These activities are supervised by an organizational unit in the institution (it may be the directorate of personnel affairs, a training department or a training and development department irrespective of the difference of appellations).

In other words, human resources development from this perspective means those programs which are set by a certain department in the institution; it helps the staff members working in the organization to develop their general intellectual capacities, skills and positive attitude towards the institution and the objectives thereof, preparing these people to accept the challenges of the functional tasks with which they are charged, absorb the environmental changes that may crop up to make them able to give the largest possible contributions to the achievement of the objectives of the institution.

Human Resources Development as a Continuous Process

2. On the other hand, means the organized, continuous and comprehensive efforts, activities and educational experiences which are provided by the organization of human resources with all their types before and after these human resources join their work. This aims at the development of their knowledge, capacities, skills, attitudes, values and behavior. The objective of that is to improve their functional performance during their career at present and in the future for the purpose of achieving the goals of individuals as well as institutions. These efforts, activities and educational experiences may be short-term, medium-term, or long-term.

It is obvious that this concept of human resources development is a wide, comprehensive and broad one; for it deals with numerous efforts, activities and educational experiences such as education, preparation, qualification, training, future career planning, informal self-development, organizational development and management consultancy. All these are planned and organized educational efforts, activities and experiences which deal with

human resources before and after the latter join work. They cover all the levels of the working personnel including technicians, administrative staff members, leaders and employers. They concentrate on one aspect or more of the individuals' life or personality such as knowledge, skills, attitudes, values or behavior. They vary in terms of time span, whether it is short, medium or long. They are also concerned with the functional performance in a bid to achieve the objectives of individuals as well as those of the institution (organization). What is meant here in our present case are trade unions and professional associations.

The introductory channels of human resources development in the trade unions and professional associations vary between a few and numerous such channels. Moreover, we find variation in them in terms of complexity and simplicity. In this part of the report we will survey the most important introductory channels of human resources development which have a patent impact on the enhancement of the effectiveness of those resources in the achievement of the objectives of trade unions and professional associations. In this approach we will be guided by the comprehensive broad definition of the concept of human resources development.

In this part, we present a conceptual framework which includes the following elements in each introductory channel of human resources development:

1. Definition of the concept of each introductory channel
2. Objectives
3. Target groups/clients
4. Introductory channel orientation
5. Introductory channel evaluation

We can say that human resources development in institutions (organizations) has numerous introductory channels, forms and patterns. For the purposes of this study we will sum them up as follows:

1. Education
2. On-the-job preparation and further education
3. Training
4. career planning and development
5. organizational development
6. management consultancy

In the following pages, we will try to deal with each of these introductory channels in accordance with each of the five elements that have been mentioned in the above paragraph.

1) Education

Education here means the formal education process which helps individuals to acquire basic or advanced knowledge in the first place and skills in the second place. In this introductory channel, we present the teaching programs of the faculties (colleges) of vocational, basic or human sciences. After joining these programs, the student will get academic degrees which may be the first-level academic degree (bachelor or licentiate) or diploma, the second academic (master's) or the third academic degree (doctorate).

The objective of these programs are to enable individuals acquire general information and knowledge in the first place and skills in the second place which enable them getting a job and practice works and tasks of a general or a technical nature in different positions. The target group in this introductory channel comprises the students who are enrolled in the universities, institutes or community colleges while they are young. Needless to say, the students taking the masters or doctorate programs are older or more experience.

The orientation of this introductory channel mostly implies the creation of a change in the individuals' knowledge and the development of their general knowledge in particular fields. The evaluation of this introductory channel, on the other hand, depends on the specialization which the individual has studied at his university or institute. It is possible, here, to evaluate the performance of the individuals after they have joined work in the light of their performance of the work and the impression which their bosses and colleagues have got about them. It is logically possible to trace the effect of the education programs on the efficiency of the institution although it is difficult to make sure of that.

2) On-the-Job Preparation and Further Education

This means, in this context, the formal and informal educational process which helps individuals to acquire the knowledge and skills which are, in most cases, related to the employee's work at the institution. On-the-job preparation and further education assumes various forms such as the organization of formal teaching programs in which the employee may obtain academic degrees or they may not lead to academic degrees. These programs are offered by different colleges and institutes.

One form of on-the-job preparation and further education is rotation during the work, whereby the employee moves from one department or section to another to get acquainted with work methods and acquire certain skills. Another form is also the patterns of self-training and self-development. This is manifested in taking part in study circles (seminars), support groups, professional societies, reading by oneself, giving presentations, attending conferences and discussion groups, organization of working personnel

intervisitations, or invitation of distinguished lecturers, to give lectures and hold discussions with them. The objectives of these types of learning experiences is acquisition of knowledge and building up certain capacities and skills, transfer what the participants learn to the work on the ground, underlining the concept of continuing education in various forms and exchange of experience among the functionaries.

The target group includes all those who work in different administrative and operational levels. Institutions try to incorporate the employees in the on-the-job preparation and further education activities at the beginning and at the middle of their careers. The orientation of this introductory channel is manifested in the acquisition of knowledge, information and development of specific skills, linkage of theory with reality and payment of special attention to the continuous self-development of participants.

As regards the evaluation of this introductory channel, it is noticeable that this channel includes numerous types of experience and teaching activities, some of which are planned and organized while others are informal and depend on the manager's or employee's own and personal initiative. Hence the evaluation of these experiences ranges from verification of their results in the long run and needs several complicated instruments, to the quick and evident appearance of their effects and can be easily and quickly traced through the use of a few simple tools.

3) Training

Training is the formal teaching process which helps employees at the institutions to acquire and develop practical skills in the first place and knowledge and attitudes in the second place. This introductory channel pivots around training programs designed by those institutions/institutes and various training centers or outside agencies in technical, administrative or behavioral topics, and acquaintance with any training plan of any institution helps in formulating an idea about the nature of its training programs.

More often than not, generally recognized bases are followed in the presentation of these programs. The programs are designed, circulated, carried out, and evaluated which provides a justification for calling them formal training programs. The objectives of this introductory channel of human resources are manifested in the improvement of skills in certain specific functions in trade unions and professional associations, a preliminary step towards quick application of those skills in practical life. The character and size of the new theoretical information are defined by the applied practical side of those functions. In this respect, attention may be paid to attitudes and trends in the administrative and behavioral programs.

In most cases, the target group/clients in this introductory channel come from the individuals who exercise technical jobs. In addition the middle and higher levels of management are also targeted in administrative and behavioral programs.

Orientation in this introductory channel becomes evident from the fact that it is an applied practical orientation focused around certain specific functions or tasks in the trade unions and professional associations. There may be also an intellectual orientation that aims at renovation and refinement of information with administrative and behavioral programs.

Evaluation of the introductory channel is obtained through the use of a few fast instruments of evaluation like questionnaires and interviews. We get the opinions of the participating heads and their colleagues, and as a result the evaluation of its outcomes is quick and easy with regard to the practical technical programs. With regard to the administrative and behavioral programs, their evaluation is difficult while their effects are not tangible in the short run.

4) Future Career Planning and Development

Career: from the employee's standpoint, it is the course taken by his life in a particular field of activity. From the institution's standpoint, the career is the set of various positions which the individual can occupy starting from the bottom of the function's scale in the organization up to the top until the age of retirement.

The career development is the group of interlocked activities which would enable the management to continually evaluate the existence of qualified officials to replace the officials who occupy the management and the professional posts and take up these post after them in an endeavor to secure the continuity of the flow of work in the organization in an efficient and effective way. We may also offer another definition for the concept of the career development when we say that all the attempts made by the management of the organization (and in our present case the trade union or professional association) and the individual himself, and which intentionally and deliberately aim at affecting the position which the individual himself will occupy. In other words, the introductory channel of job planning development or career development means those organized or planned efforts which include structural activities and processes that help the officials or employees advancement in the organization and are conducive to the betterment of the investment of their talents.

The following are some of the activities through which the official passes in the career development plan: organized direction by the direct boss; work with an experienced manager (director); planned functional rotation,

guidance by a training and development specialist, attending different training programs, symposiums and conferences outside the trade union or professional association, participation in special (or private?) projects; visits to other companies or institutions; secondment or assignment to another institution, and obtainment of a study leave to get an academic degree. It is noteworthy, in this regard, that career introductory channel requires a specific, efficient and effective management. A participant in the management of the development process is the entity which supervises the program (e.g. the personnel section, the workforce planning section, for example, or a committee from inside or outside the organization). Over and above the direct boss of the official, the official himself and the training specialist should be added.

For the management of the career development to be efficient and effective, a regulation will be prescribed for planning the career which includes the following constituent elements:

- Study of the present organizational structure and definition of the administrative, professional and technical positions to be filled.
- Prescription of the potential or likely organizational structure for years to come
- Classification and analysis of the groups of offices and works and the definition of the levels of each of them.
- Definition of the requirements of each level and delimitation of the specification and the occupation qualification of each.
- Use of techniques to diagnose and discover the officials (employees) who have good capacities and aptitudes.
- Definition and choice of appropriate selections.
- Securing the participation of employees with outstanding performance.
- Making the working personnel aware of the importance of their role in the field of career development.
- Definition of the agency or party responsible for setting, executing and following up on a work plan or program.

The objectives of the introductory channel comprise the exact designation and identification of officials with special potentials at an early stage of their work, helping the official to choose the office or career which is commensurate with his capacities, development of the cognitive, skill capacities or aptitudes of the official and settling him in a particular job, reduction of freezing the employees' experience and of boredom while creating harmony between the individual and work. Hence the cognitive and skill objectives are, first and foremost, the pivot of attention while attitudes rank second in this respect.

The target group is the employees who are endowed with outstanding capacities and aptitudes and constitute the promising leaderships in the early years of their careers. As regards orientation in this introductory channel, it is a practical applied one which targets the promising employee's life as a whole, keenness on providing a feeling of satisfaction and commitment among the employees and making the role of human resources management an up-to-date managerial one with a tangible weight in the institution.

Evaluation and follow-up are made by using several tools such as performance evaluation reports, discussion with supervisors and parties related to the program. This system requires an efficient information system and a continuous feedback process. The career development program is expected to be positively reflected on the performance of the institution.

5) Organizational Development

It can be viewed from two perspectives:

- 1- The perspective of its being a modern, administrative, conceptual movement which appeared after the nineteen fifties. It deals with the means of the organizations' encounter with the numerous successive changes in society and augmenting their ability to cope with those changes. First: a practical perspective which deals with the practical plan followed by organizations to renovate themselves and upgrade their efficiency and effectiveness and introductory channel to human resources development.
- 2- In fact our emphasis here will be laid on the second perspective: organizational development has been given more than one definition. Well-known definitions include Richard Backyard's definition and the definition of Wendell French and Cecil H. Bell, Jr. the former definition is that organizational development is an effort planned at the level of the organization as a whole supported by the upper managerial level to enhance the organization's efficiency and health through planned interventions (means) in the processes which take place in the organization within which are used the branches of knowledge which are offered by behavioral sciences.

French & Bell's definition, on the other hand, says that organizational development is a long-term effort to improve the ability of the organization to solve the problems and renew its operations through an effective and cooperative treatment of the culture and values of the organization. Here is made special emphasis on the culture and values of the formal work group with the help of an advisor or an expert, using in that the theories and technologies of modern behavioral sciences including the action research-oriented approach.

Organizational development has principles most important of which include the following:

- Human resources development and improvement of the performance thereof is a major objective of the efforts of organizational development.
- Organizational development supports the institution's efficiency and effectiveness; for productivity is the total of efficiency and effectiveness put together. Hence organizational development backs productivity.
- Organizational development is a long-term effort for upgrading the ability of institutions to tackle the outside changes which affect institutions, and also to improve their ability to cope with the internal problems too.
- Organizational development is an endeavor to create a type of complementarity between the objectives and the needs of the institution on the one side and the objectives of the individuals working in it on the other side. Hence that endeavor aims at the activation and renovation of the material, technical and human resources.
- Organizational development is keen on the creation of a convenient environment in which individuals can achieve development and self-realization and affect their positions, organizations and environment.
- Organizational development aims at changing the prevalent culture of the institutions to achieve prevalence of the values of cooperation and sharing power between seniors and subordinates instead of rivalry and unilateral predominance.
- Organizational development is based on assumptions or hypotheses which are more harmonious with humanitarian democratic values than with automatic bureaucratic values.
- Efforts of organizational development concentrate on the work groups, for they constitute referential groups from which the members of the organization drive their values and standards.
- The support given by the managerial leaderships to the efforts or organizational development is a sine qua non for the success of those efforts. Hence, comes the keenness of the advisors who are specialized in the fields of behavioral sciences to wrest the enthusiasm and commitment of those leaderships to the change efforts in institutions.
- The outlook of the organizational development to the organizations and their development is a universalistic total outlook which rises from the philosophy of the system theory and consequently aims at the improvement of subsidiary systems in the human, technical and administrative organization.

Organizational development has methods, techniques or interventions some of which concentrate on the individual such as sensitivity training, and life and career planning intervention. Others concentrate on team building or team development. Others still concentrate on the organization or institution as a whole. Examples of this include the method of surveying the

organization and returning the information to it and the grid organizational development method, (Robert Blake) and (Jane Mouton).

From the review of the principles on which organizational development is based, which have been referred to in the above paragraphs, we can discern that the objectives of this introductory channel are found in the improvement of the performance of the institutions, incorporation of the objectives of the individuals and the organization and introduction of changes and improvements in the organizations which help in the realization of their mission and long-term goals as well as their short-term objectives.

With regards to the target group/clients in this introductory channel, it comprises, as has been referred to above, the individual, the group and the organization or, in other words, the institution and its human constituent elements, work teams and different groups. Orientation in this introductory channel is introduction to improvements to this organization as a whole and in the culture and behavior of the organization.

As regards to evaluation of this introductory channel, it depends on the evaluation of the unit of analysis which was taken as a basis for the introduction of changes and whether it is the individual, the group or the organization. It is obvious here that wherever we move from one level of analysis to the other, new variables and elements are taken into account. As a result, tracing the effect of changes in the individual is easier than it is in the group and in the group it is easier than in the organization. Evaluation of the effect of changes on the individual, the group or the organization has instruments which vary according to the unit of analysis and the technologies or interventions which are used and which help in the choice of those instruments. As a matter of fact this introductory channel has huge potentials for increasing the effectiveness of organizations and improvement of their performance including human resources.

6) Management Consultancy

Management consultancy is a service offered by a qualified person or persons. It helps in the identification of administrative problems related to organizations, policies, procedures or methods and approaches followed in a certain institution; or the human resources therein. It includes giving recommendations to solutions for problems and helping to implement those recommendations.

Management consultancy has characteristics, most important of which are the following: it is an independent service and an advice action. It also offers a professional service and knowledge in addition to skills related to practical administrative problems. It is a service which does not involve suggesting miracles for problem solutions. Moreover, it is an introductory channel that

helps in problem identification and solution and helps the decision maker in the improvement of the performance of organizations including the performance of human resources.

Consultancy is of several types, and may be classified on the basis of the field or the specialization with which it is mainly concerned. It is a consultancy in organization, job description, financial administration, production management, marketing, distribution or human resources development. It may be concerned with training or management information systems (MIS) or computer applications. It may be classified on the basis of the source from which the consultancy comes. Thereby it is an internal or an external consultancy.

The management consultant plays several roles including the following:

1. Providing the advice-seeker (the institution) with certain information about the conditions of his institution.
2. resolution of certain problems in the advice seeking institution
3. diagnosis of the problems from which the institution suffers
4. giving specific recommendations based on the diagnosis of the problems by the administrative or managerial consultant
5. Helping the consultancy institution in the execution of some suggested solutions.
6. Building up consensus and commitment among the leaders in the advice seeking institution about the actions that should be taken to correct situations in their institution.
7. The consultant plays a teaching role, i.e. empowerment of the advice-seeker to solve the problems that may take place in the future.
8. Contribution to the enhancement of the efficiency of the advice seeking institutions.

The consultant uses more than one method, intervention or strategy. Some of these methods and strategies are traditional, while others are innovative and modern.

Modern innovative methods include what is called action research which is a problem-resolution method where the consultant applies scientific methodology in the discovery of facts and experimentation in matters which are related to practical problems that require practical solution. In this action research approach, the consultant, the administrative staff members and the ordinary people who have submitted their problems.

The objectives of this introductory channel of human resources development include improvement of the performance of the trade union or professional association through the interventions, strategies and

methods used by the consultant; diagnosis of problems and giving help in the implementation of proposed solutions and development of administrative decisions with the decision makers. The target group (client) maybe the managers, other administrative cadres, the institution as a whole or parts of the institutions.

Orientation in this introductory channel depends on the role played by the consultant and the strategy he adopts in his consultations. If it is a traditional role and strategy, its evaluation will be direct and easy and if the role is wide and renovative and if the strategy was modern, its evaluation will be more difficult. It can be said, on the whole, that this introductory channel has effects in the performance of organizations which is easy to trace and know the dimensions threat.

Now, we find it useful to offer a conceptual model which draws a comparison between the various introductory channels of the above said human resources, taking the following elements as basis for comparison:

1. Definition of concept
2. Objectives
3. Target group
4. Orientation of introductory channel
5. Evaluation of introductory channel

In the following model, these concepts are made clearer:

Comparison Elements Introductory channel	Definition of concept	2. Objectives	3. Target groups/clients	4. Introductory channel orientation	5. Introductory channel evaluation
1. Education Channel	It is the formal learning process which enables individuals to acquire basic or advanced knowledge in the first place and skills in the second place.	Enabling individuals to acquire general knowledge in the first place and skills in the second place.	The students who are enrolled in universities or institutes are young at the bachelor's stage and older in the higher academic degrees.	More often not, bringing about a change in the individual's learning and development their general knowledge.	Evaluation depends on the type of specialization and the university or institute in which the student has studied. Theoretically, it is possible to trace the effect of teaching programs and it is difficult to make sure thereof.
2. On-the-job preparation and further education channel	The formal and informal educational process which helps individuals to acquire the knowledge and skills which are, in most cases, related to the employee's work at the institution.	Acquisition of knowledge and building up certain capacities and skills and working for the transfer of what the participant learns to the actual reality of work; stressing the concept of continuation education and exchange of experience.	All the workers in the various managerial and operational levels. Institutions try to incorporate employees in the activities of on-the-job preparation and further education at the beginning and the middle of their careers.	Acquisition of learning and knowledge, development of specific skills, linkage of theory with practice and care for automatic continuous development of the working personnel.	Evaluation of learning experience and activities ranges from numerous complex methods and instruments, depending on the type of learning experience.
3. Training Channel	Training is the formal teaching process which helps employees at the institutions to acquire and develop practical skills in the first place and knowledge and attitudes in the second place. This introductory channel pivots around training programs designed by those institutions/institutes and various training centers or outside agencies in technical, administrative or behavioral topics	Improvement of skills in certain specific jobs as a preliminary step for quick application. - The practical side defines the nature and size of the new theoretical information. - There may be attention paid to attitudes in the managerial and behavioral programs.	Individual practitioners in the technical jobs. The middle and upper managerial leaderships in the managerial and behavioral programs.	Orientation is a practical applied one. There may be a conceptual behavioral orientation.	Evaluation is carried out by using a few and quick evaluation tools in technical programs. Evaluation and tracing the effects thereof maybe difficult in behavioral programs.

4. Career planning & development channel	It means the organized or planned efforts which include structural activities or processes which promote the advancement of citizens in the trade union or the professional association and try to invest their talents. They include several activities.	Diagnosis and identification of employees with promising potentials at an early stage of their work and helping the employee to choose the track or career which is commensurate with his abilities, development of the officials capacities and aptitudes and curbing the freezing or experiences and combating boredom.	Employees of outstanding capacities and aptitudes and promising managerial leaderships in the early years of their careers.	A practical applied orientation, providing the feeling of satisfaction and commitment among working personnel and making effective the management of HR.	<ul style="list-style-type: none"> - It is done by using several instruments. - Evaluation requires an efficient information system and a continuous feedback process.
5. Organizational development	It is an effort which is planned at the level of the organization as a whole and supported by the higher managerial level to enhance the effectiveness of the organization through planned interventions (instruments) in the processes which take place in the organizations using therein the knowledge offered by behavioral sciences. In interventions, emphasis is made on the culture and values of the official work groups through the help of an adviser. Interventions include action research.	Improvement of the institution's performance incorporation of the objectives of the individuals with those of the organizations and introduction of changes and improvements in the organizations which help the realization of their mission their distant goals and their near objectives.	The individual, the group and the organization. In other words, the institution, its human power, the work team and the various groups.	Introduction of improvement in the organization on a whole, in the organization's culture and in behavioral elements.	<p>Evaluation depends on unit of analysis. i.e. the individual, the group or the organization.</p> <p>New variables and elements come in whenever we move from one level to another.</p>
6. Management consultancy	A service offered by a qualified person or persons. It helps in the identification of administrative problems related to organizations, policies, procedures or methods and	Improvement of the performance of the institution through the interventions and strategies used by the advisors, diagnosis of the problem,	The managers or other administrative cadres, the organization as a whole or a part of it.	Resolution of particular organizational problems or giving help in the improvement of parts	Evaluation depends on the role played by the adviser and the strategy he uses in his consultations.

	<p>approaches followed in a certain institution; or the human resources therein. It includes giving recommendations to solutions for problems and helping to implement those recommendations.</p>	<p>assistance in the implementation of the proposed solutions and development of administrative capacities with the decision makers.</p>		<p>of the organization, introduction of changes and improvements, giving help in the development of capacities to solve the problems with decision makers and others.</p>	
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On the strength of what has been stated above, and owing to the common roots of the various introductory channels which have been mentioned above and compared with one another, and because of their interrelation, we suggest the model entitled "interactive channels" in the human resources development in the Arab institutions". It is clear from this model that such introductory channels are not separate activities but they interact with one another like tributaries that flow into the broad river of human resources development.

In the last analysis, they aim at upgrading the level of human resources performance and achievement of the objective of the institution/trade union or professional association.

The following figure (2) illustrates this model:

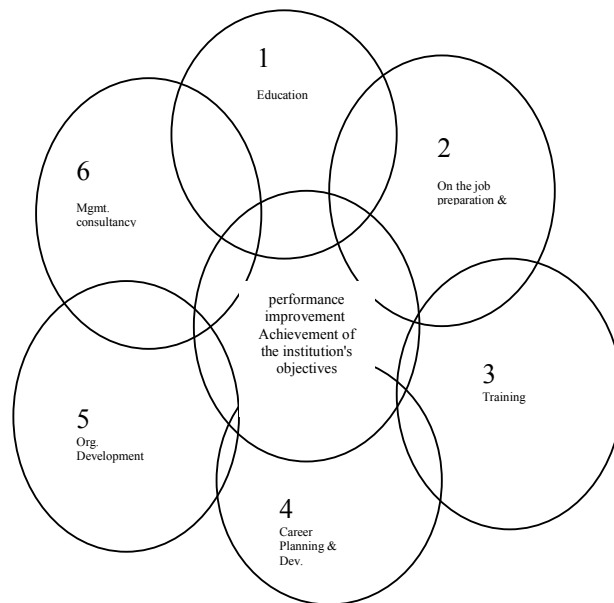


Figure No. (2)

The Model of the "Interactive Channels in the Human Resources Development in Arab Institutions".

b- Human Resources Development–The Jordanian Experience

The importance and the role of human resources in the efforts of comprehensive development in any country are beyond any shadow of doubt. In fact, all are almost unanimous that human resources, quantitatively as well as qualitatively, are the mainstay of development and the catalyst, means and end thereof, and the role of the other factors, themes and motives is derived from the ability of human resources to optimally invest and direct development and mould it in accordance with their creative and inventive will power. Many of the experiences of countries have come to emphasize that when they tried to rely on the plentiful resources available to them to bring about the desired development depending on incapable or imported human resources. The outcome of the comprehensive development efforts thus suffering from numerous cases of weakness and inability to stand firm in the face of the first setback, which has forced these countries to reconsider their developmental program and accord the human element the attention it deserves for bringing about and leading development and making sure that it would continue.

As regards the countries which suffer from scarcity of their material and natural resources, they have nothing but the human resources available to them. Thus the only option open before them is to direct their efforts towards, the development of their resource in a manner that guarantees survival for them on the one side and maintains a special distinctive flavor for them on the other side. Jordan is only one of these. For "man is our dearest asset and is the objective and the means of development". This study comes to conform to trend, with emphasis on two features of its specialty. The first is the comprehensiveness of covering both of the all-embracing and general roles on the one hand and the special role on the other hand. The second is the study's emphasis on a new role of a new group of the civil society's institutions and units which differs from those which we have been familiar with talking about them from a traditional perspective carrying the banner and title of the private sector. In fact they are the non-governmental and professional organizations which come under the voluntary trade unions and professional associations whose membership encompasses individuals that are combined together by the participation in one profession and specialization.

Indicators of HRD in Jordan:

In this part, we will deal with some of the most important and a significant indicator in HRD in three themes as follows:

1. The demographic situation
2. Education outcomes and labor market
3. Women's contribution to labor market

The demographic situation in Jordan is characterized by the following major distinctive qualities:

1. The ratio of the rise in population number in Jordan amounts to 2.8% per annum. Although it witnessed a tangible droop in the past two decades, the number of population in Jordan is expected to reach 10 million in the year 2025.
2. Economic dependency ratio amounts to 4:1 at present and it is still rising because of the rise in the ratio of age groups below fifteen years of age, which creates a pressure towards the rise in poverty rates and a decline in the standard of living.
3. Variation in the rates of geographical distribution of population in Jordan. For the central region of the country suffers from high density of population while the southern region suffers from being under populated. This leads to a shortage and imbalance in the economic and social services and the priorities and patters in investments in the country.
4. The Jordanian labor market with all its sectors and different educational stages receives about 55,000 persons annually in the average, which makes it necessary for the governmental, private and non-governmental sectors to provide a similar number of job opportunities a year.
5. The efforts exerted for the building and development of an information system for human resources and a labor market which aims at serving both sides of the equation are still in their early stages.
6. The harmonization of the labor market needs with the outputs of educational systems is still a dream which is not realized for the planner, the employer and the job-seeker.

Outcomes of Education and Labor Market

1. the convenient educational infrastructure is so available that the ratios of enrolment in the basic, secondary and high education stages for both males and females is quite similar to its counterparts in advanced countries.
2. Drop-out students from the basic education stage, despite its comprehensiveness and compulsoriness amount 25,000 students every year.
3. The ratio of the students enroll in the different types of education and training within the two tracks of comprehensive secondary education and applied secondary education amounts to 20%, which is a low ratio.
4. Jordan has a large number of institutes, centers and institutions functioning in the governmental, private and non-governmental sectors. They offer a wide range of programs and informal education and services. But they lack an—all embracing-umbrella which provides them with the mechanisms of planning, coordination and follow up.
5. The ratio of students receiving education in all stages amounts to 33% of the total population number.

6. Employment ratio when compared to the total population (aged 15 years or more) amounts to 33%.
7. Unemployment ratio according to the statistics of the end of the year 2004 amounts 12.5%.

Contribution of Women to the Labor Market

1. When poverty and unemployment are spread and are exacerbate, women are the worst sufferers in society from the results of both above said phenomena.
2. While the ratio of women participation in education rises, this is not reflected on the ratio of their participation in labor market.
3. The ratio of unemployment among females rises up to 150% of its ratio among males while women's average economic participation to the total number of population hasn't exceeded 7%.
4. The ratios of women's participation in education are not reflected in their leadership levels in institutions of both public and private sectors.

Official Efforts of Planning for Human Resources Development

a- Human Resources Development Strategy

On November 21st, 1998 the Jordanian Council of Ministers approved the document of human resources development strategy which is regarded to be the first comprehensive effort that offers a model of human development drawing on the various previous studies. The document addressed seven main themes for human resources development (HRD) and two supplementary themes supporting the rest of the themes. With regards and opposite to each theme the objectives and policies related to the theme have been defined. In our opinion these objectives and policies represent a sound mechanism which is fit to serve as a basis for building thereon the set of the measures and decisions pertaining to each theme.

The following is a brief survey of the nine themes:

1. Planning for HRD

This theme is characterized by the clarity of its facts and unquestioned assumptions over and above its objectives and policies. For pluralism and diversity in the official and non official bodies concerned with the aspects of planning for human cadres and the weak coordination among them are unanimously agreed upon, which necessitates providing a common umbrella or mechanism for coordination and follow up, in addition of the adoption of two main frameworks in the efforts of planning for HRD that covers the society needs on one hand and the individuals needs on the other. Moreover, this theme includes

the intensification of conceptual, legislative and practical efforts related to the development of women's role in the development of HR investment.

2. Information Systems

The efforts of planning and setting policies in HRD depend on the safety, institutionalism and continuity of providing an up to-date renewable database. Although we admit the successes achieved by many agencies in providing such a database, there is still a patent need for securing an acceptable limit of support for these activities on the one side and the coordination mechanism on the other, in addition to encouraging the private sector to exert more effort on this field.

3. Organization of Professional (Vocational) Work

For the purposes of the improvement of productivity and upgrading the level of performance, professional (vocational work) must be adopted taking into account the classification and description of professions in a way that contributes to the prescription of a comprehensive practice system in accordance with licensing standards and definition of the policy of salaries and wages. In this regard it is extremely necessary to build on the successes achieved by some governmental organs in this field provided that the private sector participates in these efforts.

4. The Role of Non-Governmental Sectors in HRD

The private and non-governmental sectors make a major contribution to the efforts of preparation and execution especially in the field of education including all the stages thereof, starting from a kindergarten and up to higher education, so much so, that the efforts of non governmental sector at the higher education level including community colleges and universities, are almost equal to the governmental sector, not to mention the cultural centers which are specialized in training qualification. These centers number more than 400 ones owned and run by the private sector. It is quite obvious that this role is growing in terms of execution but is declining in terms and policy making. This role is nearly marginal and confined to the participation of some representatives of the private sector in a number of the boards of directors of institutions which suffer from inadequacy of earnest participation. In addition it seems clear that the technical and qualification capacities available to many non-governmental institutions active in the field of HRD are in need of development and improvement of their levels.

5. General and Vocational Education

The ratios of enrollment of in general education in Jordan are high when compared with international standards; illiteracy dropped to 10% while free compulsory education covers 10 years. The ratio of students to the total number of population is 33%. Female students are equal to male students in number. The ratio of enrolment in vocational education specializations in secondary education tracks is approximately equal to one-third of the 11th grade students. But there is still a need for more work to be done in the field of pre-school education, development of the educational services offered to the students with special needs, development of services of vocational and educational guidance and counseling for constitutions concerned with HRD and the development of educational administration.

6. Higher Education

The past two decades did witness major developments in the arena of higher education especially with regard to the number of institutions, the size of enrollment and the role and size of the private sector participation, where the total number of the students enrolled in the higher education stage inside Jordan amounted to 205,000 students for the academic year 2004, 167,000 of whom are registered in the bachelor's degree level, 24,000 in the community college level, and 13,000 are doing graduate study work (9,000 of them are working for the master's degree and 2,500 students are preparing for doctorate degrees) meanwhile the number of students receiving higher education outside Jordan is estimated at 28,000 students. The number of state and private universities totaled 25, while intermediate university colleges reached 50. Yet, despite this expansion, this sector is still in need to comprehensive future outlook following a similar path of the educational development plan. In addition, the outcomes of higher education need more harmonization and adjustment with the real needs of the labor market. There remains to be a comprehensive study aimed at accessing the current status of the intermediate university education institutions.

7. Informal Education

It means that education and training which is offered in the form of teaching and training programs which have a vocational or cultural character. The people enrolled in them are those who wish to upgrade their teaching and cultural level, in order to upgrade efficiency and improve the performance level of work, or to progress in their hobbies. But while these institutions are growing and proliferating, they still complain of: a lack of organization, an absence of follow-up

and guidance, and a failure to incorporate within the human resources development system.

8. Financing

Financing is regarded to be the common factor which has to be subjected to reconsideration to cover all the sources of expenditure of all the human resources development institutions and centers whether these belong to the governmental or private sectors. Foremost, of the fields which have to be reexamined comes the necessity of the development of governmental and private sources of funding to make them cover the fields of HRD and particularly the non-profit making spheres like vocational education and training.

9. The Regional and International Dimension of HRD

The Jordanian labor market is characterized by being an exporting and importing workforce market at one and the same time. Emigrating labor is characterized by enjoying a high educational level while the incoming expatriate labor is known for its low educational level. Such a market whose members suffer from an unemployment rate of 12.5% is worthy of more daring efforts in terms of planning, organization and development of its human resources whether these resources are national or expatriate. For it is obvious that the sectors working in this field are three together with three supporting functions. All are working in one or more of the four areas of preparation which are related to the HRD.

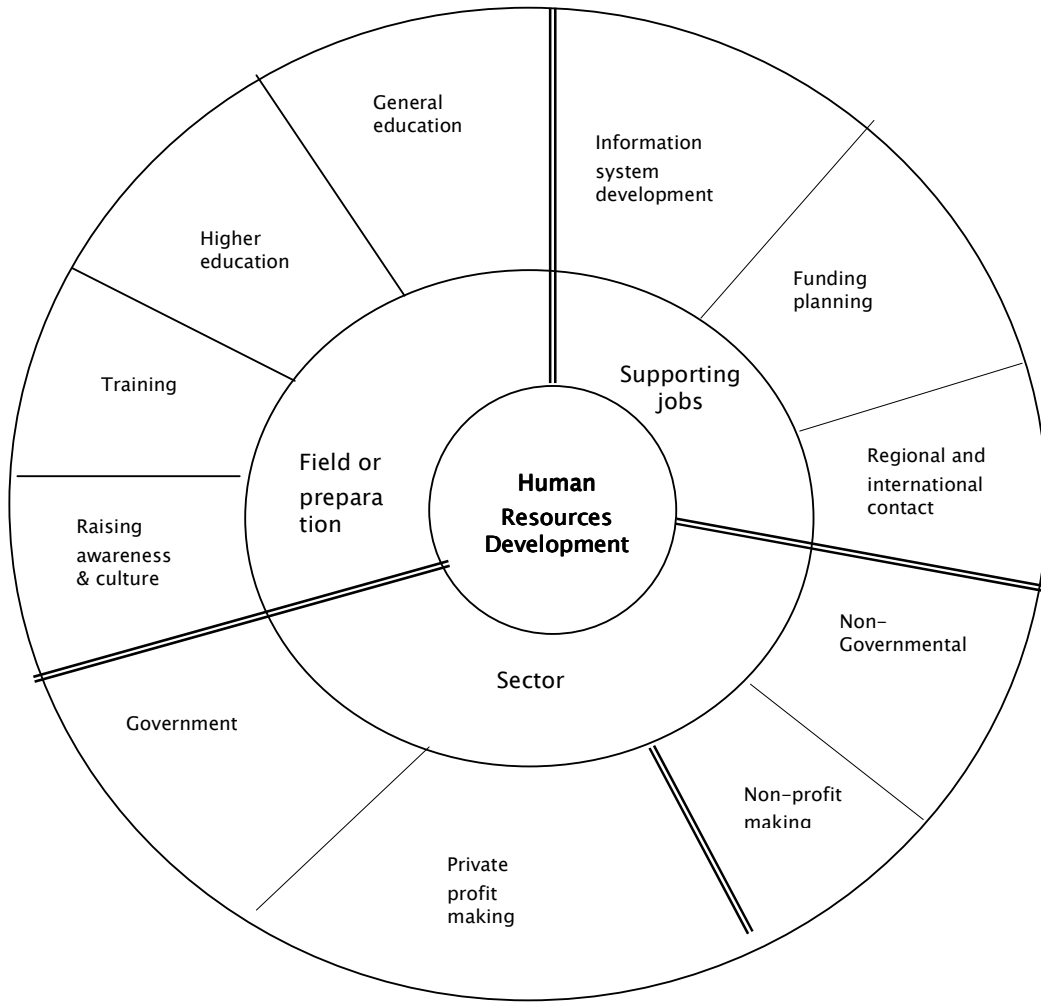


Figure No (3) – Human Resources System as defined by the document of the Human Resources Development Strategy 1998.

b- Policies of the Management and Development of Human Resources in the Public Sector.

On October 18, 2004, the Jordanian Council of Ministers approved the governmental policies document for public sector reform which included a detailed document of the HRM policies and the integrated framework of management and development working in the public sector. The following is a summary of the most important themes of this document:

1. Human resources planning, which aims at:
 - Defining the actual needs required from human resources to achieve the strategic objectives of each ministry or institution.
 - Ability to determine the financial allocations required for meeting the needs in terms of human resources within the medium term plans.
2. Selection and appointment, which aims at:
 - Attracting the appropriate number of officials who have appropriate knowledge and practical skills which are required, which enable the ministries and the governmental institutions to perform the tasks with which they are charged and to achieve their strategic targets.
3. Performance management, which aims at:
 - Obtaining better performance levels which contribute to the realization of institutional objectives.
 - Determining the training and developmental needs in accordance with the scientific and objective methodology.
 - Providing feedback on the employees' performance, job behavior, points of strengths, and required fields of improvement.
 - Providing a means of objective determination, planning and follow-up of achievements and measurement.
4. Promotion, which aims at:
 - Empowering the officials to attain career development according to their capacities and aptitudes for development within available potentials.
 - Motivating of the officials to upgrade the level of their performance and raise their productivity.

- Training and development, which aims at enabling the ministries to meet the present and future needs in terms of human resources in civil service.
 - Helping officials acquire the knowledge and skills which are required for performance of the present functions and enabling them to assume positions that have a higher level of responsibilities and tasks.
5. Salaries and allowances, which aims at getting rid of the present flaws in salaries and allowances by:
- Attracting and retaining qualified employees who have the required skills and experience.

c- Remarks and Indicators Pertaining to the Experience

Surveying the aforesaid effort, and out of inspiration coming from the fact and data that show the size of achievement in the field of HRD as actually seen in Jordan and relying on the conviction which incessantly assert itself to the affect that investment in HR at home is the real investment that guarantees the home country's dignity on the one hand and provides permanence and continuity on the other.

On the basis of all what have been just stated, we present the following remarks and view points:

1. The predominant and clear trait of this experience is that it has witnessed multiplicity and diversity of visions and independent judgments. It has also witnessed similar and parallel multiplicity and diversity is a praiseworthy indication if it is accompanied with coordination and complimentarity between the programs and the plans and the organs or systems and institutions. We do not think that this is what decision makers admit in the field of HRD.
2. This experience has revealed outcomes in the field of human resources which nobody can deny the distinction and creativities thereof at various governmental and private levels whether they are local, national, regional or Arab.
3. While all agree about the necessity of stressing the independence and specialty of each stage, system and sector, it seems that occasionally excessive speed in change and in rotation and occurrence of such change has resulted in keeping many programs, plans and visions confined to the minds of their originators.

4. The adoption of specific, compulsory and phased mechanisms for coordination and follow-ups between different bodies, institutions, programs and plans is the best means which provides the exerted efforts with the institutionalism credibility and continuity. In my mind, the Jordanian experience has and still suffers from and evident weakness in this field.
5. There is not any disagreement whatsoever about the crucial importance of the database and information system in the HRD efforts and that while we stress the particular importance of the base and system currently available in this field, there are still some focal points and connection centers of this base spread administration on the one side, and private sector's institutions and centers and scientific research centers and universities on the other side, not to mention the decision making and policy planning centers. This is not less important than the existence of the center itself. It is also the means through which we help in alleviating the defects of weak coordination which we are talking about.
6. There is much talk at all levels about the issue of participation and partnership between various governmental and private sectors and civil society institutions with regard to the development efforts in general and HRD in particular. Yet, experience leads us to categorically emphasize that the currently adopted forms and mechanisms to confirm this partnership still fall short of the realization of desired visions.

This makes it vitally necessary to conduct a real study on the ground for all the sectors of the higher education council and all its organs, the vocational training corporation, the education council and many other institutions to identify educational council and many other institutions to identify educational reveal causes which preclude the realization of the desired dreams and to work for avoiding them and for the development and enhancement of the genuine participation experience.

7. While the centers and institutions of teaching, preparation and training in both the governmental and private sectors and the policy and decision making centers, all put together, constitute a groups in which every party thereof abides by the role allocated for it despite the aforesaid weak amount of coordination, yet we still feel that this role falls short of realization of the required visions. This is due to the absence of three very important centers and institutions which are directly and indirectly concerned with the development of Jordanian human resources. These three are the military institution, the social security corporation, the trade unions and the other civil social institutions.

These major institutions embrace not less than two thirds of the available human resources in terms of production, preparation, operation or

financing. All these are being absented from what is conventionally termed as interparty partnership.

c- Samples of the Services Offered by Professional Associations to their Members:

All over the world, whether in industrialized states or developing countries, there are widespread professional associations (societies) which are regarded to be an important constituent element of civil society. These societies endeavor to forge relations and linkages among their members, which keeps them away from tribalism, clannish, sectarian or family bigotry. Further more it raises the intellectual level of the members who join these societies and refines their skills, capacities and personalities. In addition the organizations of civil society are regarded to be among the supporting and reinforcement elements of the democratic trend.

In this part of the report we will deal with a number of professional associations in the field of training and development in the western countries in India, and in the Arab countries and the services they render to their members. Following are some of the professional associations:

First: The American Society for Training and Development-ASTD:

This society is centered in the city of Alexandria in the state of Virginia, USA. It has a membership of (70,000) coming from over 100 countries in the world, and from multi-national organizations, governmental organizations, universities, consultant companies and organizations which offer services or products. Its mission lies in laying emphasis on distinction and linking learning, performance, and human resources with work sites.

The services it renders to its members are as follows:

1. The training and development magazine.
2. Summaries of recent articles on training (the buzz).
3. An annual report on the position of the profession (industry) of training and development (ASTD state and the industry report).
4. Learning Topics Network: through this net the members get acquainted with the most up-to-date researches and articles in training, teaching and knowledge management.
5. Hot topics: Members electronically and paper-wise get acquainted with exciting and crucial issues and topics in training and technology.
6. Trains lit database (a database for research and articles).
7. ASTD Mobile: the members can through mobile telephones, get in contact with a library of tapes, articles and news about the resources of the Society.

8. Publishes books: the Society publishes about 200 titles per year on training and development. Members can get these books at discounted prices.
9. ASTD info line.
10. Management books for executives: ExecuBooks.
11. The HRD quarterly magazine (HRD Quarterly).
12. HR reports (HR white reports).
13. Establishment of an interrelation network among its members through the following means:
 - ASTD Members Directory.
 - ASTD Online Learning Communities.
 - ASTD Job Bank.
 - ASTD Chapters and Global Networks.
 - ASTD Buyers Guide.
 - ASTD Network and Links.
14. Professional growth (development) of its members through:
 - The conferences held by the society which are usually accompanied by exhibition and sophisticated means and techniques.
 - ASTD Certificate Program.
 - ASTD Career Center.
 - ASTD Professional Certification Program.
 - ASTD Competency Models.
 - ASTD Return on Investment (ROI) certificate program workshops.
 - ASTD Public Policy and Leaderships Reports.

Moreover, the American Society for Training and Development has the following website: www.astd.org

Second: The International Society for Performance Improvement

The origins of this professional society go back to the researches that were written on performance and instructional design. It was established in the year 1962 under the name "National Society for Programmed Instruction". Owing to the rise in the numbers of its members who were interested in performance and the improvement thereof, its name was changed to the "National Society for Performance and Instruction." When the Society grew internationally and when human performance and its improvement were taken into account through the use of various techniques and interventions in the process of the selection, analysis, design, development, execution and evaluation of programs. This program which affects human performance in a manner that observes cost and utility, the name of the society was changed into "The International Society for Performance Improvement" (ISPI). The Society at present has more than ten-thousand members, in more than 40

countries, with an annual budget that exceeds ten-million US dollars. It is centered in the State of Maryland, USA.

The mission of the Society lies in the efforts which it exerts through its members, publications, conferences and workshops on the improvement of human performance at the work sites for individuals and organizations in regular orderly ways which have a scientific methodology and in a manner that makes it possible to restore and transfer it through the following:

- a- Looking at human performance technology as an effective introductory channel for performance improvement.
- b- Providing those who are interested in information about the techniques and successful applications of human performance.
- c- Supporting the professional development of human performance technology practitioners.
- d- Supporting the researches which widen and deepen the field of human performance.
- e- Highlighting the effective applications and practices of the human performance technology in the International Society itself.
- f- Upholding the professional values of the International Society.

The following is there website: www.ispi.org

The Society's vision lies in the fact that it is the main source of information, teaching and advocacy of human performance technology. Its members include: performance technology directors of training, human resources directors, instructional technologists, practitioners, organizational development advisers, teaching staff members in certain specializations such as: administration (management), psychology, sociology and education. These and others work in certain industries and services like care industry, communications, industries and services, like car industry, communications, computer, financial services, government organizations, health services, military industries and institutions, travel agencies, hotels, and education.

The services rendered by the Society to its members include the following:

- 1- Magazines and newsletters which comprise the following:

A- Performance improvement magazine:

It publishes ten issues every year. It has a practical and applied character as it published all types of techniques and interventions, the stage of the human performance technology process. Its articles focus on how to carry out performance technology, procedural models, useable job aids, instructions for conducting researches and modern trends in the fields.

B- Performance improvement quarterly magazine

It is issued four times per year. It focuses on original researches in performance technology, such as: front-end analysis, creative interventions and up-to-date evaluation methods.

C- News and notes magazines:

It used to publish 10 issues per year, as a means of communication with members and a tool to acquaint them with the activities of the general assembly and chapters and to publish information about vacancies and about the member of the board of Directors in addition to official advertisements at the end of the year 2002. It was succeeded by the bulletin entitled "Performance Express".

- 2- The instruction and education programs in human performance technology: the society holds an annual meeting in which the members get together and research. Papers are published and professional colloquiums are held in addition, several workshops are held and remunerations and grants are offered for carrying out researches.
- 3- Various books in the field.
- 4- Awards of excellence program: it is designed to highlight outstanding efforts exerted by individuals or institutions in the field of human performance technology, inventions or new products.
- 5- Opportunities of marketing the members' services and products: this maybe done at the exhibition which accompanies the annual conference and through the publication of the society's directory entitled "Performance & Membership Directory".
- 6- Networking and employment services: the society provides the members with several resources to develop their capacities in a manner that helps them to find work and employment. It also helps them to network with field leaders on the different colloquiums and through using the internet websites.

And since the society is professional, which offers to its members all the services and professional aids mentioned above, it also has a code of ethics that guides the society's members in their practices and towards good behavior. The society's codes of ethics have six tenets which have to be observed by the field specialists as follows:

1. There must be a value-added to clients, the cooperating public and international environment.

2. Offering tested practices in the strategies and standards of human performance technology.
3. Necessity of forging a participatory cooperative relation with the client, beneficiaries and the work as a trust-worthy strategic partner.
4. Field specialists' capacities are to be continuously improved.
5. Good manners, integrity and straightforwardness should be strictly observed by the field specialists in dealing with clients and colleagues.
6. Work confidentiality has to be observed and conflict of interest between specialists and others should not be permitted.

Third: The Canadian Society for Training and Development (CSTD)

This society was established in the year 1946, under the name of "Ontario Society of Training Directors". Then the name was changed into "The Ontario Society for Training and Development". After that, in 1979, the name became "The Canadian Society for Training and Development". There are currently 1,900 members. The mission of the Society lies in setting standards and in trying to achieve distinction for the profession of training and development.

The following are the services it renders to its members:

- 1- Health insurance besides car and health insurance.
- 2- CSTD List Serve: which is a list of successful training instruments, techniques and practices exchanged by the members through email.
- 3- Canadian Training Directory.
- 4- Membership Directory.
- 5- Employment Center.
- 6- Net Gem: This is a monthly electronic message through internet for members' exchange of websites related to training and education.
- 7- CSTD Newsletter: it is a newsletter issued at a fortnightly basis carrying training and development news and what is related to that profession.
- 8- Execu.Books–Executive Books
- 9- Networks, which include: e-learning network which comprises a group of electronic instruction materials producers, Canadian ROI (Return on investment) Network in Training, and the Health Sector Group Network, which includes a group of professional workers in the health sector.
- 10-Certificates Awarding Program (CADP).
- 11-CSTD Awards: these awards are presented to the companies and individuals who developed or produced products or services which illustrate originality in the field of training and development.
- 12-The CSTD Annual Conference and Trade Show.
- 13-The Canadian Learning Journal: which is a biannual periodical.

14-A model (design) of training competency architecture (TCA) and toolkit; a comprehensive reference work which includes a detailed description for the performance of five groups of training proficiencies (skills).

15-Book Club: a club that allows practitioners in the profession the opportunity to discuss the management books which has become out of the print.

The website of this Society is: www.cstd.org

Fourth: The Irish Institute of Training and Development (IITD)

This institute is a professional body which comprises members who are interested in HR Training and Development in Ireland. Its members work in several fields such as: business administration, industry, consultancy, voluntary work, public sector, education, and local communities.

The institute's mission lies in the following activities:

1. Guarantee of best practices in training and development in Ireland through the following channels:
 - Definition, execution and control of international standards in training and development.
 - Conducting researches and continually suggesting benchmarking.
 - Providing vocational education in training and development.
 - Influencing decision makers and stakeholders of the vocation.

2. Giving help to the members through:
 - Providing criteria for awarding certificates to the members which enable them to achieve continuous professional development and consequently job and employment opportunities.
 - Organizing the members into nationally and regionally effective networks in a manner that realizes the objectives of the institute and meets the needs of the members.

The following are the services offered to its members:

- a. Evening symposiums and meetings which are organized by the institute's branches in Irish provinces.
- b. The institute magazine which is issued on quarterly basis.
- c. The annual prizes or awards of the institute.

- d. Various conferences and symposiums.
- e. Establishment of links with European and international federations and enablement of members to benefit there from. An example of these federations is the European Training and Development Federation (ETDF), and the international federation of training and development organization (IFTDO).
- f. The IITD yearbook and diary.
- g. Awarding training and development certificates for courses held at the Institute's branches which include: IITD certificate in T&D.
 - This certificate covers the following training modules:
 - Systematic training 25 hours.
 - Development of interpersonal skills and offering training 25 hours.
 - Training strategies and management 25 hours.
 - IITD training skills certificate
 - The trainee studies include the following modules:
 - Adult education, training needs analysis, design of training activities and offering training, evaluation and supervision.

The Institute's website is: www.iitd.ie

Fifth: FAS (Foreas Al Seana Soathair (Training & Employment Authority, Ireland)

The authority is the agency responsible for training in Ireland. It aims at the development of a competitive knowledge economy in cooperation with concerned parties through the enhancement of the skills and capacities of individuals and institutions.

The authority was established in 1998 and offers the following the following services to the labor market:

- Training and Re-training.
- Apprenticeship programs.
- Recruitment services.
- Employment plans.
- Placement and guidance services.
- Assistance to local community groups.

- Offering guidance and counseling to the workforces coming back to Ireland and the other work forces searching for jobs in the European Union countries.
- Rendering consultancy and other relevant services on a commercial basis outside Ireland through FAS Int. Consulting Ltd.
- The authority has 8 regions in Ireland which comprises 20 training centers and 62 employment offices.
- The authority serves the following parties:
 - A. People searching for jobs by offering jobs to them, jobs for people with special needs, career choices, apprenticeships programs and services to people searching for jobs.
 - B. Employers through offering them services for searching for employees, vacancies list, apprenticeship program, work permits and business services.

The authority offers professional or career programs such as: competency dev. programs, training programs (e.g. services of search for training programs), training services, and registration of trainers.

Their website is available at: www.fas.ie

Sixth: The Indian Society for Training and Development (ISTD)

The Society aims at forging links and relations between the personnel of government, industry, education and other organizations and at the development of practices, instruments and techniques in the training and development of human resources.

The services offered by the Society include:

1. Contribution to the organization of training and development in institutions.
2. Contribution to the identification and selection of qualified individuals.
3. Offering consultancy in the design and execution of training programs.
4. Contribution to the study and analyses of the institutions problems related to training.
5. Offering consultancy on the structures of human resources development and the systems, policies and processes thereof.
6. The Society Training Institute. This Institute has 39 branches in India.
7. Indian Journal of Training and Development. This is a quarterly journal.
8. Training and Development Diploma: Duration of 18 months (one full academic year plus a practical training program for six months).

The Society E-mail is: istd@reno2.nic.in

Seventh: Bahraini Society for Training and Development

It was established in the year 1979 and was reorganized to be activated in April, 1994.

The services rendered by the Society include:

1. Organization teaching or instruction programs, workshops and symposiums.
2. Benefiting from the library services of the society.
3. Attending the informal colloquium (council) which is weekly held on Monday fro 6:30 to 8 p.m.
4. Publication of a quarterly newsletter.
5. A guidebook of members and a membership certificate.
6. Publication of research papers and their distribution to members.
7. Organizations of trips.
8. Benefiting from discounted fees for attending conferences and colloquiums.
9. Organization of international and regional conferences.

The Society E-mail is: bstd@batelco.com.bh

d- Trade Unions and Professional Associations or Societies in Jordan: A General Outlook

A Brief Outline: Genesis:

Trade unions/professional associations, guilds or syndicates are a particular social organizational form which is a result of the dissociation of the interests of certain social groups from others. A trade /professional union or association etc. is a social organization which provides security for its members and offers opportunities for them to develop their potentials and aptitudes, acting thereby as a collective means for raising their morale. It is also defined as a public organization which enjoys the status of a body corporate and is vested with some powers of the public law. It is viewed by public authorities as consisting of all the members of the one vocation or profession, but it is run by the members of professions themselves through councils whose members they choose from among themselves.

Some people are of the opinion that unions or associations stand out as a connecting link between those who practice the profession on the one side and the state on the other side. On the whole, studies confirm that there is a set of legal principles which govern the work of trade unions or associations most significant of which may be the following:

1. The principle of obligatory enrolment in a trade union.
2. The principle of election.
3. The Principle of the professional institution.
4. The principle of specialization.
5. The principle of being subject to a mixture of the rules of public law and the rules of private law.

Trade union affairs are managed by leaderships which are elected by their members. These leaderships are basically responsible for defending the interests of the group whom they represent. Here rises the problem of confusing between the trade unions and the labor unions which are an outcome of the socialist application of trade unionist liberties since trade unions are based according to this socialist thought, on the organization of the trade union or guild which encompasses all the workers in one corporation or institution whether they are laborers or others.

Yet, despite that difference between the two types, the difference which is based on the conditions of the affiliation and the interests which are represented by each, most of those who belong to the labor unions come from the working class and membership is not obligatory except with the condition of a certain educational qualification.

However, separation between the two categories is not, so to speak, airtight. For the members of professional or trade unions are linked through working relations with the members of labor unions and all are affected by the developments of economic and social reality. Furthermore, the labor unions are in need of the expertise and experience of professional associations.

Trade unions are viewed as a mainstay of civil society and a major cornerstone of good governance in any society. Meanwhile any attempt to achieve resurgence and progress whether at the economic, political or social levels is not complete if the civil society institutions do not have a prominent role to play in preparation, execution and even in follow up. For the civil social institutions complement the role of government and fill the vacuum in the efforts and realization of sustainable development in addition to the role of the private sector.

The state of Jordanian society is not different from this. Article 16/2 of the Jordanian Constitution provides that "Jordanian have the right to establish political societies (associations) and parties, provided that the means and aims thereof are peaceful and have regulations that do not violate the provisions of the Constitution".

Paragraph (2) of Clause (1) of Article (23) of the Constitution reads as follows:

23/1/2 "The state protect labor and enacts a legislation thereof which is based on the following principles: a free trade union organization within the rules of law".

Subsequent to that, the form (law) or legal framework of the trade union is the framework which is approved for the foundation of trade unions. This legal framework came as a result of a legislation to enable professionals (such as practitioners of medicine, pharmacy and engineering) practice their work. Thus the trade union is a means to achieve the institutionalization of professional work on the one side and is a demand made by the members to protect their profession on the other side.

At present there are twelve professional associations which have a membership of more than 90,000 who support over a million people. Jordanian professional associations are characterized by the following traits:

1. The professional associations or trade unions are regarded to be public bodies corporate and enjoy the legal person's status.
2. These associations are vested with a good deal of power privileges, since enrolment in them is obligatory for practicing the profession and differ in this respect for labor unions.

3. Mere establishment of trade unions or professional association subsequent to a law and not a by-law means the confirmation of the importance and immunity of the union, ensuring for it a high degree of independence in its decisions and keeping it distanced from the government.

Some Jordanian trade unions started their work in accordance with the laws of practicing profession starting from practicing the legal profession law for the years 1936/1944 and the practicing the engineering professions law for the year 1953. The trade unions or professional association were formed at the early nineteen fifties pursuant when the Jordanian Bar Association which was established in 1950 was the first to be established followed by the Press Association in 1953.

The first statute which acknowledges the rights of the organization of the labor unions was promulgated in the year 1953, when the labor unions law No 35 for the year 1953 was enacted. After that, labor unions started to be established. In 1954, ten such unions were founded. Moreover, the year 1955 witnessed a considerable rise when the number amounted to 36 labor unions. The enactment of the first labor law in 1961 played a prominent role in the enhancement of the influence of trade unions.

The labor unions movement in Jordan is made of the General Federation of Labor Unions which encompasses 17 trade unions. The establishment of the Federation dates back to the year 1954, following the initiative of six labor unions. The by-laws and regulations of labor unions meet together in the definition of their objectives through the protection of the legitimate rights of their members, defense of their interests, improvement of their working conditions and the realization of economic and social development.

There are 31 professional trades and societies, the earliest of which was the Truck Owners Association which was founded in the year 1970. These bodies are established pursuant to article 102 of the Jordanian Labor Law and are dealt with as employers' societies while enrolment for membership is optional.

e- Jordanian Trade Unions and Professional Associations: An Open Systems Approach

We look to the trade unions and professional associations, which are the topic of the study, in Jordan as an open system. In other words, are one whole body which reciprocally interacts with the external environment, i.e. it is affected by and affects that external environment. Our outlook means that we adopt or use its system approach which is based on the open system concept and characteristics. In this context, the theoretical approach leads the researcher to benefit in the following respects:

1. It helps creating a universal outlook to the studied phenomenon which is, in this case of ours, the trade unions and professional associations in Jordan. Consequently the researcher can determine and conclude general features of that phenomenon and also can come out with general outcomes and remarks.
2. As we have pointed out in the above paragraph, it helps in clarifying the nature of reciprocal interaction, when is in this respect trade unions and professional associations on the one side and the external environment with both its immediate and distant environments on the other side.
3. It enables the researcher discern the mutual relations and inter connection between constituent elements of the system i.e. its inputs , processes and outputs and can discern the mutual relations between the constituent parts of the one element, which points out to the complexity of the phenomenon which being studied.

Before discussing the systems constituent elements with some detail, we would like to point out that researchers have studied 60 trade unions and associations in Jordan, and agreed upon classifying them into four groups as follows:

1. The Professional and Technical Associations: They comprise 11 associations, such as the Bar Association, the Medical Association and the Engineers Association.
2. Labor Unions: They consist of 16 labor unions, such as the General Trade Union of Land Transportation and Mechanics Employees, the General Trade Union of Workers in Construction and the General Trade Union of the Employees in Banks, Insurance and Auditing in Jordan.
3. The Employers Association: This association includes 22 associations in number. Examples are the Banana Ripeners Owners Association, the Jewelers Association, and the Fruit and Vegetables Traders and Exporters Association.

4. The Artistic, Intellectual and Cultural Associations which consist of 4 trade unions and professional associations. Examples are the Jordanian Writers League, the Press Association, and the Jordanian Artists Association.

Figure no (4) represents those trade unions and professional associations as an open system. Now we will address the constituent elements of that system with some detail.

First: Inputs

They consist of the following elements:

1. Human Inputs which are :
 - Trade unions professional associations councils
 - Members
 - Administrative and technical staff members working in trade unions and professional associations.

The study carried out by researchers has showed the following numbers related to human inputs in this system:

- The number of the trade unions and association council's members amounted to 211.
- The number of members enrolled in trade unions and association amounted to 384861 while active members of these amounted to 209801 i.e. about half of the total registered members.
- The number of the staff members working on those unions and associations amounted to 569 while there are (39) employees working at the training centers belonging to them.

2. Non-Human Inputs which include:

- Funds
- Buildings and Facilities
- Library
- Apparatuses and Equipment.

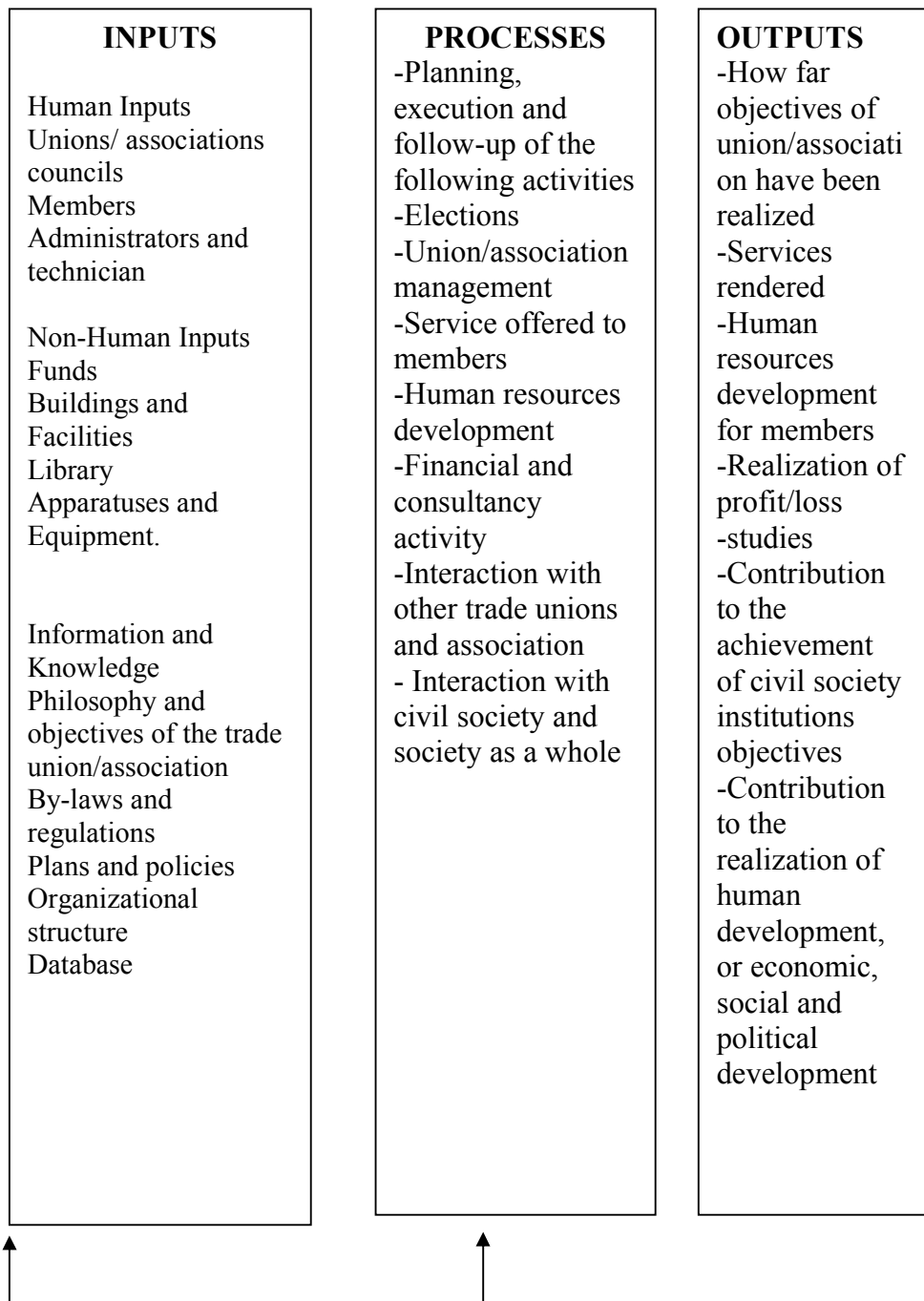


Figure (4) The Role of Trade Unions and Professional Associations in Human Resources Development in Jordan

The funds and assets earned by the trade union or association are, so to speak, its lifeblood, because it is these funds and assets which enable the union's council to run its affairs, establish projects and serve the members. Financial researchers have only analyzed 20 trade unions or professional associations, and it has been found that in the year 2004 the revenues of these unions and associations

amounted to about JOD 43,743,660 while expenditures amounted to JOD 18,722,506 which makes the surplus amount JOD 24,981,293.

Needless to say, some of these unions and associations have rich revenues and they expectedly realize surplus while some suffer from deficit. For example, the total revenues of the Engineers Association amounted to approximately JOD 30,159,496 and the surplus was JOD 21,507,604 in the year 2004. Meanwhile, in the same year the Jordanian Writers league received revenue of about JOD 59,244 and the surplus was only JOD 13,521. Almost the same can be said with regards to libraries in those unions. The number of books and magazines at the High Professional and Technical Associations was nearly 18,426 volumes and 4,214 magazines respectively in the year 2005. At the same time there were 1,000 volumes in the employers Association but without any magazines at all.

Information and knowledge, which include:

- Philosophy and objectives of the trade union/association
- By-laws and regulations
- Plans and policies
- Organizational structure
- Database

If the funds and other non-human resources are tantamount to lifeblood for trade union/associations, the information and knowledge act as the brain cells and nervous systems of those organizations, laws and by-laws were issued to clarify the aims for which trade unions and professional associations were established and also show how their affairs are managed. But, a specialized outlook towards this side of the work of trade unions and professional associations' points out that many improvements must be carried out in order to make these organizations more effective. For they lack a mission as well as a vision. Moreover, most of them do not adopt the strategic planning concept and many of them are in need of a data base, and in case some of them had a database, it is not updated.

Second- Processes

They include subsidiary processes for the planning, execution and follow up of the following activities:

- Elections
- Union/Association management
- Services offered to members
- Human resources development
- Financial and investment activity
- Interaction with other trade unions and associations
- Interaction with civil society and society as a whole

Running these activities through the use of human and non-human resources and the information and knowledge available for the achievements of the objectives represented by the outputs represent a main factor in the success of the trade unions/professional associations in Jordan; because the administration (management) as represented by the leadership of those trade unions and associations, has the conceptual and intellectual capacities to pool muster those resources over and above the capacities to lay down the general conceptions within a definite period of time besides laying down the action plans for executing and following them up. There is an old proverb which says: "Search for the woman" and we do say: "search for management". Because it is the crucial factor in the success of failure of any project and it is held responsible for the achievement of objectives through the good performance which can be translated into tangible results.

Third-Outputs

The outputs in the system are the achievements on the ground or what comes out of the prescribed objectives. They are the tangible results as viewed by the trade unions' and professional associations' members in Jordan in addition to the local community and society at large. The following are these outputs:

- How far the objectives of trade unions/professional associations have been realized.
- The general services offered to the members.
- Human resources development of the members.
- Realization of profit or loss.
- Studies.
- Contribution to the achievement of civil society institutions objectives.
- Contribution to the realization of human development: (or economic, social and political development).

We have gradually moved in the placement of outputs from the particular to the general, for the extent of the realization of the unions and associations' objectives as provided for the by-laws or internal regulations thereof is the primary task of their leadership.

In this context, we would like to point out that the by-law or internal regulations of the union or association often includes loose high-sounding goals which are difficult to realize. Sometimes what often materializes on the ground might be meager and as a result, the *raison d'être* of trade union or association begins to diminish.

Moreover, we would like to point out that trade union/professional associations in Jordan are regarded to be a subsidiary system of the civil society foundations. Accordingly, they are obligated to contribute to the realization of the social,

economic and political aims of those institutions which lie in the creation of a kind of mobility and change in the society structures with all the dimensions thereof. Over and above, these trade unions and professional associations have to contribute to the achievement of the objectives of human development objectives as we have previously defined the meaning thereof and which mean the expansion of people's options in society.

Fourth-Feedback

Feedback is signs, stimulants and pieces of information that come from, the outputs to the process and inputs and correct these later three or amend come of them. What helps the leaderships of trade unions and professional associations in Jordan to achieve their objectives and perform well is that they have a clear conception of the mechanisms and means to receive and then give the feedback coming from their working personnel and from their members in particular and from the society at large in general; from its organs in general and from the media in particular. The presence of such conception of the mechanisms of reception and return of feedback necessarily entails the enhancement of the concepts of participation in taking decisions thereabout. Participation in the management of the institutions has positive results that are exemplified in the involvement of the participants in the work, obtainment of their loyalty and their commitment to achieve the objectives.

Fifth-The External Environment

This consists of two kinds:

1. Immediate external environment
2. Distant external environment

Immediate external environment comprises the forces, elements and organizations between which on the one side and trade unions and professional associations on the other, there is a direct and intensive interaction and reciprocation. The following are some of the constituent elements of this immediate external environment:

1. Clientele or the public

Clientele or the public are the beneficiaries of the services of trade unions and professional associations. This is exemplified in the members of their councils, their members and their working staff.

2. Suppliers

These include the groups which supply the unions and the associations with material and human resources. Examples thereof here are the institutions, companies or parties where the members work of belong to.

3. Competitors

Competitors try to obtain the limited resources which are offered by the suppliers' community, which may prove to be a threat thereto. Examples are some of the private sector institutions

4. The Relevant or Concerned Organizations

These comprise the other civil society institutions such as different parties, trade unions and societies. Examples include the General Federation of Labor, the General Federation of Jordanian Women and business people associations and others.

5. The State-of-the-Art

This constituent element is illustrated in the state of trade unions and professional associations as non-governmental organizations (NGO) that have a new philosophy and orientation in the 21st century society, which we call the knowledge society. These organizations are also regarded to be one of the three mainstays in the contemporary civil society structure. The other two mainstays are the governmental sector and the private sector. It is noteworthy that the term which is given in management to the immediate environment's element is the parties or stakeholders. Stakeholders have a strong influence on decision making in the institutions which interact with them.

The distant external environment, on the other hand, is found in the political, economic, social and technological forces and factors in the greater Arab society and in the world at large. In this regard, it is noteworthy that the distant external environment with its numerous forces interacts in a reciprocal way as has been mentioned above when we deal with the trade unions and professional associations in Jordan such reciprocal interaction may entail positive or negative results which the leaderships of those trade unions and professional associations have to be aware of.

The distant environment interacting with those institutions is characterized by the following distinctive qualities:

1. Dynamic change as we can see that in the revolution of knowledge, technology and communications.
2. Complexity, for the aforementioned factors and forces are interlocked with one another in a way which is sometimes incomprehensible.
3. Threat and ambiguity

The external environment may constitute a threat to the existence of the civil society institutions. Moreover, due to its nature and previously

mentioned distinctive qualities, it is characterized by ambiguity and vagueness.

These large-scale international encompassing changes which interact with the institutions of the Jordanian civil society can be placed under the title: Globalization with its Merits and Defects.

Globalization means opening the national frontiers between the world states, peoples and individuals in addition to the wide spread concept of the global commodity which is globally produced and marketed. It is also means the communications revolution which makes the world a global village with beneficial products for societies in the developing countries and also adverse impacts on those societies. This complicated and changing external environment poses a challenge for the leaderships of trade unions/professional societies in Jordan. They provide them with growth and development opportunity and also a threat of their essence and existence.

The global developments throughout the 20th and 21st centuries have produced what is known as professional societies. They are professional societies which are careful to offer many outstanding services to their members, benefiting in this respect from the technological revolution and global openness. Such professional societies with their management, strategy, methods and techniques are regarded to represent some sort of threat to the trade unions/professional societies in Jordan. These leaderships have to comprehend the philosophy on which they are based and to be keen on distinguished performance and on reaching and networking with the members through all available technological means. What is required of these leaderships is to offer quality services to the members, otherwise, they will lose their *raison d'être*.

Part II: The Field Study

Introduction

The number of trade unions and professional associations which were covered by the Study amounted to sixty. Researchers have found it convenient to divide them into four group's categories. The criterion which they adopted for classification was the nature of the profession and the characteristics of those who are enrolled in it. The following are the groups:

1. Professional and Technical Associations which are 11 in number.
2. Labor Unions which are 16 in number.
3. Employers Associations which amount to 29.
4. Cultural, Intellectual and Artistic Associations which amount to 4 in number.

The following is a list of the names of the professional unions or associations in each of these groups.

First: Professional and Technical Associations (11 Total):

1. The Jordanian Association of Certified Public Accountants Jordan.
2. Dental Association.
3. The Jordanian Medical Association.
4. The Jordanian Geologists Association.
5. Jordan Pharmaceutical Association.
6. Jordan Bar Association.
7. Jordan Nurses and Midwives Association.
8. Jordan Engineers Association.
9. Agricultural Engineers Association.
10. Jordanian Constructions Contractors Association.
11. Jordanian Veterinary Association.

Second: Labor Unions (16 Total):

1. General Trade Union of Land Transportation and mechanics Employees.
2. The General Trade Union of Printing, Photography and Paper Employees.
3. The General Trade Union of Sea Port and Clearance Employees.
4. The General Trade Union of Workers in Construction in Jordan.
5. The General Union of Petroleum and Chemical Workers in Jordan, Refinery of Petroleum Branch.
6. The General Trade Union of the Textile and Clothes Industry Employees.
7. The General Trade Union of Food Industries Employees.
8. The General Trade Union of Stores Employees.
9. The General Trade Union of Electricity Employees in Jordan.

10. The General Trade Union of Municipalities Employees.
11. The General Trade Union of Private Education Employees.
12. The General Trade Union of Health Services Employees.
13. The General Trade Union of the Employees in Banks, Insurance and Auditing in Jordan.
14. The General Trade Union of Mines and Mining Employees.
15. The General Trade Union of Air Transport and Tourism Employees.
16. The General Trade Union of Railway Employees.

Third: Employers Associations (29 Total):

1. The Banana Ripeners Owners Association.
2. Beauty Salons Association.
3. Jewelers Association.
4. The General Association of Promotion and Advertisement Agents and Owners of Design Offices.
5. The General Association of Electrical Appliances and Electronics Dealers.
6. The Foodstuffs Traders General Association.
7. The Bakery Owners General Association.
8. Water Purification and Drinking Water Treatment Plants Owners General Association.
9. Furniture, Carpets and Mocket Dealers and Producer General Association.
10. Jordanian Truck Owners Association.
11. Private Cultural Centers Owners Association.
12. Mechanics Association.
13. Union of Goods Transportation and Clearance Companies and Office Owners.
14. Women Cloth Factory Owners Association.
15. Drapers Association.
16. Fruit and Vegetable Traders and Exporters Association.
17. Owners of Cars, Taxis and Travel Offices and Driving Training Centers Association.
18. Owners of Private Schools Association.
19. Printers Association.
20. Restaurant Owners and Confectioners Association.
21. Gas Distributors and Fuel Stations Owners Association.
22. Non-Jordanian Domestic Recruitment Offices Owners Association.
23. Stationers and Bookshop Owners Association.
24. Survey Offices Owners Association.
25. Medical Suppliers, Scientific and Lab Equipment Dealers Association.
26. Agricultural Materials Dealers and Producers Association.
27. Shipping and Land Transport Agents Association.
28. Car Agents and Spare Parts Dealers Association.
29. Dental Lab Technicians Association.

Fourth: Artistic, Intellectual and Cultural Associations (4 Total):

1. Jordanian Writers League.
2. Jordan Culture Friends Colloquium.
3. Jordan Press Association.
4. Jordanian Artists Association.

Study Results and Analysis

We will deal here with the following variables or constituent elements upon the presentation and analysis of the study.

1. The distribution of trade unions according to the year of foundation was as follows:

Group	Year of Foundation					Total
	1950-1960	1961-1970	1971-1980	1981-1990	1991-Present	
Professional and Technical Associations	5	1	4	1	0	11
Labor Unions	8	8	0	0	0	16
Employers Associations	0	3	9	9	8	29
Artistic, Intellectual and Cultural Associations	1	0	1	0	2	4
Total	14	12	14	10	10	60

The period following the year 1970 has not witnessed the foundation of any new labor union while the same period saw a remarkable growth in the foundation of the largest number of employers unions and associations. It seems that those professional technical associations which were founded earlier are the most sensitive towards the needs of the members. The labor unions shared these characteristics with them. The establishment of employers associations came late; most of them were established after nineteen seventies.

2. The competent agency which issued the licensing decision:

Jordanian trade unions and associations vary in their legal competent authority. For while the formation of professional associations came in accordance with laws issued by the parliament, the formational of labor unions and employers associations came pursuant to decisions or by-laws issued either by the Prime Ministry or more often than not, subsequent to coming from the Minister of Labor. This would lead to the difference of the legal authoritative source of both

of them, since any modification or change in the structure or objectives of any technical professional association requires an amendment of the law in other words, approval of the Parliament including its lower and upper houses.

Meanwhile the amendment of the license or any of its conditions for the Labor Unions or the employers association does not require more than the obtainment of an amending decision from the Minister of Labor. Moreover, the group of the cultural intellectual artistic associations came to be commensurate the same equation. Thus two of them were licensed carrying the name of the association pursuant to a law while two others came carrying the league according to a decision issued by the Minister of Culture.

Variation in authority is a phenomenon which accompanies the trade unionist movement and leads to dissimilarity or inequality between the degree of independence and freedom of decision making on the one side and extent of flexibility making on the one side and the extent of flexibility in construction, amendment and cancellation on the other side. This dissimilarity in referential authority has been accompanied by dissimilarity or difference in the appellation which is carried by the organization, for we find the terms: trade union”, “league and “society” do not have the same level in the organization. We feel that this matter deserves to be paused at, discussed and analyzed while attempts must be made to arrive at a united clear vision with regard to the legal referential authority, the competent agency of licensing and the appellation.

3. Conditions of Membership:

1. Not with standing their different categories, all trade unions have unanimously laid down the following requirements:
 - Jordanian nationality.
 - The full competence of the member and his enjoyment of good conduct and behavior and not convicted of a long or a misdemeanor which constitutes an infraction an honor.
 - The person should be practicing the profession or should hold the educational qualifications related to the work of the trade union.
2. No case or condition in this field and in any trade union/association has been mentioned which implies any discrimination or undue bias towards any category or group to the exclusion of the other. Thus there is no discrimination against religion, gender or seat....etc.
3. Only two associations (one of the employers’ association and another of the workers’ union) have reiterated the right of the membership applicant to file a grievance claim in case his/her application was declined.

4. The volume of membership in the associations:

The number of the various associations' enrollees has amounted to 348,861 registered members. In contrast, the number of actual members who have paid off all their financial liabilities and who enjoy the right to attend the meetings of general assemblies election and voting has amounted to 202,808 i.e. 60% of the total number of members.

These figures have been distributed over the trade unionist groups or categories as follows:

Group	Registered	Active	Active: Registered (%)
Professional and Technical Associations	133,573	71,690	53.60%
Labor Unions	143,000	108,692	76%
Employers Associations	106,320	27,829	26%
Artistic, Intellectual and Cultural Associations	1,968	1,533	77.8%

It can be discerned from the above figures that the ratio of active members in the artistic, intellectual and cultural associations is the highest, at 77.8%, while this ratio declines to mere 26% in the employers' association group. The number of active female members in all trade unions/associations totaled 21,892.

The phenomenon of the decline in the ratios of active members to the total membership and decline of the ratio of women's portico potion need special revision and study. It is obvious that there is a decrease in the ratio of active members as compared with the total numbers enrolled inn the trade unions and professional associations which have been included in this study. Further more women's participation in the activities of these unions and associations is inadequate, which makes it necessary for the leaderships of trade unions/associations to pay due attention to this subject. In addition, this subject requires subsequent in-depth studies, for most of which are the organizations which are interested in the work of women.

5. Aims of the Trade Unions:

1) While the aims of trade unions offer according to the nature of the trade union or group, it is clear that all trade unions have unanimously agreed on the three following set of aims:

- Defending the interests of members.
- Representation of the members in the latter's dealing with others.

- A set of aims which are directly or indirectly related to the development of the member's capacities such as:
 - Establishment of a library specialized in the work of the trade union.
 - Publication of magazines or periodicals.
 - Establishment of training or instruction centers or both.
 - Development of the instruction and training programs.
 - Holding conferences and symposiums.
 - Upgrading the productive efficiency of the members.
 - Supporting the foundation and development of scientific societies and researches.

2) No trade union or association is lacking on objective which is directly or indirectly linked to the development of the member's human resources.

- All trade unions/professional associations are almost unanimous that their objectives include one or more of the following four objectives:
 - Development of the profession.
 - Defense representation and development of the members.
 - Community service.
 - Forging relations with other institutions, a contribution to upholding the ideals of "freedom, justice and equality".

6. The Trade Union's Council:

- 1) The number of the members of the trade union's council varied between a minimum of five members and a maximum of thirteen members.
- 2) Membership of the Trade Union's Council's terms of office varied from one year as a minimum to five years as a maximum.
- 3) The last elections held for choosing a trade union's council took place in the year 2001 and most recent elections were held in the year 2005.
- 4) All trade unions are obligated to prepare the minutes and agendas for the councils thereof written and typed.

It seems there is in principle, a commitment to the phenomenon of elections and to the confirmation of the criteria power in the choice, which is one of the most significant traits of contemporary civil society. But some trade unions

find it extremely necessary to reconsider the councils term of office by reducing it from five years which is a length period for trade unionist work, to a period which is conventional and acceptable (three years) which cannot be extended either for the council or for the head thereof.

7. The Operative Administrative Body in Trade Unions:

- There is an agreement among all that the council elected for each trade union enjoys a full power and authority for planning, policy making, decision taking and implementation and follow up thereof. This is a matter approved by effective legislations and internal regulations. But the management of the internal activities of trade unions whether they are administrative, technical, financial, services or informational activities of each trade union are carried out and supervised by technical and financial administrative body at the centers and administrations of trade unions body at the centers and administrations of trade unions. It is the body which provides the information base for the planning and decision making process and follow up thereof.
- The tasks and appellations of the functions, or positions, and vocations of those working in the trade union ranged between administrate accountant, secretary and messenger.

It is noticeable that while the aims and aspirations of the trade unions grow greater, their financial resources become larger and larger, and the expectations of the members from the boards of directors increase, the care given to the number, quality and organization of the administrative staff working at the trade union are all still below the level aspired to.

8. Working Committees of Trade Unions:

- A. Committees are regarded to be one of the mechanisms adopted by the trade unions to perform tasks defined for them in accordance with the by-law or internal regulations in effect, and for the performance of emergency tasks that have cropped up recently. It has become clear that all Trade Unions all their different implications adopt this mechanism.
- B. In addition to the specialized, technical committees and the committees which are directly looked with the work of the trade union, it has been noticed that there are numerous formed committees which perform tasks directly or indirectly related to human resources development. The nomenclature of these committees ranged to include one of the following:

- The cultural committee.
- The conference committee.
- The scientific committee.
- The library committee.
- The magazine committee.
- The training committee.

C. It has been noticed that there are five committees for women, two of which are in two professional associations, and three are in there labor unions.

As a matter of fact the topic of committees in trade unions and professional associations is in need for more attention to be paid by those trade unions and professional associations. For theses committees may be an effective mechanism in the realization of the aims of the trade union or association if this mechanism is well managed. However, these committees may be an instrument of obstruction of the work of those unions and professional associations proper management of the committees requires special training in the field of trade unions and professional associations and also requires adequate familiarity with the science of group dynamics and enhancement of the effectiveness of those committees.

9. Extent of Database Availability at Trade Unions:

- Ten out of eleven professional associations stated that they have an integrated database of the profession and its members.
- Twelve out of the sixteen labor unions have said that they have an integrated database appertaining to the profession and the members thereof.
- Twenty-four out of the twenty-nine employers' associations group said that they have an integrated database for the association and the members.
- All four artistic, intellectual and cultural associations, covered by the study, stated that they have an integrated database about the association and the members.
- This indicates the only ten trade unions and associations included in this study are building a database appertaining to the work and members of each of them.

At any rate, researchers feel that what the trade unions and professional associations said about the availability of an integrated database needs more scrutinous investigation. For it seems, a number of them don't exactly realize the meaning and requirements of the database. This is evidenced by the fact that a large number of them have no electronic website, and if they are one it is not updated. Hence no priority precedes that of building, development,

follow-up and updating the databases. In this respect the trade unions and professional associations can cooperate among themselves in this field.

10. Financial Management of Trade Unions/Associations:

- It has become evident that ten of the professional associations have full-time financial managers, some of which have a first-level university degree and one who holds a master's degree.
- It has been discovered that only one of the labor unions group has a full-time financial manager who hold a community college diploma.
- Only four of the employers' associations have financial managers who hold the first-level university degree.
- Only one of the artistic, intellectual and cultural associations has a financial manager, with a first-level university degree.
- It seems that 45 trade unions and professional associations out of 60 have no full-time financial manager or designated employee for keeping their accounts and managing their assets. Rather, this task is assigned to accountants who work with the track unions and associations on a part time basis and in return for monthly remunerations which are not regularly paid.

As a matter of fact, the absence of a full-time financial official reflects the situation of a large proportion of Jordanian trade unions and professional associations. Consequently, this means that either the revenues or expenditures of these organizations are too small to deserve the opportunities of a full-time financial official, or that the financial side in the work of those trade unions and professional associations need the control and adoption of an up-to-date financial administrative theory for running their financial affairs.

11. Financial Resources of Trade Unions/Professional Associations:

It is clear from surveying the responses of the trade unions/professional associations as a whole that their financial resources materialize as follows:

A. The Professional Associations Group:

- Subscription fees constitute a major and fixed funding source for them.
- Seven professional associations said that they have financial resources coming from their own investments while four professional associations have stated that they have no investment proceeds.
- Ten professional associations said that they have financial proceeds from the interest of their funds and deposits while

seven professional associations said that they have income coming from interest received on their funds.

- Four professional associations said they have revenues from other resources.
- Nine professional associations said they have proceeds coming from investment projects of their own.

B. Labor Unions Group:

- The subscription fees constitute a major and fixed source of funding.
- Nine labor unions stated that they have financial resources from investments of their own while seven labor unions said they have no investment revenues.
- Eight labor unions said they have financial resources derived from the interest of their funds and deposits while eight labor unions stated that they derive no income from the interest of their own funds.
- One labor union stated that it has a financial income from other sources like gifts.
- Four labor unions stated that they have proceeds coming from their investment projects.

C. Employers Associations Group:

- Subscription fees constitute a main and constant source of funding.
- Twenty associations said they have financial resources from investments of their own while nine associations said that they don't have investment proceeds.
- Nineteen associations said that they have financial resources coming from the interest of their funds while ten associations said that do not derive income from the interest of their funds.
- One association said it has resources from other sources like donations.
- Four associations said they have revenues from investments of their own.

D. The Artistic, Intellectual and Cultural Associations Group:

- Subscription fees constitute a main and constant source of funding.
- None of these associations have any investment yields or investment projects.
- Two associations stated that the interest coming from their deposits constitutes a source of financing for them.

- Three associations stated that they receive aid and donations which constitute a source of payment for their expenses.

From what has been said above it is clear that:

- All trade unions and professional associations depend on the member's subscription fees as a source of financing.
- Thirty-six trade unions/professional associations or 55% of these unions/associations depend on the investment of their assets and the income resulting from that as a source of funding their activities.
- Thirty-nine unions/associations or 65% depend on the interest coming from their bank deposits as a source of financing their activities.
- Seventeen unions/associations or 28% rely on the returns of projects possessed them as a source of funding their activities.
- Nine unions/associations or 15% depend on donations and advertisements offered to them as a source of funding their activities.

12. Investment Projects Owned and Financially Run by Trade Unions/ Professional Associations:

The investment projects owned by the trade unions/ professional association totaled 35 projects distributed as follows:

- 1- Professional Associations: twenty-five investment projects in the fields of real estate, housing and financial securities.
- 2- Labor Unions: four projects including the project of the establishment of specialized training center for labor unions. The project is in the process of construction.
- 3- Employers Associations: six commercial and real estate investment projects.

However, the fact remains that there is need for the development of accurate and transparent financial and accounting systems. These should be based on strategic planning and properly organized in accordance with up-to-date databases. In addition more attention should be paid to the activities of human resources development through scholarships and training at home as well as abroad through grants, and easy-term loans. This is regarded to be one of the most important duties of trade unions/professional associations in the coming stage.

13. The Services offered by Trade Unions/Professional Associations To Their Members:

The services offered by the trade unions/professional associations vary and rise or decrease depending on financial resources, the number of members and the provisions of the internal regulations of the trade union/professional association. But from a review of the outcomes of this survey, the list of the following services can be presented according the degree of the trade union's/professional association's unanimity about them:

- 1- Defense of the members interests in their dealing with others.
- 2- Solution of the problems faced by the member in their relations with governmental agencies.
- 3- Offers of emergency aid under difficult circumstances.
- 4- Offering the services of total or practical health insurance.
- 5- Upgrading the professional level of various vocations.
- 6- Offering technical and legal advice to those who seek that.
- 7- Organization of conferences, symposiums and colloquiums.
- 8- Offering grants, other financial aid, training opportunities and providing scholarships for study at home and abroad.
- 9- Extending help in the field of medical treatment services.
- 10- Organization for hajj (major ritual to pilgrimage to makers), umrah (minor pilgrimage) and tourism.
- 11- Giving help on securing housing loans and others.
- 12- Offering the services of retirement pensions and life insurance.

This diversity of services, as compared with the high ratio of inactive members, constitutes an invitation to study the trade unions/professional associations, either individually at the union/association level, or as groups/collectively.

14. Availability of Training Centers for Trade Unions/Professional Associations Members:

Training centers are regarded to be one of the most important means of human resources development through specialized professional work is elevated. The study has revealed the following:

- 1) There are specialized training centers at four professional associations while other trade unions depend in their training activity on the preparation and qualification centers in both the public and the private sectors.
- 2) There are four specialized training centers at four labor unions of the labor unions group.
- 3) There is one training center at one of the Employers Associations Group.
- 4) There aren't any training centers at any of the Artistic, Intellectual and Cultural Associations.

- 5) All these centers have annual plans which are approved and accredited.
- 6) There are thirty permanent employers working all these training centers.

15. Availability of Learning and Continuing Education Center for Trade Unions or Professional Associations:

Four of the technical and professional associations group stated that they have a continuing education program, while one of the labor unions group reported that it has such a program. The same applies to the employers' associations group and the cultural intellectual artistic associations group. Thus, we have seven continuing education programs available at all the trade unions/professional associations.

The continuing learning and education groups are regarded to be the foundation stone in the human resources development efforts for the members of the labor unions and professional associations. Meanwhile, the modest number of the continuing education and learning ones reflects the conception of their leaderships of these programs, which requires laying down an up-to-date comprehensive of these programs.

16. Contribution of Trade Unions/Professional Associations to Providing the Members in the Scholarships and Education Grants:

The trade unions/professional associations participated on providing their members with scholarships and academic grants to upgrade their educational level. This contribution was made as follows:

- The professional association group provided a total of forty-six scholarships and grants to improve the educational level of their members. The women's share of these awards amounted to five. The Engineers Association was foremost in this respect.
- The labor unions group provided a total of one-hundred and forty scholarships and grants for their members. Women members got fifty-one awards.
- The employers' association group provided their members with four study grants, one of which was allocated to women.
- Thereby the total number of scholarships and study grants offered by the trade unions/professional associations, in 2004 was one-hundred and ninety, fifty-seven of which were allocated to women.

17. Contribution of Trade Unions/Professional Associations to Providing the Members in the Scholarships and Education Grants:

Trade unions/professional associations play their role in awarding profession practicing licenses to their members. Some of them also hold professional or vocational examinations and tests to make sure of the members eligibility and competence to practice the tests to make sure of the members eligibility and competence to practice the profession and be enrolled in the unions or associations membership.

The outcome of the year 2004 achievements was as follows:

- Seven of the technical professional associations group reported that they have licensing and awarding practitioners certificate on program for the members. The number of those who were awarded the certificate during the year amounted to 60,754, including 8,861 females. Five of these associations reported that they hold professional or vocational exams for evaluation of members.
- Only two of the total number of labor unions group stated that they have programs for licensing and awarding practitioner's certificates to their members. Those who obtained this certificate during the year numbered (1,530) ten of whom were women. Only one union said that it has professional on vocational exams and tests for member's evaluation.
- Nine of the employers' associations group reported that they had a licensing and practitioners certification program. Those who obtained this certificate during the year amounted to 3,221, whereby 61 of which were women.

Some employers look at the license issued by the association with a high degree of seriousness and respect even if it is not dictated by the law. This makes it incumbent upon the associations to seriously consider the possibility of the development of this role and coordination with regard thereof—especially in the case of the Labor Union with the Vocational Training Corporation.

18. The Conferences in which the Trade Unions/Professional Associations Recently Participated (at Home and Abroad):

Both the Kingdom and the region, as a whole have witnessed a large number of conferences and symposiums that were held in the recent years. Owing to the increasing attention paid to the civil society institutions and the expansion of their role, their participation in these conferences has, fortunately, become more frequent. In 2004, a total of ninety-seven conferences were held. Labor unions participated in twenty-three specialized professional conferences, while the employers' associations took part in thirty-five conferences, which included one conference that was specialized in training and human resources development. At the same time the professional associations participated in

thirty-four conferences which encompassed six conferences symposiums for instruction and training. The artistic, intellectual and cultural associations and leagues took part in five conferences specialized in cultural and artistic work.

19. Numbers of Beneficiaries from the Training Opportunities Afforded by Trade Unions/Professional Associations for Their Members:

The number of beneficiaries from the training opportunities which are afforded by the trade unions/professional associations groups in the year 2004 totaled 13,605 participants, or merely 6.5% of the total number of active members and 3.9% of total registered members.

This number was distributed to all trade unions/professional associations as follows:

Group	Number	% of Active Members
Professional and Technical Associations	3,837	5%
Labor Unions	8,092	7%
Employers Associations	1,586	5%
Artistic, Intellectual and Cultural Associations	90	5%

The contribution of trade unions/professional associations to human resources development has been below expectations whether through sending scholarship holders and establishment of training centers, offering scholarship grants or sending the members to training courses. This has been done despite the tangible rise in the unions'/associations' revenues. This makes us suggest holding a symposium or special colloquium which includes trade unions and official and private bodies concerned with human resources development to discuss the matter and come out with a work program which should be binding to all parties and not restricted to mere recommendations or wishes.

20. The Job Opportunities Afforded by Trade Unions/Professional Associations to Their Members in the Year (2004):

- The job opportunities afforded by trade unions/professional associations to their members amounted to 3,006 job opportunities distributed as follows:

Group	Number
Professional and Technical Associations	2949
Labor Unions	52
Employers Associations	1
Artistic, Intellectual and Cultural Associations	5

As a matter of fact, these modest numbers reflect the interest of trade unions and professional associations in this fundamental service of others, which really makes it necessary for them to look to this issue more seriously.

21. The and Periodical Issued by Trade Unions/Professional Associations:

The number of the magazine and newsletters published by the trade unions/professional association's amount to fifty-seven magazines and newsletters distributed to the trade unions professional associations as follows:

Group	No. of Magazines and Newsletters
Professional and Technical Associations	Issued 34 Magazines and Newsletters
Labor Unions	Issued 11 Magazines and Newsletters
Employers Associations	Issued 11 Magazines and Newsletters
Artistic, Intellectual and Cultural Associations	Issued 1 Magazine and Newsletter

22. Participation of Trade Unions/Professional Associations in Local and International Specialized Professional Societies:

- Eight associations of the professional and technical associations reported that they are associated members in a number of local and international professional societies and unions.
- Five of the labor unions reported that they are associate members of international societies and federations.
- Only two of the employer's associations said that they participate in the membership of local and international professional societies and unions.
- Two of the artistic, intellectual and cultural associations stated that they participate in the membership of local and Arab societies and unions.
- Seventeen trade unions/professional associations participate in the membership of many local Arab and international societies and unions.

Participation in specialized professional is an extremely important matter in the human resources development program, since it provides the members with the development programs. In addition, this provides the members with opportunity to acquaint themselves with any new trend in the field of the trade unions or professional associations work.

Moreover, it affords a means to forge professional links with the specialized professional societies. In this respect the lowly number of the professional societies in which trade unions and professional associations are enrolled surely

reflects the poor conception of those trade unions and professional associations which makes it incumbent on them to pay due attention to this subject.

23. The Unions/Professional Associations Initiatives to Conduct Studies and Research:

A total of eight different unions/associations have taken the initiative during the year 2004 to conduct studies and research. The distribution of these research-initiating associations are the following: four of the total of the professional and technical associations, three of total number of employers associations, and one of the artistic, intellectual and cultural associations. In 2004, the total number of the studies conducted by the trade unions/professional associations amounted to eighty-two, whereby 606 researchers took part in the preparation of these studies. It should be noted that the Bar Association was the most active among all professional associations/trade unions in carrying out studies.

To carry out studies and research using the scientific method is one of the most important indicators of rationality in decision making at institutions and organs. It is also an evidence of serious constructive dealing with the requirements of our time. Trade unions/professional associations are one of the most significant civilized and wakeful constituent elements of civil society. We do wish to have earmarked a portion of the trade union's/professional association's resources to defray the expenses of studies, particularly at the individual group levels.

24. Availability of Libraries at Trade Unions/Professional Associations Management Centers:

- Only some of the libraries of the trade unions/professional associations are computerized.
- Ten of the professional and technical associations reported that they had specialized libraries the holdings of which totaled 20,000 books, whereby 12,000 of which were in Arabic and 8,000 were in English.
- Three of the labor unions stated that they have specialized libraries in their head offices which totaled 850 volumes, 150 of which are in English.
- One of the employers' associations stated that it has a specialized library which housed 325 books, 250 of which are in Arabic.
- Two of the artistic, intellectual and cultural associations reported that they had specialized libraries. Their holdings totaled 1,000 books, 950 of which are in Arabic.
- The total number of specialized libraries housed in Jordanian trade unions/professional associations amounts to 16, with a cumulative collection of 25,000 books.
- In 2004, the total number of union library visitors was 9,000, while 3,000 people were able to borrow books from them.

Suggestions for Future Development of the Work of Trade Unions/Professional Associations:

The trade unions/professional associations put forward numerous suggestions which aim at the development of the performance of their actions in the future. The most important of these suggestions can be arranged in a downward order according to their frequency as follows:

a) The Professional and Technical Associations Group:

1. Establishment of a special institute for trainers
2. Archiving and organization of the internal administrative and technical work of the professional association
3. Establishment of centers or units which are specialized in studies and researches.

b) The Labor Unions Group:

1. Enhancement of the opportunities of official governmental support for labor union.
2. Consecration or imposition of the principle of obligatory enrolment in labor unions.
3. Development and reinforcement of cultural and trade unionist awareness among the members.
4. Development of the internal mechanisms of work.

c) Employers Associations Group:

1. Consecration or imposition of the principle of obligatory enrolment in the associations.
2. Increasing the opportunities of official governmental support for associations.

d) The Artistic, Intellectual and Cultural Associations Group:

1. Enhancement of the opportunities of official governmental support for associations.
2. Development of the mechanisms of issuance of magazines, newsletters and periodicals.

Part III: Conclusions and Recommendations

Major Conclusions Derived from the Field Studies are:

- 1) Trade unions/professional associations vary in their legal frame of reference, which entails variation in the authority which awards the license and organizational states of trade unions / professional association. In fact they are all trade unions, but some of them are established in accordance with a law that depends on a constitutional provision while others are founded pursuant to a by-law based on a legal provision.
- 2) The ratio of the active members who have paid off the fees which are due does not exceed 60% of the total registered members. This ratio varies from one trade union/association to another and from one trade unionist group to the other.
- 3) The ratio of women's active participation in the trade unionist work is not more than 10% of the total number of active members in all trade unions/professional associations.
- 4) For a relatively long period of time of the history of Jordan, trade union organizations/professional associations have been able to fill the vacuum resulting from the suspension of political party life. Thus, they became the regular haven of which a large proportion of the Jordanian have taken refuge by this means they have become enrolled in a major organization which provides them with the opportunity to satisfy some of their professional and career needs on the one side, and to preclude them from joining illegal organizations.
- 5) In search for an organizational loyalty affiliation that enables them to get some intellectual and institutional satisfaction on the other side.
- 6) Trade unions/professional associations widely vary in the sizes of their budgets and financial resources. This, despite its illegality and illogicality, constitutes a strong motive that underlines the need for seeking mechanisms of coordination and cooperation among trade unions/professional association at the group level, at the all-embracing level or the intended activity.
- 7) From the highly positive responses made by the trade unions/ professional associations, under the guidelines set forth in this study, it is clear that there is an acceptable degree of willingness and aptitude for more contribution to the endeavors and development of human resources whether with regard to individuals of local community members. In this regard they—trade unions—welcome any initiative on offer presented to

them in this field whether the offer is coming from official, scientific or private sector agencies.

- 8) The application of compulsory enrolment in the trade unions still constitutes a big apprehension to the trade unions whose by-laws or internal regulations do not provide for that. However, the administrative, financial, and professional success achieved by the trade unions which stipulate compulsory enrolment in their membership, still provide the main incentive and justification which leads other trade unions to demand its incorporation into their internal regulations. This makes us believe that a colloquium or a study should be conducted which aims at more elucidation of this matter especially with regard to the relation of this topic with the trade unions activity appertaining to the professional licensing of the members, and to the service offered by the trade union to them, in addition to the financial position of the trade unions and the role of the government.
- 9) The opportunities and fields of cooperation and coordination between trade unions for the designing of centers, programs or joint activities which aim at the human resources development of their members are wide and promising too. Moreover, there is willingness and aptitude for this type of cooperation. What are needed are only initiatives or ideas to be adopted in this field.
- 10) A large number of trade unions still feel that they badly need support and backing of official circles whether in terms of legislation, financial subsidy or moral support.
- 11) The extent and dynamics of the relationship between trade unions/associations and executive power need further investigation and clarification.
- 12) Trade unions, whether individually or through some organizational forms which systematically regulate them, participate in a considerable number of permanent or temporary committees of the boards of directors in a number of public institutions. But it seems that such participation in the works of these committees and boards has not reached the required degree of efficiency in terms of influencing the resolutions of committees and boards or with regard to participation in the activities of planning and policy making.
- 13) The trade union groups which have been studied by the researchers vary with regard to their interest in the development of human resources. For while professional and technical associations show a patent interest in human resources development as is evidenced by the activities which they perform such as holding conferences and colloquiums, availability of

continuing education programs, scholarships, providing job opportunities and licensing and examination on programs and interest in studies we do find that labor unions, employers associations and cultural, intellectual, and artistic associations do not pay sufficient attention to these matters. In fact this reflects how mature the concept of profession as among these trade unions and professional association. Thus there is a tangible professional maturity among the first group while such maturity is not as complete among the other groups.

Placing these trade unions and professional associations on a continuum may elucidate this idea which has been produced by this study:

<ul style="list-style-type: none"> - Professional Associations in Industrialized Countries 	<ul style="list-style-type: none"> Professional and Technical Associations in Jordan 	<ul style="list-style-type: none"> - Labor Unions - Employers Associations - Artistic, Intellectual and Cultural Associations in Jordan
Full Interest	Reasonable Interest	Little Interest

Figure (5) A Continuum of Interest in Human Resources Development

The following are the recommendations:

1. Adoption of the Comprehensive Outlook towards the Trade Union or Professional Association

We suggest to the leaderships of the trade unions and professional associations in Jordan to look to the trade union/ professional association as a total system i.e. an integrated body which has its own inputs, processes, outputs, feedback and external environment; for this comprehensive outlook helps them to see the entire picture of the trade union/professional association and consequently diagnose the strengths and weaknesses and suggestion of necessary solution.

2. Adoption of the Strategic Planning Approach

This approach is a process of defining what the trade union/ professional association will do in the future and how it will attain what it aims at. This entails the identification of the trade unions/professional associations' mission. The mission in turn is identify what it does, its *raison d'être* and why it existed.

This eventually implies that the trade union/professional association analyses the internal strengths, weaknesses, and external opportunities and threats. This analysis is termed as SWOT Analysis.

3. Paying Attention to the Existence of an Efficient Administrative System

The presence of an efficient administrative body in the trade union/professional association would help its leaderships to achieve their objectives, efficiently and capably run its affairs, and monitor and follow up the execution of plans and programs. Moreover, this administrative body helps leaderships to dedicate them to primarily lay down plans and follow up their execution, and tackle the main issues and problems which face those institutions. An efficient administrative body is based on two props; first: wise choice of the body by the members and secondly, providing them with training and development programs.

4. Paying Attention to Making Rational and Sound Decision

- Rational and sound decisions help in achieving the aims of the trade union/professional association.
- The following are some requirements which help in this respect:
 - Availability accurate and exact data and information
 - Adoption of participation i.e. making the members and working staff of the trade union take part in decision making, which, in turn, would augment their sense of belonging and faithfulness to their trade union.

5. Adoption of Good Governance Concept

Good governance is based on several main stages most significant of which are the following:

- 1) Efficient management which is capable of formulating policies and offering services to the public.
- 2) Observance of the well-know set of democratic values.
- 3) Activation of the participation of civil society and the institutions there of in the general national effort.
- 4) Introduction of new values into the work, such as: competition performance measurement, empowerment and treating the service as clientele.
- 5) Accountability which, in one of its senses mean the obligation of a certain party to be subjected to accountability every now and then.
- 6) Transparency which means making information available to the concerned people who want to see them and abstention from secrecy in taking the decisions which serve public well fare.

6. Adoption of the All-Embracing Outlook towards the Internal Administrative Process in Trade Union/Professional Association

The all-embracing outlook towards internal administrative process means paying due attention to the administrative process constituent elements such as planning, organization and management of human and non-human resources, preparation of accurate reports, making decisions and contacts.

7. Keeness on Offering Comprehensive Services to Members and Enhancement of Their Professional Affiliation

The feeling of the trade union/professional association's members that their trade union offers comprehensive service to them and that the activities in which they are involved faster their professional affiliation is very helpful in the improvement of the performance level in that organization and in the achievement of its aims.

8. Adoption of the Contemporary Outlook towards the Services Offered to The Members Including Human Resources Development

The contemporary outlook towards the services of level to the members requires the following:

- Adoption of an all-embracing approach to those services
- Use of up-to-date technological means such as electronic mail, internet, and electronic learning.
- Getting acquainted with the experiences of trade unions and professional associations in the industrialized countries which have gone for in the consolidation of the concept of professional associations and human resources development

9. Keeness on Interaction with Other Civil Society Institutions

Trade unions and profess and associations are regarded to be some of the constituents of civil society which in addition to them , includes parties, voluntary or charity societies and non-governmental organizations (NGO's). This entails the rise of an entity or a higher organization which encompasses trade unions and professional associations according to the classifications suggested by the study, and also the rise of a general entity which encompasses all of them and works for the coordination of their plans and activities.

10. Contribution to the Realization of the Comprehensive Developments Aims

The trade unions and professional associations are among the major institutions of civil society. The governmental bodies and the private sector

institutions should work cooperatively for the realization of comprehensive development in Jordan. This necessitates the creation of a mechanism to coordinate with the civil society institutions, the government and the private sector to cope with the following problems:

- Poverty
- Unemployment
- Environmental pollution
- Refraining of citizens from activity participating in the democratic process
- Weakness of national unity lines, as compared with rampant tribalism, sectarianism and regionalism provincialism.

11. Necessity of Field Networking with the Members

Field networking with the trade unions/professional associations members is extremely important to keep the members in constant contact together with mutual trust in their dealings with the trade union administration and also to have a type of intellectual and professional performance of what is aspired to by the trade union and members taking part in the furtherance of the trade unions aims.

12. Electronic Archiving and Electronic Computerization

This means arrival at an electronic trade union which postulates the facilitation of meeting all the requirements of unions and its members as regards administrative work and networking between the members and the union, library archiving and the new printed materials and publications. In addition to that there is the process of lending and getting back the books, and organization of the time management process between the borrower of the book and the process of returning it to the library.

13. Necessity of effective Participation of Trade Unions /Professional Associations with Legislative Bodies

This is a vitally important recommendation for the networking process and effective participation with the legislative bodies (the Parliament) for the enactment of laws that secure the materials, administrative and legal position of Jordanian trade unions.

14. Importance of Having a Code of Ethics Adopted by Professional Groups

The laws, by-laws and internal regulations which have been issued with regard to the technical professional associations have recommended the necessity of due observance to the rules and ethics of the profession. There is an oath sworn by the members in front of an official body that they would strictly abide by those ethics. However, it has been noticed that there is no provision for an ethical

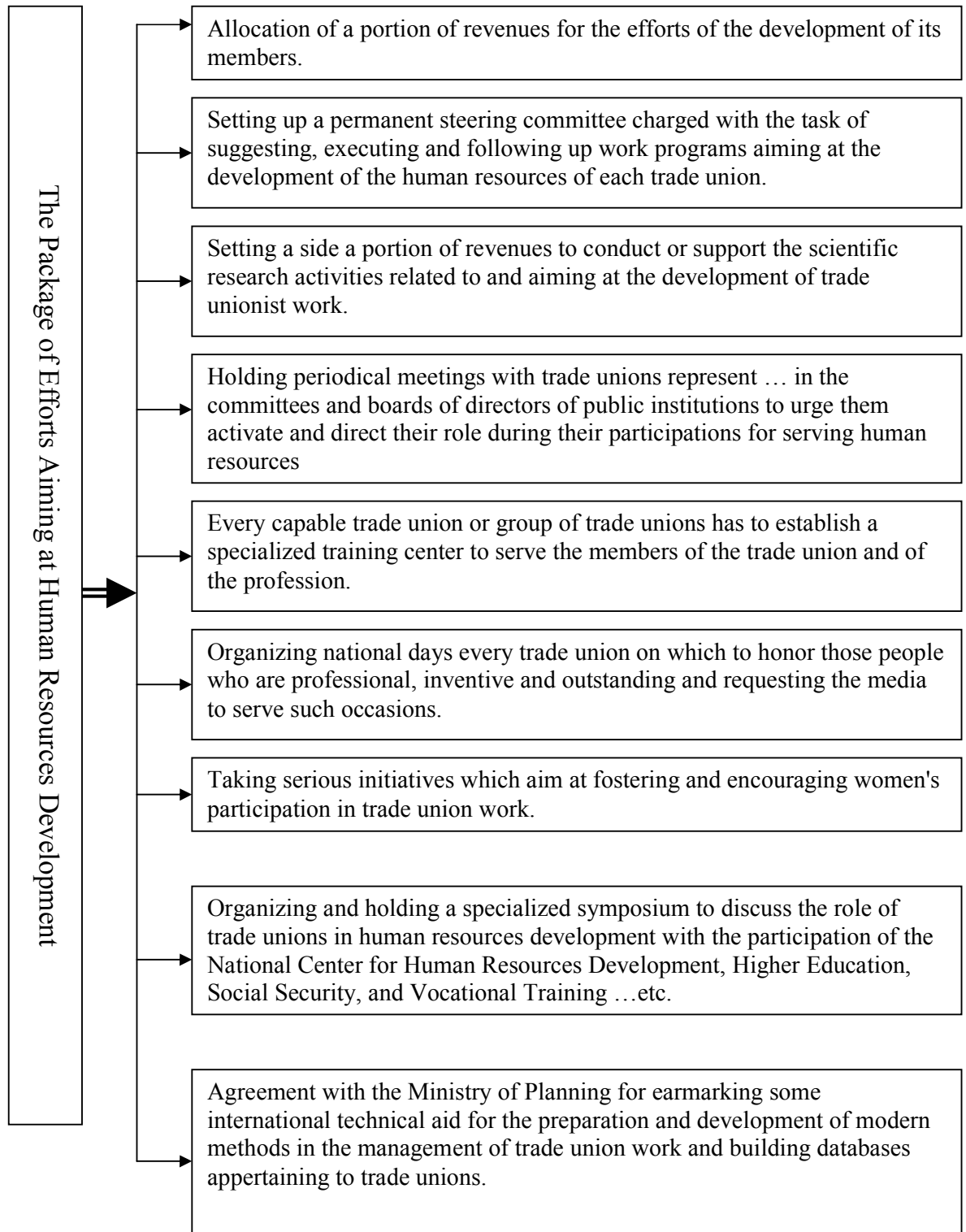
codes among a number of the trade unions/professional association of the three other groups which are also the subject of this study.

To have a code of ethics would provide the following merits for the trade unions and professional associations:

- a. It provides a device and mechanism of mutual contact between the workers in the profession.
- b. It would provide the workers in the profession with a frame of reference to appeal to and would help them to solve ethical problems when these crop up.
- c. It reinforces the concept of the profession and send positive messages to those enrolled there in and dealing there with about the importance, and the role there of in society and in the diagnosis and solution of organizational problems.

15. The Package of Efforts Aiming at Human Resources Development

Adoption of a package of efforts and measures either individually or at the level of awareness raising groups or at the level of collective trade union is work, according to the nature of the mission or task, the degree of cooperation and the opportunities for cooperation in a manner that would makes these measures include the efforts of direct effect by the human resources available to the members and their next of him. The following are some of these measures:



Part IV: Appendices

Appendix (2) : The Questionnaire

The questionnaire of Data Collection about Trade Unions and Professional Associations in Jordan

Please put the required number or (X) in the questionnaire squares:

First General Data:

1. Name of Trade Union/Professional Association
2. Years of Foundation
3. Address
4. Telephone
5. Electronic Email
6. Number of Registered Members
7. Number of Males
8. Number of Females
9. The official agency which issues the licensing decision to trade union/professional association.

10. Number of active members (who paid off fees and subscription):
11. Number of active members (who paid off feed and subscription):
12. Number of male
13. Number of females
14. Conditions pf memberships
 - 1) -----
 - 2) -----
 - 3) -----
 - 4) -----

- 1) -----
- 2) -----
- 3) -----
- 4) -----
- 5) -----
- 6) -----
- 7) -----
- 8) -----
- 9) -----
- 10)-----

Fifth: Human Resources in the trade Union /professional association

1. Number of the training opportunities offered in the year 2004
2. Number of beneficiaries from training opportunities
3. Number of males beneficences from training opportunities
4. Number of females beneficiaries from training opportunities
5. Topics dealt with by training program?
 - Administrative planning time management
 - Projects management
 - Taking decisions
 - Communication skills
 - Leadership development
 - English language programs
 - Computer programs
 - Other
6. Training programs topics pertaining to the work Trade Union /Professional Association?
 1. -----
 2. -----
 3. -----
 4. -----
7. Number of scholar ship offered to the trade union professional association member for the year 2004?
8. Number of scholar ship inside Amman?
9. Number of scholarship outside Jordan?
10. Number of female beneficiaries from scholarship in 2004?
11. Number of female beneficiaries from scholarships?
12. Does the Trade Union /Professional Association provide or facilitates job opportunities for the members
 - a. Yes No
 Number of Job opportunities offered to the members in the year 2004?

13. Number of males who benefited from the job opportunities which were offered in the year 2004?
14. Number of females who benefited from the job opportunities offered in the year 2004?
15. Does the trade union/professional association have a licensing and members certification program?
 - a. Yes No
16. Number of those who were licensed by or obtained certificates from the trade union/professional association in the year 2004?
17. Number of males who were licensed by or obtained certificates from the trade union/professional association in the year 2004?
18. Number of females who were licensed by or obtained certificates from the trade union/professional association in the year?
19. Does the trade union/professional association hold professional examinations to members? Yes No
20. Does the trade union/professional association have learning and continuing education programs? Yes No
21. Does the trade union/professional association have a training center?
 - Yes No
22. Number of the centers work personnel?
23. Does the planning center have training plans? Yes No
24. Number of magazines/newsletters published by the trade union/professional association?
25. Number of magazines/newsletters published by the trade union/professional association :
 1. -----
 2. -----
 3. -----
 4. -----
 5. -----
26. Does the trade union/professional association join professional associations (societies)? Yes No
27. How many are they?
28. Their number inside the country?
29. Their number outside the country?
30. The number of the conferences/symposiums/workshops held by the trade union/professional association in the year 2004 was?
31. The topics dealt with by the conferences/symposiums/workshops were:
 1. -----
 2. -----
 3. -----
 4. -----
 5. -----

32. The number of the conferences in which the trade union's members took part was?
33. The number of conferences at home was?
34. The number of conferences abroad was?
35. How does the trade union get in touch with the member?
 - * General meetings
 - * Parties and occasions
 - * Professional meetings
 - * Others (state them)
36. Does the trade union/professional association conduct studies? Yes
No
37. Their number in the year 2004 was?
38. The number of the members charged with studies in 2004 was:
Number of males?
Number of females?
39. Does the trade union/professional association have a library? Yes
No
40. Number of the library books?
41. Number of the Arabic books in the library?
42. Number of the English books in the library?
43. Number of the magazines?
44. Number of the magazines in Arabic?
45. Number of the magazines in English?
46. Number of the members who frequently went to the library in the year 2004
47. Number of the non-members who visited the library in 2004?
48. Is the library computerized? Yes No
49. Number of book borrowers in the year 2004?

Sixth: Suggestions for Improvement of performance in the trade union/professional association

1. -----
2. -----
3. -----
4. -----
5. -----
6. -----
7. -----
8. -----
9. -----
10. -----

Appendix (3): Tables

Selected Tables Produced by the Study

N.B.

These tables have been chosen from (30) thirty tables which include all the information and data that resulted from the study of their direct connection with human resources development as follows:

Table No (1) Trade unions arranged according to the year of foundation.

Table No (2) Registered and active members in trade unions.

Table No (3) Trade unions councils (trade unions' internal administration).

Table No (4) revenues and expenditures of a number of trade unions for the year of 2003, 2004.

Table No (5) Services offered to the members by the trade unions.

Table No (6) Availability of libraries as trade unions.

Table No (7) Suggests put forward by trade unions for improvement of their performance.

Table No (1) Trade Unions Professional Associations Arranged According to Year of Foundation

Group	Name of Trade Union/Professional Assoc.	Year of Foundation
Labor Unions	The General Trade Union of Land Transportation and Mechanics Employees	1954
	The General Trade Union of Printing, Photography and Paper Employees	1963
	The General Trade Union of Sea Ports and Clearance Employees	1953
	The Trade Union of Workers in Construction in Jordan	1954
	The General Union of Petroleum and Chemical Workers in Jordan, Refinery of Petroleum Branch	1963
	The Trade Union of the Textile, and Clothes Industry Employees	1954
	The General Trade Union of Foods Industries Employees	1953
	The General Trade Union of General Stores Employees	1960
	The General Trade Union of Electricity Employees	1960
	The General Trade Union of Municipalities Employees	1965
	The General Trade Union of Private Education Employees	1958
	The General Trade Union of Health Services Employees	1962
	The General Trade Union of the Employees in Banks, Insurance and Auditing	1963
	The General Trade Union of Mines and Mining employees	1961
	The General Trade Union of Air Transport and Tourism Employees	1970
	The General Trade Union of Railway Employees	1963
Professional and Technical Associations	The Jordanian Association of Certified Public Accountants	1987
	The Dental Association	1952
	The Jordanian Medical Association	1954
	The Jordanian Geologists Association	1972
	The Jordanian Pharmaceutical association	1957
	Jordan Bar Association	1950
	Jordan Nurses and Midwives Association	1972
	Jordan Engineers Association	1958
	Agricultural Engineers Association	1966
	Jordanian Constructions Contractors Association	1972
Jordanian Veterinary Association	1972	

Group	Name of Trade Union/Professional Assoc.	Year of Foundation
Employers Association	The Banana Ripeners Owners Association	1985
	Beauty Salons Association	1976
	Jewelers Association	1963
	The General Association of Promotion and Advertisement Agents and Owners of Design Offices	2005
	The General Association of Electrical Appliances and Electrical Appliances and Electronics Dealers	1995
	The Foodstuffs Traders General Association	1973
	The Bakery Owners General Association	1971
	Water Purification and Drinking Water Treatment Plants Owners General Association	2001
	Furniture, Carpets and Muket Dealers and Producers General Association	2004
	Jordanian Truck Owners Association	1963
	Private Cultural Centers Owners Association	1998
	Mechanics Association	1987
	Union of Goods Transportation and Clearance Companies and Offices Owners	1982
	Women Cloth Factory Owners Associations	
	Drapers Association	1979
	Fruit and Vegetable Traders and Exporters Association	1972
	Owners of Public Cars, Taxi and Travel Offices, and Dining Training Center Association	1974
	Owners of Private Schools Association	1980
	Printers Association	1971
	Jordanian Restaurant Owners and Confectioners Associations	1976
	Gas Distributors and Fuel Stations Owners Association	1972
	Non-Jordanian Domestics Recruitment Offices owners Association	2003
	Survey Offices Owners Association	1999
	Stationers and Bookshop Owners Association	1997
	Medical Supplies, Scientific and Lab Equipment Dealers Association	1985
	Agricultural Materials Dealers and Producers Association	1982
	Shipping and Land Transport Agents Association	1985
	Car Agents and Spare Parts Dealers Association	1980
Dental Lab Technicians Association	1982	
Group	Name of Trade Union/Professional Assoc.	Year of Foundation
Artistic, Intellectual and Cultural Associations	Jordanian Writers League	1974
	Jordanian Culture Friends Colloquium	2001
	Jordan Press Association	1953
	Jordanian Artists Association	1997

Appendix (4)

Names of the presidents or representatives of the trade unions/professional associations who attended the brainstorm session held for the discussion of the preliminary report on 21/2/2006.

Dr. Hashim Abu Hassan: President of the Medical Association.

Engineer Mohammed ABU Afifeh: Director of the Engineers Training Center, Engineers Association.

Mr.Ahmad Mari, the General Trade Union of Electricity Employees in Jordan.

Mr.Abdullah Shlul, the General Trade Union of Land Transportation and Mechanics Employees.

Mr.Munir Odeh, The General Trade Union of Employees in Banks-Manager of the Union.

Mr.Hazza al –Barmawi, Member of the Board of Directors/Artists Association.

Mr.Mohammed Awwad, Member of General Assemky/Artists Association.

The press people who attended the session were Mr.Mashhur Shakhanbels.

Miss In'am Khayri Zayden.... Petra "el-Ghad" Newspaper.

Appendix (5)

A summary of the remarks and comments made by the presidents or representatives of trade unions and professional associations (societies) at the brainstorm session held for the discussion of the preliminary report prepared by the study team on Tuesday 21/2/2006.

The Professional and Technical Associations

1. The report is good, and concentration on the role of trade unions (professional associations) in human resources development is necessary and needs for more care from trade unions.
2. Trade unions involvement in public work has been necessitated by the presence of some sort of political vacuum which prevailed during the second half of the 20th century, and was also dictated by the feeling of the leaderships of those trade unions that they have a societal role to play such involvement in public work did not prevent the trade unions from playing there fundamental role.
3. Looking after the interests of their members and laying down the programs which deal with members' professional growth and development of their knowledge and skills.
4. There is predominance of publicity of the political activities performed by the trade unions; meanwhile there is some inadequacy in the media coverage of the vocational activities and programs offered by the trade unions such as honoring the members and holding conferences or scientific colloquiums.
5. There is a wide scope for improvement in the field of human resources development and for the necessity of benefiting from international expertise. Moreover, there is a tendency towards providing the trade unions with an electronic website which helps the members in searching for work in the Gulf States over and above the start of electronic archiving.
6. It is necessary to pay due attention to transparency and accountability in the trade unions work. Reference has been made, in the context, to the fact that some trade unions announce their resolutions, by way of reinforcement, on the trade union's website.
7. There is a feeling that the administrative system is inefficient. However, it may be still better off than some administrative governmental organs.

8. The benefits offered to the members such as health insurance, pension and housing plans are a source of pride for trade unions.
9. The independence enjoyed by trade unions from the government has contributed to the efforts of these unions in the development of the human resources thereof.
10. There is a trend towards cooperation among trade unions such as the establishment of joint projects and the foundation of a financial brokerage company.
11. Emphasis on obligating the members to join trade unions.
12. The representatives of the professional and technical associations welcomed the presentation of the report before the trade unions councils for discussion.

Labor Unions, Employers Associations and Artistes and Intellectual Associations:

1. Obligating the members who practice the profession to join these trade unions is necessary because it important for improvement of income.
2. These trade unions suffer from deteriorating financial conditions, which requires financial subsidy from the government, in addition to benefiting from the scientific and monetary resources of the professional and technical associations.
3. There is a feeling of laxity and negligence in the development of human resources in these trade unions.
4. It is felt that there is governmental interference besides predominance of employers on the work of labor unions, which curtails their efficiency.
5. The representatives of these groups are of the opinion that there is a shortage in the studies conducted by these trade unions.

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