



# **Strategic Plan of the Ministry of Labour (MOL)**

**(2006-2010)**

## **Our Vision**

To reach an ideal level of employment within the Jordanian labour market, through the harmonizing of inputs and future needs.

## **Our Mission**

To contribute to the establishment of a modern and developed Jordan through enhanced Labour opportunity and productivity.

## **Essential Values of the Ministry of Labour**

**First:** Equality, justice and equal opportunities. The Ministry of Labour has raised the following slogan: (A Jordanian Citizen for each Job Opportunity).

**Second:** Transparency, building trust, accountability and teamwork. Responsibility is considered as collective.

**Third:** Adherence and reliability as the Ministry adheres to all levels and criteria of labour in addition to the bilateral agreements signed with different parties.

**Fourth:** Cooperation and participation as the Ministry of Labour adopts the approach of cooperation and participation with production parties, the supporting parties and the parties participating in implementing its policy, plans and programs such as the Armed Forces as well as private and public institutions.

**Fifth:** Constant planning, developing and updating of different legislation, programs, policies and plans.

**Sixth:** Excellence in performance. The Ministry is keen on creating the culture of excellence in performance on both the directorate and staff levels.

## **First: Introduction**

The Ministry of Labour is considered as one of the most important ministries that play a vital role in setting the economic and social policies. The ministry contributes in regulating the labour market, employing Jordanian labour, putting an end to the phenomenon of unemployment, and increasing the participation of women in economic activities and maintaining basic rights of employers and employees in order to achieve balanced economic and social development, creating sound and effective industrial relationships as a basis for a creative social dialogue in addition to creating a positive investment environment. The Ministry of Labour is one of the three production parties and it consults with the social partners in order to deal with all issues of labour and laborers.

In this regard, it is necessary to plan for the activities of the Ministry of Labour in terms of defining priorities, needs and available resources. Planning process, as described in this plan, will focus on planning labour with showing samples of new labour programs and the relationship between protecting labour and labour relationships. There is a real need for enhancing productivity and efficiency through adopting new trends and methods for inspection that have been created as a result of technological and social developments.

## **Second: Development, Tasks and Duties of the Ministry of Labour:**

The Ministry of Labour was established in 1976 after it was disengaged from the Ministry of Social Development. This came as a result of the government's belief in the importance of labour, providing distinguished labour relationships and creating a convenient work environment. The Ministry of Labour undertakes the following tasks:

- Organizing the affairs of labour and laborers and exercising full authority and responsibility related to provisions of administrative regulations and the applicable relevant legislations.
- Organizing the Jordanian labour market and setting the required instructions for providing job opportunities for Jordanians in Jordan and abroad in cooperation with the competent authorities.
- Sponsoring and supporting the union work for the workers and employers, registering trade unions and employers associations and following up as well as developing all aspects of labour activities.
- Contributing to the promotion of labour culture, supporting the vocational training and raising the level and efficiency of the Jordanian labour in order to enhance its competitiveness and upgrade the productivity level.
- Enhancing cooperation and coordination with Arab and International labour organizations in addition to local and international agencies with the purpose of developing the labour sector in all aspects.

- Taking care of the Jordanians working abroad and protecting their rights through developing relationships with the countries where they work.
- Organizing the affairs of the guest workers in the Kingdom through establishing conditions and circumstances of work.

In implementing these tasks and duties, the Ministry of Labour follows up the developments in the labour market and implementing labour legislation through establishing effective relationships with the parties of production. This is in addition to providing statistics and information about labour market and labour force through the ministry's directorates and the directorates of labour in the field all over the Hashemite Kingdom of Jordan.

### **Third: Services Provided by the Ministry of Labour:**

- Employing Jordanian laborers.
- Renewing the employment permits.
- Bringing guest workers.
- Exempting the non-Jordanian guest domestic workers.
- Granting or renewing the employment permit for the non-Jordanian domestic workers.
- Licensing the private employment agencies.
- Licensing the agencies of bringing and employing the non-Jordanian domestic workers.
- Petitions related to investment.
- Looking into the wages suits.
- Authenticating the service certificates.
- Individual labour complaints.
- Accreditation of health and occupational safety physicians and nurses.
- Accreditation of occupational safety and health supervisors.
- Accreditation of occupational safety and health committees.
- Calculating the compensation for work injuries.
- Services related to labour relations.

- Approving the bylaw of establishments and the regulations of saving funds.
- Calculating the remuneration of the end of service for those working in the Armed Forces.

#### **Fourth: Methodology of Preparing the Strategic Plan (2006-2009)**

- After reviewing the previous strategic plan for 2005, it was found that most objectives were achieved including:
  - Establishing the financial, administrative and operational systems for the National Employment Center.
  - Establishing the Directorate of Women's Labour.
  - Restructuring the National Employment Project under new designation, namely the Training and Employment Project.
  - Connecting five labour directorates electronically with the Ministry of Labour.
  - Implementing the Program of Consolidating the Capacities of the Ministry of Labour Staff in cooperation with the International Labour Organization.

Based on the results of this review, it was ascertained that the Ministry's plan of As a result of attaining some of these objectives in the previous strategic 2005 has achieved most of its objectives. Accordingly, a new strategic plan (2006-2009) was established highlighting the connection with the national objectives and measurable objectives and programs. It also included reference to the financial plan and the human resources plan in addition to

measuring indicators to determine the extent of achieving the plan goals.

## **Fifth: Objectives**

In its efforts to implement the vision of His Majesty, the King including "A Better Life for every Jordanian", "A Jordanian for each Job Opportunity, and "Creating a Job Opportunity for every Qualified Individual," the Ministry of Labour has formulated some objectives which came through a number of meetings and brainstorming sessions. Through these sessions, the following documents were reviewed:

- Throne speech.
- His Majesty's speech for the Council of Ministries.
- Responses of the prime ministers to the speech of His Majesty, the King.
- National Agenda.
- "We all Jordan" Document.

**The National Objectives were as follows:**

### **First National Objective**

Dealing with poverty and unemployment.

### **Second National Objective**

Proceeding with the comprehensive economic, social and political development

### **Third National Objective**

Institutionalization of constant reform and development and adopting comprehensive economic reform programs on the social, economic and political levels.

### **Fourth National Objective**

Attaining the best living standards and social welfare for the Jordanians.

In addition, a number of temporary and strategic objectives were established as follows:

- 1- Temporary Objectives for 2006.
- 2- Strategic Objectives for 2007-2009.

### **First: Temporary Objectives for 2006**

1. Computerization of all financial, administrative and operational works of the Ministry of Labour.
2. Activating the role of inspection in all directorates of the ministry.
3. Establishing a specialized unit for following up.
4. Establishing the Training and Employment Project to replace the National Employment Project. The following is an explanation of the above objectives:

#### **1- Computerization of all financial, administrative and operational works of the Ministry of Labour.**

Activities in this aspect included:

- Providing all the concerned departments with their needs of PCs and other electronic accessories such as Internet connection and others.

- Purchasing and developing the necessary software and systems.
- Appointing the technical staff and providing it with the necessary training.

## **2- Activating the role of inspection in all directorates of the ministry.**

Activities in this aspect included:

- Reviewing the executive instructions for inspection and establishing new instructions conforming to the modern labour market.
- Computerizing all inspection operations.
- Establishing a suggested incentive system for inspectors to encourage them to exert all possible efforts.
- Appointing 100 new inspectors in order to activate the process of inspection.
- Merging the Central Labour Inspection Directorate with the Directorate of Health and Occupational Safety under a new designation, namely: Directorate of Inspection, Health and Occupational Safety.
- Increasing the contribution of the private sector in rehabilitation and training and encouraging it to contribute in replacing the guest workers with the Jordanian labour.
- Approving the Golden List as basis for categorizing the establishments according to its adherence to the conditions of the list.

## **3- Establishing a specialized unit for following up.**

Activities in this aspect included:

- Preparing a proposal for the tasks assigned to the unit, number of the required staff and the job description for each position.
- Starting the operation of this unit; as it has started exercising its functions.

#### **4- Establishing the Training and Employment Project to replace the National Employment Project.**

Activities in this aspect included:

- Establishing financial, administrative and operational regulations and laws to initiate this project.
- Signing several agreements with Jordanian and non-Jordanian institutions for training and employing job seekers (1000 trainees).

## Strategic Objectives

The strategic objectives of MOL were defined as follows:

- Organizing the labour market
- Training and employing the Jordanians.
- Restructuring the Education, Technical and Vocational Training.
- Granting and maintaining the basic rights of laborer.

Following is the work plan for these strategic objectives:

Institutional Objectives	Main Activities	Sub-Activities	Period
Organizing the labour market	1- Controlling the bringing and employment of guest workers	1. Proceeding with the electronic connection with border centers.	1/2007- 7/2007
		2. Implementing the electronic service system project for guest workers.	1/2007- 7/2007
	2- Developing the Jordanian labour legislation.	1. Amending the Jordanian Labour Law	2007-2009
	3- Developing and computerizing the services of MOL	2. Electronic connection of the directorates of labour and MOL.	6/2007

Institutional Objectives	Main Activities	Sub-Activities	Period
<b>Training and Employing the Jordanians</b>	1. Training and employing 4000 job seekers through the National Training Project	1. Determining labour market needs within certain vocational sectors 2. Concluding agreements with the private sector companies for purposes related to training and employment. 3. Distributing trainees on companies for purposes related to training and employment. 4. Military training and national and vocational awareness programs for the enrolled in the project.	2007-2009  2007-2009  2007-2009  2007-2009
	2. Establishing potentials for field labor departments	1. Providing the directorates with the required qualified persons and training them. 2. Implementing electronic employment services. 3. Electronic connection between the directorates and MOL.	1/1/2007-30-6/2007  1/1/2007-30/6/2007  1/1/2007-30/6/2007
	3- Connecting job seekers with the available job opportunities	1. Receiving, studying and categorizing job seekers 2. Training Jordanian job seekers to occupy the available job opportunities	1/1/2007-31/12/2007  2007-2009
	4- Employing Jordanians abroad	1. Completing the database of workers abroad. 2. Activating the role of the private employment agencies and labour consultants	1/1/2007-31/12/2007  1/1/2007-31/12/2007
	5- Replacing the guest workers with the Jordanian labour	1. Raising the cost of employing guest workers. 2. Periodical review of the closed professions list. 3. Improving conditions and standards of work in the private sector.	1/1/2007-30/6/2007  1/1/2007-30/6/2007  1/1/2007-30/6/2007

	6- Activating the programs of employing females in remote areas through the National Employment Project for Females.	1. Providing incentive for women in remote areas to participate in the project	1/1/2007-31/12/2007
	7- Providing vocational guidance for workers in remote areas	<ol style="list-style-type: none"> <li>1. Making the people in remote areas aware of the available job opportunities.</li> <li>2. Preparing and implementing a plan for guidance in cooperation with the concerned institutions.</li> <li>3. Training and appointing vocational guides in the directorates of labour.</li> </ol>	<p>1/1/2007-31/12/2007</p> <p>1/1/2007-30/6/2007</p> <p>1/1/2007-30/6/2007</p>

Institutional Objectives	Main Activities	Sub-Activities	Period
<b>Restructuring Education, Technical and Vocational Training Sector</b>	1-Establishing the Higher Council for Human Resources Development <b>(HRD)</b>	1-Completing procedures of approving the law of the Higher Council for Human Resources Development <b>(HRD)</b>	1/1/2007-31/12/2007
	2- Restructuring the Education, Technical and Vocational Training Council	1- Completing procedures of approving the law of the Employment, Technical and Vocational Council	1/1/2007-31/12/2007
	3- Establishing Accreditation and Quality Council	1- Completing procedures of approving the Accreditation and Quality Council regulation	1/1/2007-30/6/2007
	4-Restructuring Vocational Training Institution	1- Completing the procedures of developing the legislations organizing the work of the Vocational Training Institution 2. Completing the review and development of vocational training programs 3. Completing the development of training facilities and technical competencies working in the institution.	1/1/2007-30/6/2007  1/1/2007-31/12/2007  1/1/2007-31/12/2007

Institutional Objectives	Main Activities	Sub-Activities	Period
<b>Granting and maintaining the basic rights of laborer</b>	1- Adjusting the labour legislation with international labour standards	1- Reviewing and developing labour legislation. 2- Strengthening and supporting social dialogue.	2007-2009
	1- Expanding social security base to cover workers in all sectors.	1- Amending the Social Security Law	2007
	3- Improving the proficiency of inspectors and methods of inspection	1- Implementing training plans and programs and raising the proficiency of inspectors	2007-2008
	4- Establishing a mechanism for following up and evaluation	1- Activating the mechanisms of following up and evaluation. 2- Periodical review of these mechanisms and making constant amendments to them.	2007-2008
	5- Protecting the ignored classes the persons with special needs and working children	1- Developing the provisions of legislation related to the protection of persons with special needs. 2- Aggravating penalties related to child labour. 3- Involving non-governmental and non profitable organizations in implementing that.	2008-2009  2007  2007-2008

## **Sixth: Quadruple Analysis of Internal and External Structure**

Following are the most important findings from SWOT Analysis which took place through sessions of brainstorming and analyzing the internal structure of the Ministry of Labour in terms of the strength and weakness points in addition to analyzing the external structure in terms of the opportunities and threats:

### **Points of Strength:**

- Effective qualified leaderships.
- Cooperating with all public and private community sectors.
- The existence of convenient infrastructure.
- The belief and support of the leadership regarding the process of change.
- Completing projects in suitable periods of time
- Electronic connection with borders centers and embassies.
- Implementing training and employment programs.
- Marketing Jordanian labour abroad through labour consultants.
- Adopting the Golden List as a basis for categorizing institutions based on their adherence to the conditions of the list.
- The existence of a special program to put an end to labour child in cooperation with International Labour Organization
- Signing an agreement with the International Labour Organization regarding proper work (child labor, women labour, Jordanians and non-Jordanians labour).

### **Points of Weakness:**

- Lack of human resources distribution.
- Lack in the direction of training programs and lack of clear defining of needs.
- Lack of some specializations related to future objectives of MOL
- The ambiguity of following up and treating the complaints of citizens.
- Lack of unified database.
- Ineffective communication policy.
- There are some gaps in the inspection system that do not enable it to apply the provisions of law.
- Lack of data about institutions.
- The inspectors work for one shift.
- Lack of a clear mechanism for coordinating parties concerned with regulating the labour market.
- Lack of inspection staff.
- Lack of logistic services needed for inspection.
- The Vocational Health and Safety Institution is subject to the Vocational Training Institution.
- Variation of inspection systems in each of MOL, Social Security Corporation and Vocational Training Institution.
- Lack of the role of employers associations and trade unions.
- The existence of non-registered guest workers.
- The existence of gaps in the labour law.
- Lack of coordination among parties concerned with labour market data.
- Lack of archive system for MOL documents and directorates.
- Lack of risk management plan.

## Opportunities

- Positive mutual interaction with ministries, institutions and different community sectors.
- King Abdullah II Award for Excellence in Government Performance and Transparency.
- Governmental orientation towards developing and supporting the institutions of public sector.
- General orientation towards promoting investment.
- Participation with regional and educational organizations.
- The existence of cooperation agreements with neighboring countries.
- Modifying the legislation related to labour inspection in its two aspects.
- The existence of integrated database about all institutions.
- The inspectors will work for two shifts.
- Providing inspection staff with convenient human resources.
- Unifying inspection systems in each of MOL, Social Security Institution and Vocational Training Institution.
- Establishing representation offices for guest workers.
- Establishing a call center and complaints receiving.
- Gradual replacement of the guest workers with Jordanian labour through specialized training programs.
- Coordination with private employment agencies regarding employing the Jordanians.
- Avoiding the gaps that appeared through applying the Labour Law.
- Archiving all MOL documents.

## **Threats**

- Economic, political and regional circumstances.
- Climactic changes on infrastructure.
- The high rate of unemployment as a result of lack of harmony between educational system deliverables and labour market needs.
- Lack of program coordination with other institutions.
- Lack of financial and human resources.
- Possibility of forgery and abuse of official data.

## **Seventh: Follow Up and Evaluation**

### **Methodology**

- Adopting directorates' objectives in the headquarters and in the field.
- Defining indicators of directorates' objectives and defining major factors of success
- Issuing a circular for all directorates regarding the above-mentioned items
- The Department of Following up and Evaluation undertakes the process of data gathering based on a previously prepared system in addition to determining the deviations and reporting to senior management.
- The Department of Following up and Evaluation holds monthly or quarterly meetings with the directorates where there were deviations in their objectives course and takes the necessary procedures to handle that.
- A meeting is to be held headed by the Minister/ His Excellency, the Secretary General every sixth month to follow up achieving objectives and distributing results.

- The strategic plan is to be reviewed and updated. All the above- mentioned is subject to revision.

## **Eighth: Revision of Strategic Plan**

### **Revision Purpose:**

Confirming the suitability of the budget, the sufficiency of resources and the extent of achieving goals.

### **Periodicity of Revision**

Strategic plan is to be revised every six month or when necessary

### **Revision Inputs**

Results of revision and evaluation.

Results of the financial strategy review.

### **Revision Responsibility**

Teamwork headed by the Secretary General and the membership of each of the following:

- Consultants.
- Director of Following up Directorate.
- Director of Information Directorate.
- Director of Financial and Administrative Affairs.