

Appendix A

Job Satisfaction Questionnaire
Zeeshan LaalDin (IMBA Dept. Payap University)

Please answer the following questions before you answer the 36 Job Satisfaction questions on the subsequent pages

1. What is the name of the Organization you work for?

2. Gender? (tick box)

Male

Female

3. Are you Paid employee or a Volunteer worker? (tick box)

Paid Employee

Volunteer

4. Are you Thai or are you a Foreigner? (tick box)

Thai Staff

Foreign Staff

JOB SATISFACTION SURVEY							
PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6

PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
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19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

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Appendix B

Structured Interview: Project Manager

Purpose: To obtain general knowledge about the organization

Organizational Data

Name of Project Manager or Director:

Name of Organization:

Number of Employees in Chiang Mai Office:

In Thailand since:

Annual Reports Available: Y / N

Question 1:

How long have you been with this organization?

Question 2:

What is the main focus of your Organization?

Question 3:

What areas are you working in?

Question 4:

Are your staff members Volunteers, Paid Staff or both?

Question 5:

Are they primarily foreign or local?

Question 6:

How do you feel job satisfaction levels are in your organization?

Question 7:

Has your organization conducted any job satisfaction surveys in the past?

Question 8:

Do you feel there are areas where you can improve the managerial efficiency of your organization?

Question 9:

Has your organization previously had any assessment of efficiency?

Question 10:

Do you feel your Organization is achieving the goals that you set up to begin with?

Appendix C

To Whom It May Concern:

My name is Zeeshan LaafDin and I am an MBA student at Payap University in Chiang Mai. I am currently in my final semester here and am working on completing my Thesis in order to complete my degree.

I have spent the last 5 years working and volunteering for various NGOs in Pakistan. I first became involved through the Pakistan earthquake in 2005. Ever since then I have thoroughly enjoyed the experience of being able to positively impact lives of people in need. In addition to this, I have a desire to start an NGO in Pakistan that will seek to work with minority communities in order to uplift and empower them. I recently had the privilege of returning to Pakistan for a month in October and working as part of a team that raised \$150,000 for flood relief purposes. We spent that month establishing protocols and procedures that would allow us to work in an accountable and efficient manner. If you are interested to see some of the work that we were able to do please visit: 1toanother.wordpress.com

It is for these reasons that I have decided to focus my thesis on International NGOs in Chiang Mai with the aim of being able to learn some valuable lessons about how to run an organization. The topic of my research is: *A comparative study on Managerial Efficiency and Job Satisfaction levels among Volunteer staff and Paid staff in International NGOs in Chiang Mai, Thailand*. The purpose of this study is to determine whether the managerial efficiency of an organization is influenced in anyway by the type of staff (volunteer, paid or both) the organization chooses to employ. I believe this study would be very useful to organizations that would be willing to participate as it would allow them to see areas where they may be able to improve and therefore increase their overall efficiency.

In order for me to achieve this goal the researcher required access to annual reports, as well as access to your organization's staff in order to conduct the Job Satisfaction Survey, I would like to make it very clear that if anyone were to feel uncomfortable taking part in the survey they would be under no obligation to do so. The questionnaire will not require respondents to write their names and therefore will be completely anonymous. The annual report will allow me to evaluate the level of managerial or technical efficiency by looking at the number of employees, total expenses on projects

and total number of lives impacted by the organization's projects. All the required information will be kept strictly confidential; my report will assign a code for each organization that chooses to participate. I would be happy to discuss the issue of confidentiality in more detail and would also be willing to sign a confidentiality agreement.

Thank you very much for taking the time to read this, I look forward to meeting with you and discussing with you in more detail.

Sincerely,

Zeeshan LaalDin

PAYAP UNIVERSITY

Appendix D

NGOCM1

NGOCM1 is a mixed organization as it has both paid staff and volunteer staff and therefore the total score for the JSS was adjusted to portray an accurate level of Job Satisfaction for the organization.

Table 4.3 Job Satisfaction Results for NGOCM1

	Total	Average	JSS %	Weighted%
JSS Volunteer	2593	144.056	75.03	64.31
JSS Paid	499	166	77.01	11
JSS Score Weighted				147.24
JSS Percentage				75.31
Males			13	
Females			8	Weights
Paid Staff			3	0.14
Volunteer			18	0.86
Thai Staff			1	
Foreign Staff			20	

There are a total of 25 staff members at NGOCM1 and therefore 84% percent of the staff took part in this survey. Table 4.4 shows a break-down of subscales by rank order to illustrate which job satisfaction factors were seen as more important to this particular organization.

Table 4.4 Rank Order of Sub-scales for NGOCM1

Subscales	Cumulative Score	%
Nature of Work	464	15.53
Supervision	447	14.96
Contingent Rewards	422	14.13
Communication	344	11.52
Co-Workers	325	10.88
Operating Procedures	319	10.68
Promotion	323	10.81
Fringe Benefits	284	9.51
Pay	59	1.98
Total	2987	

It is evident from the Table 4.4 that the subscales of pay, fringe benefits and promotion do not rank very high. This finding is consistent with employees that are not interested in what they are paid or what they can get from their employer as would appear to be the case with volunteers and given that the majority of staff members at NGOCM1 are volunteers.

Table 4.5 portrays the average score for each subscale in terms of quartiles. The upper quartile has a score of 28-36, the 3rd quartile has a score through 19-27, the 2nd quartile is through 10-18 and the lower quartile is through 1-9.

Table 4.5 Representation of Sub-scales in Quartiles

Average Score for each Subscale in quartiles		
Nature of Work	22.10	3rd Q
Supervision	21.29	3rd Q
Contingent Rewards	20.10	3rd Q
Communication	16.38	2nd Q
Co-Workers	15.48	2nd Q
Operating Procedures	15.19	2nd Q
Promotion	15.38	2nd Q
Fringe Benefits	13.52	2nd Q
Pay	2.81	LQ

None of the subscales scored highly (Table 4.5) as there were no respondents in the upper quartile. As illustrated in Table 4.4 the top three factors contributing to higher job satisfaction in NGOCM1 are nature of work, supervision and contingent rewards. The

bottom four factors contributing to lower job satisfaction are pay, fringe benefits, promotion, and operating conditions. Evidently, there is a definite statistical difference between the top three factors and the bottom four.

NGOCM2

This organization is also a "mixed" organization; there is 22 staff members of which 16 took part in the study (72.73%), 6 of these respondents were volunteers and the remaining 10 were paid staff. In order to get a clear understanding of the JSS score, the percentage of the JSS score for volunteers and paid staff was taken into consideration separately and were then weighted based on the ratio between the volunteer staff and paid staff that took part. This analysis is provided below in Table 4.6

Table 4.6 Job Satisfaction Results for NGOCM2

	Total	Average	JSS %	Weighted%
JSS Volunteer	879	146.5	76.30	28.61
JSS Paid	1444	144	66.85	41.78
JSS Score Weighted				145.19
JSS Percentage				70.40
Males			7	
Females			9	Weighted
Paid Staff			10	0.625
Volunteer			6	0.375
Thai Staff			9	
Foreign Staff			7	

The subscale rank order is provided in Table 4.7 and shows the subscales which were of most importance to the respondents in terms of their job satisfaction at NGOCM2.

Table 4.7 Rank Order of Sub-scales for NGOCM2

Subscales Rank Order	Cumulative Score	%
Supervision	328	17.16
Nature of Work	327	17.11
Contingent Rewards	282	14.76
Communication	269	14.08
Co-Workers	231	12.09
Operating Procedures	229	11.98
Fringe Benefits	207	10.83
Promotion	193	10.10
Pay	173	9.05
Total	1911	

It is evident from Table 4.7 that nature of work, supervision and contingent rewards ranked highly which is an indicator that in these subscales the respondents are satisfied. Pay, promotion and fringe benefits were on the bottom end of the spectrum, indicating that the respondents in general are not satisfied in terms of these 3 job satisfaction factors.

Table 4.8 shows the average subscale score in terms of quartiles and once again none of the subscales scored highly; apart from the top 2 subscales which were in the 3rd quartile the remaining 7 subscales were in the 2nd quartile. See Table. 4.6 for more details.

Table 4.8 Representation of Sub-scales in Quartiles

Average Score for each Subscale in quartiles		
Supervision	20.50	3rd Q
Nature of Work	20.44	3rd Q
Contingent Rewards	17.63	2nd Q
Communication	16.81	2nd Q
Co-Workers	14.44	2nd Q
Operating Procedures	14.31	2nd Q
Fringe Benefits	12.94	2nd Q
Promotion	12.06	2nd Q
Pay	10.81	2nd Q

Evidently, there is a definite statistical difference between the top 3 factors and the bottom 3.

NGOCM3

NGOCM3 is an organization that is based out of Chiang Mai, it has paid staff and all staff members are females. Since all employees are paid the JSS was not adjusted in any way. Table 4.9 illustrates the average JSS score and general facts about the respondents.

Table 4.9 Job Satisfaction Results for NGOCM3

Average JSS Score	144.91
Max JSS Score	216
JSS Percentage	67.09%
Males	0
Females	11
Paid Staff	11
Volunteer	0
Thai Staff	11
Foreign Staff	0

The total number of staff in NGOCM3 is 20 and therefore 55% of the staff took part in the survey. Table 4.10 shows a break-down of subscales by rank order to illustrate which subscales were seen as more important to this particular organization.

Table 4.10 Rank Order of Sub-scales for NGOCM3

Subscales Rank Order	Cumulative Score	%
Nature of Work	228	14.30
Supervision	199	12.48
Communication	180	11.29
Operating Procedures	165	10.35
Fringe Benefits	165	10.35
Co-Workers	206	12.92
Contingent Rewards	153	9.60
Promotion	150	9.41
Pay	148	9.28
Total	1594	

It is evident from Table 4.10 that subscales "pay", "promotion", and "contingent rewards" do not rank highly and therefore it can be concluded that there is a general level of dissatisfaction among staff in terms of the pay packages they currently receive, personal growth within the organization and also their perception of being valued by the organization (contingent rewards).

Table 4.11 shows the average score for each subscale in terms of quartiles.

Table 4.11 Representation of Sub-scales in Quartiles

Average Score for each Subscale in quartiles		
Nature of Work	20.73	3rd Q
Supervision	18.09	3rd Q
Communication	16.36	2nd Q
Operating Procedures	15.00	2nd Q
Fringe Benefits	15.00	2nd Q
Co-Workers	18.73	2nd Q
Contingent Rewards	13.91	2nd Q
Promotion	13.64	2nd Q
Pay	13.45	2nd Q

None of the subscales scored highly once again (Table 4.11) as there were no respondents in the upper quartile and only 2 in the 3rd quartile. As illustrated in Table 4.10 the top three factors contributing to higher job satisfaction in NGOCM3 are nature of work, supervision and communication.

NGOCM4

This is an organization that has its headquarters abroad and operates in many countries apart from Thailand. 100% of their staff members in Thailand and more specifically in Chiang Mai are full-time paid staff. Their Chiang Mai office consists of 10 employees (including the regional manager).

Table 4.12 Job Satisfaction Results for NGOCM4

Average JSS Score	126.63
Max JSS Score	216
JSS Percentage	58.62%
Males	5
Females	3
Paid Staff	8
Volunteer	0
Thai Staff	8
Foreign Staff	0

With 8 staff members taking part in the survey there was a participation percentage of 80%.

The subscale rank order for NGOCM4 suggests that staff members at NGOCM4 are dissatisfied with their pay packages, benefits and they also do not feel there is much opportunity for growth within the organization. See Table 4.13 for more details.

Table 4.13 Rank Order of Sub-scales for NGOCM4

Subscales			
	Rank Order	Cumulative Score	%
Nature of Work		177	18.21
Supervision		171	17.59
Co-Workers		115	11.83
Communication		102	10.49
Contingent Rewards		99	10.19
Operating Procedures		88	9.05
Promotion		80	8.23
Fringe Benefits		77	7.92
Pay		63	6.48
	Total	972	

The main sources of satisfaction among the employees come out of the subscales; nature of work, supervision and co-workers. This indicates that the employees take pleasure in what they do, appear to get along with their supervisor and enjoy the company of their co-workers.

Table 4.14 below shows that none of the subscales scored highly, and only the top 2 subscales were in the 3rd quartile. In addition to this, NGOCM4 was the only paid organization that had subscales in the lower quartile indicating extreme levels of dissatisfaction among those subscales (Pay, Fringe Benefits and Promotion).

Table 4.14 Representation of Sub-scales in Quartiles

Average Score for each Subscale in quartiles		
Nature of Work	22.13	3rd Q
Supervision	21.38	3rd Q
Co-Workers	14.38	2nd Q
Communication	12.75	2nd Q
Contingent Rewards	12.38	2nd Q
Operating Procedures	11.00	2nd Q
Promotion	10.00	2nd Q
Fringe Benefits	9.63	LQ
Pay	7.88	LQ

NGOCM5

NGOCM5 is the largest organization in the study in terms of number of staff. There are a total of 61 full-time, paid staff members and in addition to this there are 10 staff members who work on a contractual basis. This organization is also an international organization with its headquarters abroad.

Of the 61 staff members in their Chiang Mai office, the researcher was able to obtain 41 surveys which is approximately 67.21% response rate. The average JSS score is fairly high and is an indication of good satisfaction levels among staff.

Table 4.15 Job Satisfaction Results for NGOCM5

Average JSS Score	164.22
Max JSS Score	216
JSS Percentage	76.03%
Males	26
Females	15
Paid Staff	41
Volunteer	0
Thai Staff	41
Foreign Staff	0

The subscale rank order table for NGOCM5 is provided below. It is evident that the employees of NGOCM5 are not too concerned about their pay; in fact they appear to be quite satisfied with their salary package as it is ranked 2nd in the subscales rank order table. Operating conditions, co-workers and promotion were the subscales which ranked lowest, indicating decreased levels of satisfaction in these particular areas.

Table 4.16 Rank Order of Sub-scales for NGOCM5

Subscales Rank Order	Cumulative Score	%
Nature of Work	807	13.38
Co-Workers	738	12.23
Fringe Benefits	729	12.08
Pay	700	11.60
Communication	688	11.40
Contingent Rewards	683	11.32
Supervision	673	11.16
Promotion	596	9.88
Operating Procedures	419	6.95
Total	6033	

Table 4.17 shows that all the subscales are in the 2nd or 3rd quartiles. Despite the fact there were no subscales in the upper quartile it is evident that job satisfaction is good in NGOCM5.

Table 4.17 Representation of Sub-scales in Quartiles

Average Score for each Subscale in quartiles		
Nature of Work	19.68	3rd Q
Co-Workers	18.00	2nd Q
Fringe Benefits	17.78	2nd Q
Pay	17.07	2nd Q
Communication	16.78	2nd Q
Contingent Rewards	16.66	2nd Q
Supervision	16.41	2nd Q
Promotion	14.54	2nd Q
Operating Procedures	10.22	2nd Q

NGOCM6

This is an organization that is organization that operates on a fairly small scale and its sole purpose is to take care of disadvantaged children. There are only female staff

members in NGOCM6 and the organization employees both paid and volunteer staff. Following is an analysis of the average JSS for NGOCM6.

Table 4.18 Job Satisfaction Results for NGOCM6

	Total	Average	JSS %	Weighted%
JSS Volunteer	135	135	70.31	10.04
JSS Paid	771	129	59.49	50.99
JSS Score Weighted				129.43
JSS Percentage				61.04
Males			0	
Females			7	Weights
Paid Staff			6	0.86
Volunteer			1	0.14
Thai Staff			6	
Foreign Staff			1	

Table 4.18 indicates that in general the JSS is not very high when compared to other mixed organizations in the data set. This shows that job satisfaction levels are considerably lower.

Table 4.19 below shows the subscales rank order and it is evident that nature of work, co-workers and supervision are factors that have high job satisfaction levels whereas; pay, communication and promotion cause dissatisfaction among employees.

Table 4.19 Rank Order of Sub-scales for NGOCM6

Subscales Rank Order	Cumulative Score	%
Nature of Work	124	13.69
Co-Workers	117	12.91
Supervision	108	11.92
Contingent Rewards	103	11.37
Operating Procedures	98	10.82
Fringe Benefits	97	10.71
Promotion	93	10.26
Communication	91	10.04
Pay	75	8.28
Total	906	

In terms of subscale quartile it is clear that none of the subscales ranked highly, in fact all 9 subscales are in the 2nd quartile.

Table 4.20 Representation of Sub-scales in Quartiles

Average Score for each Subscale in quartiles		
Nature of Work	17.71	2nd Q
Co-Workers	16.71	2nd Q
Supervision	15.43	2nd Q
Contingent Rewards	14.71	2nd Q
Operating Procedures	14.00	2nd Q
Fringe Benefits	13.86	2nd Q
Promotion	13.29	2nd Q
Communication	13.00	2nd Q
Pay	10.71	2nd Q

NGOCM7

NGOCM7 is a fairly small organization with only 13 paid staff members however in terms of its budget is comparable to some of the other large organizations in the data set. In comparison to other NGOs in the study the average JSS is just above the average (143.57) and has a score of 147.40. See Table below for more information.

Table 4.21 Job Satisfaction Results for NGOCM7

Average JSS Score	147.40
Max JSS Score	216
<hr/>	
JSS Percentage	68.24%
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Males	3
Females	2
Paid Staff	5
Volunteer	0
Thai Staff	1
Foreign Staff	4

Table 4.22 Rank Order of Sub-scales for NGOCM7

Subscales Rank Order	Cumulative Score	%
Nature of Work	85	13.87
Pay	78	12.72
Fringe Benefits	78	12.72
Communication	72	11.75
Contingent Rewards	66	10.77
Operating Procedures	64	10.44
Promotion	59	9.62
Co-Workers	59	9.62
Supervision	52	8.48
Total	613	

The above table shows that the highest scoring job satisfaction factors were nature of work, pay, and fringe benefits. This is an indicator that the employees are generally satisfied with the type of work they are doing, the pay they receive and all the extra benefits that NGOCM7 provides to its staff. However, there does appear to be a significant level of dissatisfaction among respondents with supervision, co-workers and promotion. This is certainly an area where management can work on to increase these low levels of satisfaction.

Following is that analysis of each subscale in terms of quartiles. Once again all subscales are in the 2nd and 3rd quartiles indicating that none of the subscales scored highly.

Table 4.23 Representation of Sub-scales in Quartiles

Average Score for each Subscale in quartiles		
Nature of Work	21.25	3rd Q
Pay	19.50	3rd Q
Fringe Benefits	19.50	3rd Q
Communication	18.00	2nd Q
Contingent Rewards	16.50	2nd Q
Operating Procedures	16.00	2nd Q
Promotion	14.75	2nd Q
Co-Workers	14.75	2nd Q
Supervision	13.00	2nd Q

JSS Summary

The table below displays each organizations JSS average score as well as the percentage. In addition to this, the average score from the 7 participating organizations is also provided.

Table 4.24 Averages and Percentages of JSS Analysis

Organization	JSS Average	JSS %
NGOCM1	147.24	75.31
NGOCM2	145.19	70.4
NGOCM3	144.91	67.09
NGOCM4	126.63	58.62
NGOCM5	164.22	76.03
NGOCM6	129.43	61.04
NGOCM7	147.40	68.24
Average (7 organizations)	143.57	

For the 36-item total where possible scores range from 36 to 216, the ranges are 36 to 108 for dissatisfaction, 108 to 144 for ambivalent and between 144 to 216 for satisfaction (Spector 2001). According to Spector, organizations NGOCM1, NGOCM2, NGOCM3, NGOCM5 and NGOCM7 all fall into the satisfaction range. This means that it can be said that these organizations are in general satisfied based on the 9-factors that have been used in the study. Organizations NGOCM4 and NGOCM6 are in the ambivalent range meaning that these organizations are neither satisfied nor dissatisfied but it is clear that the employees in these organizations are unsure or undecided about their respective organizations.

Following is an analysis that shows the levels of job satisfaction among males and females for each organization. Two organizations only had female employees and therefore a comparison between genders could not be made.

Table 4.25 Average JSS for Males and Females for Each Organization

Organization	Average JSS Score
NGOCM1	
Females	144.50
Males	148.92
NGOCM2	
Females	140.00
Males	151.86
NGOCM3	
Females	144.91
Males	Not Applicable
NGOCM4	
Females	134.00
Males	122.20
NGOCM5	
Females	164.13
Males	164.27
NGOCM6	
Females	129.43
Males	Not Applicable
NGOCM7	
Females	126.50
Males	161.33

The above table indicates that in general males appear to have a higher level of job satisfaction especially in the mixed organizations (NGOCM1 and NGOCM2). NGOCM6 is also a mixed organization however it only employees females.

RESUME

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Gender: Male

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Pakistan
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zeeshanlaaldin@gmail.com

Experience:

<i>Organization</i>	ItoAnother
<i>Organization Type</i>	NGO
<i>Employer Contact</i>	Yunis LaalDin
<i>Email</i>	yunis.laaldin@gmail.com
<i>Designation</i>	Director
<i>Location</i>	Multan, Pakistan
<i>Type of Experience</i>	Full-time
<i>Tenure</i>	April 2011 to present
<i>Description</i>	<u>Management</u> <ul style="list-style-type: none">- Overall management of day to day operations- Accounting- Preparing donor reports- Fund Raising and marketing- Formulating project proposals and budgets- Reporting to managing board members

<i>Organization</i>	Free Burma Rangers (Chiang Mai, Thailand)
<i>Organization Type</i>	NGO
<i>Employer Contact</i>	Amy Galetzka
<i>Email</i>	amygaletzka@gmail.com
<i>Designation</i>	Accountant
<i>Location</i>	Chiang Mai, Thailand
<i>Type of Experience</i>	Part-time
<i>Tenure</i>	Jan-2009 to April 2011
<i>Description</i>	<u>Accountant</u> Managed day to day accounting, prepared reports for donors, management and auditors.
<i>Reason for Leaving</i>	Finished my studies in Chiang Mai and returned to Pakistan

<i>Organization</i>	Samaritan's Purse International Relief
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Organization Type NGO
Employer Contact Number Shawn Plummer
0018282621980
Designation Project Coordinator / Ministry Project Liaison
Location Muzaffarabad, Kashmir, Pakistan
Type of Experience Full Time
Temure Nov-2006 To Jan - 2008
Description Ministry Project Liaison
Karachi/Islamabad/Muzaffarabad, PAKISTAN
July 2007 – Current
Responsibilities:
- Oversight of various projects throughout Pakistan
- Reporting to head office on project status
- Evaluating new proposals to determine validity

Project Coordinator - Muzaffarabad, AJK
Nov 2006 – June 2007
Objective: to build 53 transitional shelters for Government Schools in Muzaffarabad District.
Responsibilities include:
- Hiring of Construction Supervisors
- Supervision and management of hired staff
- Overall monitoring and assessment of the stages for construction of 53 shelters - initial needs assessment; site selection; procurement of materials (Wood, CGI, PGI sheets, etc); construction; handover certificate
- Mobilization of community in order to enhance local economy
- Coordination with various government departments
- Coordination and reporting to UNICEF (funds donor)

Reason for Leaving Contract complete

Organization SIM Pakistan
Organization Type NGO
Employer Contact Clive Barker
Email barkers@motimail.com
Designation Project Coordinator
Location Quetta/Islamabad, Pakistan
Type of Experience Full Time
Temure May-2006 To Jun-2006
Description Objective: to assist SIM in starting short-term English Language School in Mariabad, Quetta.
- Established a link with an existing school in Mariabad.
- Made arrangements for the arrival of the teaching team from UK: accommodation, transportation, etc.

- Supported the team of teachers during their 3 week stay in Quetta
- Made contacts with English teachers and other language centers within the Hazara community.
- Advertised the school through brochures, signs and banners.
- Enrolled students.
- Met with SIM director to discuss how SIM could work in this area on a long-term basis.
- Investigated the registration of an NGO so that work could officially continue in Quetta on a long-term basis.

Reason for Leaving Contract ended.

Organization SIM Pakistan

Organization Type NGO

Employer Contact Number Clive Barker
03005133249

Designation Assistant Logistician/Coordinator

Location 8 Businessman's Colony, Rahim Yar Khan, 64200, Pakistan

Type of Experience Full Time

Tenure Oct-2005 To Dec-2005

Description Meeting with local doctors, the Pakistan army as well as other medical facilities to see if doctors and nurses from abroad would be of help to them.
 Attending UN (WHO) health cluster meetings to find out where help was needed - reporting findings to Coordination and Logistics officer.
 Meeting with International medical teams as they entered Pakistan and taking them to the earthquake affected areas (wherever a need was realized).
 Supported these medical teams for the duration of their time in Pakistan.
 Conducted surveys in earthquake affected areas to see how SIM would be able to help these areas in the long run.
 Wrote on a report on SIM's relief efforts.

Reason for Leaving Completed Contract

Education: *Degree Name* Masters of Business Administration
Level Attained Master's Degree
Institute Payap University
Address Chiang Mai, Thailand
Session 2008-2011

Degree Name Bachelor of Arts in Business
Level Attained Bachelors Degree (4 Years)
Institute Trinity Western University
Address Langley, Canada
Session 2001 - 2005

References:	Name	Title	Company	Phone/Email	Acquaintance	Type
	Clive Barker	Director	SIM Pakistan	03005133249	2 Years	Professional
	Mary Ellen Kuehl	Director of Career Centre	Trinity Western University	16045132017 kuehl@twu.ca	6Years	Professional

PAYAP UNIVERSITY

Quetta

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