

<p>MATRIX OF RECOMMENDATIONS</p> <p>QUALIFIED WORKFORCE – AN OPPORTUNITY FOR INVESTMENTS</p> <p>SECTOR OF BUSINESS PROCESS OUTSOURCING (BPO)</p>		<p>INVESTMENT COUNCIL SECRETARIAT February 2017</p>	
FINDING	RECOMMENDATION	RESPONSIBLE INSTITUTION	TIME-TERM
<p>1. Informality has damaged the image, standards and rules of this sector. The informal employment entities performing in black, distorts competition by encouraging a high turn-over of employees from one employer to another.</p>	<p>Recommendation 1. Strengthening of the role of AOA and other associations in the fight against informality. State (GDT, Inspectorates) to apply the monitoring competences to enable fair competition in the sector (to be initiated with pilot campaigns).</p>	<p>AOA MF/GTD LP MEDTTE</p>	<p>Short-term</p>
<p>2. “Advanced skills” are critical elements for the performance of the sector, while there is a gap in the quality of the curricula at certain levels of education.</p>	<p>Recommendation 2. To consider as soon as possible the integration of the new “core” knowledge at certain levels of education with focus on: 1) analytical skills (problem solving) 2)foreign languages, 3)computer skills, 4)communication skills.</p> <p>Internships to be standard practices and subject of curricula - project business model-university- teaching. Accreditation process of Universities to consider monitoring of state-</p>	<p>MES UNIVERSITIES BUSINESS COMMUNITY</p>	<p>Mid-term</p>

	business practices on internships.		
3. BPO sector lacks of statistics which could lead to a thorough and deeper analysis.	Recommendation 3. To establish a working group (INSTAT, AIDA, BPO Association, MES etc.) to scan the sector, its statistics, cooperation model with VET (Vocational Educational Trainings) and business.	INSTAT AIDA AOA MES MSWY MEDTTE	Mid-term
4. The lack of a systematic analysis on the current and future needs of business (sector) about the “skills” and the necessity for a vision which establish a sustainable cooperation between business and State.	Recommendation 4. Creation of a WEB-Platform (AIDA, Business, Universities etc.) to support business in recruiting-hiring personnel and thesis/project proposals to be implemented by the business.	AIDA AOA BUSINESS UNIVERSITIES MEDTTE	Initiated/Ongoing
5. No structured cooperation University-Business (<i>Deloitte positive model with the Faculty of Economics, Local Eyes of Age</i>).	Recommendation 5. Increase of partnership among universities, private sector and Labour Offices through strengthening of Career Offices in internships, practices and students hiring; early career counselling in Universities. Recommendation 6. University curricula consider the specific industries through the implementation of projects and subjects to development by the local business environment. Intervention in university curricula to implement programs related to the growth of analytical and practical skills of students. Flexibility in offering knowledge by the public universities through short-term innovative programmes in partnership with the business: Business	MSWY NLS UNIVERSITIES MES UNIVERSITIES MEDTTE	Mid-term Mid-term

	<p>Academy (intensive programmes 1-3 days in certain areas, e.g.: Consulting in Management and Operations, Taxes, drafting business plans, feasibility studies, etc.). Certifications issued after successful completion should be accredited by the Ministry of Education and Labour as an added value to access labour market.</p> <p>Recommendation 7. The initiative for creating a "pool of talents" in the IT sector who can be identified through competitions or other activities that may be organized in cooperation with vocational schools, high schools and/or universities with focus in IT.</p>	<p>MES MEDTTE UNIVERSITIES BUSINESSES</p>	<p>Mid-term</p>
<p>6. Practical skills gap between curricula and market needs, especially in IT. The low implementation of internships model. Mandatory practices (internships) are considered as formal from both businesses and students.</p>	<p>Recommendation 8. The Ministry of Social Welfare and Youth to consider the possibility of having the State, not the entrepreneur, provide for the social and health insurance contributions for the first month of work (training period) of newly hired staff in <i>labour intense and in-development sectors</i> such as BPO (<i>companies that operate activities for services outsourcing & call centres</i>). (According to the Recommendation No. 2.3 of IC Meeting dated 27.04.2016).</p>	<p>MSWY MZHETTS</p>	<p>Short-term</p>
<p>7. Lack of incentives for certain professions, such as in the field of IT.</p>	<p>Recommendation 9. Support to business initiatives for the creation of continuous training centres in technology and innovation (Digital Academy), as well as software house "for the creation of a pool of certified IT experts.</p> <p>Recommendation 10. To be taken into consideration, incentivising of trainings i.e. IT Companies winners of public pro-</p>	<p>MIPA MEDTTE MSWY BUSINESS</p>	<p>Mid-term Mid-term</p>

	curement funds to provide trainings and internships in IT for students or fresh graduates for internships in relevant professions in the context of the tender won for a certain time period.		
8. Frequent employee turnover, high training costs for BPO sector (e.g. social insurance during training period). Initial trainings are made mainly by the businesses therefore there is little interest by the business for continuous trainings.	<p>Recommendation 11. Promotion of good HR Management practices of several large companies in some other companies through business associations, HR forums organised by academic institutions and businesses, and Ministry of Social Affairs, including:</p> <ul style="list-style-type: none"> a) Analysis of the request for competences according to the BPO sector; b) Accurate definition of “Value Proposition” offered to the working forces by BOPs: apart from the salary, development cycle of professional skills in these companies, career path in medium and long term, trainings being offered and how much competitive will be the competences earned from this work; c) Development of politics for motivation and maintaining qualitative staff in the long term; 	BUSINESS	Ongoing
9. Labor Offices and Centers for Vocational Training do not meet the sector’s needs. Workforce registered in Labor Offices is very unqualified. The recruitment is made by the companies themselves.	<p>Recommendation 12. Capacity building and monitoring by the Employment Offices to respond with employment and qualification programmes as per BPO business needs.</p> <p>Recommendation 13. Discussion with shareholders on the establishment of an BPO Academy for the re-qualification</p>	<p>MSWY NLS</p> <p>MSWY MEDTTE</p>	<p>Ongoing</p> <p>Long-term</p>

	of the workforce, by licensed trainers, under the support of the central or local government as per partnership model public private (Protik) or TEDA model.	AIDA BUSINESS	
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No.	FINDINGS AND OTHER RECOMMENDATIONS SUGGESTED DURING THE MEETING*	TIME-TERM
1.	<p>Flexibility of Labor Code and BPO Sector</p> <p><i>There is an urgent need to review the legal framework and especially the Labour Code. The Labour Code does not help, it prevents the development of the BPO sector. The problem is not only with the larger penalties, but the rigidity of the law. BPO sector performs an activity 24 hours a day and 7 days a week, including Sundays and public holidays. In this sector, once signing the contract and job assigned shifts, the employee has no opportunity to choose whether to come to work or not. The labor code does not facilitate this activity, moreover indirectly it brings high cost to enterprises. The time has come for this sector to be managed via an Ad Hoc which will summarize the specifics of this sector</i></p>	
2.	<p>There is a need to control instruments upon which it is monitored and double checked the employee medical reports Since there is a high number of employees, there is also a high cost of medical reports for enterprises.</p>	
3.	<p>Confidentiality and BPO Sector</p> <p>We must work to increase the responsibility of the employees to respect the norms regarding <i>privacy</i>. This aspect is very sensible for foreign investors and could be is subject for penalties. It is important to work on this subject with the office of the Commissioner and this aspect can be offered lessons in enterprises.</p>	

4.	<p>Staff Recruitment</p> <p>BPO should be assisted for hiring skilled staff, via cooperation agreements with the relevant institutions. A great help for recruiting would be the creation of a database containing candidates with the skills required by BPO.</p>	

- *These recommendations do not reflect the position of the Secretariat, but those of some participants in the meeting.*

Matrix of Rekomandimeve- QUALIFIED WORKFORCE – AN OPPORTUNITY FOR INVESTMENTS SECTOR OF BUSINESS PROCESS OUTSOURCING (BPO) summarizes the recommendations discussed on the Meeting of the Investment Council dated 13.02.2017, as provided by the Secretariat, AVASANT study and by the participants in the meeting. The Matrix also serves as the Secretariat’s Internal Monitoring Plan so that it follows up on the implementation of Recommendations as per the following terms:

- **Short-term**- from 1 month to 6 months.
- **Mid-term** – from 6 months to 1 year.
- **Long-term**- over 1 year.
- **Ongoing**

ACCRONYMS:

AOA- Albanian Outsourcing Association

GTD- General Tax Directorate

LB-Labor Inspectorate

NLS- National Labor Service

MES-Ministry of Education and Sport

MIPA- Ministria e Inovation and Public Administration

AIDA - Albanian Investment Development Agency.

MEDTTE – Ministry of Economic Development, Tourism, Trade and Entrepreneurship.

MSWY- Ministry of Social Welfare and Youth
MoF- Ministry of Finance