

# MATRIX OF RECOMMENDATIONS

## ON THE AVAILABILITY OF THE WORKING FORCE AND QUALITY OF SKILLS

October 2022

This matrix of recommendations aims to summarize the recommendations and solutions proposed in the Technical Note and serves as an Internal Plan for monitoring from AIC secretariat team in order to follow up their implementation.

The following recommendations are product of the analyses and consultation of IC Secretariat with many stakeholders and experts both in private and public sector *and try not to repeat the ones approved in the previous IC meetings*. The IC Analysis brings for discussion interventions relying upon private sector (MSME's) perspectives on how to tackle unavailability and quality of skills with focus (a) on improving entrepreneur mentality on investing in upskilling of human capital, (b) increasing CCIs and business associations cooperation and role on simplifying access to labour market information and recruitment channels, (c) working culture and (d) labor informality. A special attention is allocated to the expectations of young job seekers and challenges that impact their motivation to work.

Intervention /Recommendation	Responsible institutions/ Institutions included in the implementation	Term
<b>A. IMPROVE WORK CULTURE AND EMPLOYMENT SUSTAINABILITY PROSPECTS.</b>		
<b>Recommendation 1</b> <b>Business Chambers/Associations to consider specific training/workshops/information packages with MSMEs' owners (CEOs) on shifting their mindset toward human capital value creation,</b> therefore seeing their employees as their main asset and not as an operational cost. Training their experienced staff on how to mentor/coach new interns/staff is also very important and an issue identified by labour offices and VET schools while training their practitioners in different businesses.	<b>Chambers of commerce and Industry</b>  <b>Business Associations</b>	<b>Medium-term</b>
<b>Recommendation 2</b> To address the labour shortage in short and medium – terms as well as productivity increase, <b>MSMEs' owners should strive to make work more sustainable by increasing remuneration, health and well-being packages for employees, clear career paths and salary structure.</b> Business Chambers/Associations should be a crucial factor in transmitting to their members that they should be proactive rather than reactive while	<b>Chambers of commerce and Industry</b>  <b>Business Associations</b>	<b>Medium-term</b>

approaching the challenges of recruiting a qualified workforce by planning well ahead their needs and increasing the expenditures for their staff qualifications <sup>1</sup> .	<b>Donors</b>	
<b>Recommendation 3</b> <p>From the business community, additional investment in technology and automation is a must to keep up with the new business trends. <b>In this direction, it is necessary to strengthen the cooperation and involvement of the chambers of commerce and vocational training centres in ongoing reskilling and upskilling through professional training of middle-aged job seekers and new-entry staff. This should be considered not as a cost but as an investment</b> and a solution to ongoing labour shortages. Business leaders must look ahead and consider how their operations will change to get ahead of the talent shortage.</p>	<b>Chambers of commerce and Industry</b>  <b>NAES/QFP AIDA</b>	<b>Long-term</b>
<b>Recommendation 4</b> <p><b>Education of prospective employees and employers about labour legislation and employment contracts - rights and obligations.</b> Employment offices and recruiting companies should be responsible for consulting them, and centres of professional education should cascade short training to the candidates on the main issues of employment that could include (a) Job description and responsibilities; (b) Remuneration and applicable tax and social and health charges; (c) notice period and cause for termination; (d) Holiday pay and sick leave; (e) working hours, organisation rights; (e) how to resolve grievances and where to report the employers' breach of labour legislation.</p>	<b>MFE</b>  <b>NAES (Labour Offices/Professional Schools)</b>	<b>Medium-term</b>
<b>B. INCREASE THE ACCESS TO JOB OPPORTUNITIES</b>		
<b>Recommendation 5</b> <p><b>To empower the role of the recruitment and intermediary employment platforms, NAES should consider increasing the promotion at the national and local level of the centralised platform puna.gov.al.</b> Wider scale promotion of this platform can create synergy and share information among several factors such as businesses, business associations and chambers of commerce, employment offices and job seekers.</p>	<b>MFE</b> <b>NAES</b>	<b>Short- term</b>

<sup>1</sup> Responding somehow also to competition from the public sector jobs and conditions.

<b>Recommendation 6</b> <b>The NAES should widen its focus and scope to attract and serve a wider range of employers and job seekers.</b> This would include revising types of content published for each job vacancy and using a wider range of distribution channels for job announcements (including webpage, social media, radio/TV, etc.).	NAES	Short- term
<b>Recommendation 7</b> <b>NAES should strengthen the capacities of its local level offices</b> to play an increasing role in the identification of job openings from local businesses, increasing promotion to local job seekers through various local channels, attracting job seekers, as well in intermediation and facilitation of local labour market, going beyond marginalised groups.	NAES	Short- term
<b>Recommendation 8</b> <b>Chambers of commerce to become more proactive in the direct connection between the vacancies of their members and job seekers</b> through publication, promotion, employment fairs and by endorsing at industry level regulatory compliance with labour legislation and improvement of working conditions, especially in labour-intensive industries and discouraging informality practices of undeclared work.	<b>Chambers of commerce and Industry</b>  <b>Business Associations</b>	Medium-term
<b>C. STRENGTHEN COOPERATION AND COORDINATION AMONG LABOUR MARKET SUPPORT ACTORS</b>		
<b>Recommendation 9</b> <b>MFE should consider elaborating a communication strategy and use contemporary tools to increase awareness of the current mechanisms in place that support employment through sustainable cooperation at the local level among business chambers of commerce – employment offices – vocational schools – vocational training centers – Municipalities- donors:</b> <ul style="list-style-type: none"> <li>a) Increasing awareness campaigns regarding employment promotion programs at the local level ;</li> </ul>	<b>MFE</b> <b>NAES (Labour Offices/ Profesional Schools VET QFP)</b>	Short- term

b) Increasing awareness campaigns regarding the institutional capacities to collect/update data on jobseekers of different professions and skills.	<b>Chambers of commerce and Industry</b> <b>Business Associations</b>	
<b>Recommendation 10</b>  <b>To reduce the informality, in addition to reinforcing the control and business formalisation efforts, MFE can consider including media as an important player to inform citizens about the negative consequences of engaging in the informal economy and the benefits of reported work. Encourage the presentation of cases of undeclared work to the public (it could positively affect companies and their decision not to engage in such activities).<sup>2</sup></b>	<b>MFE</b> <b>Labor Inspectorate</b>	<b>Short- term</b>
<b>Recommendation 11</b>  <b>Facilitating re-entry to the labour force of retired professionals as a means to address shortages</b> in professions like doctors, nurses, engineers, etc., especially in regions other than Tirana. This can create opportunities to transfer knowledge in both directions.	<b>MFE</b>	<b>Medium-term</b>

<b>Suggestions from Members</b>	<b>Subject</b>
1. Certification of special professions by the National Chamber of Crafts. MFE should intervene through a VKM to make this a reality. (Suggested by Mr. Luan Bregasi, Business Albania)	
2. The work book should be made telematic to be accessed via E-albania. (Suggested by Mr. Edvin Prençe, Proeksport Albania)	

<sup>2</sup> Considering the 33 Dissecting the illicit practice of wage underreporting: some evidence from Croatia, Josip Franic © International Labour Organization 2021 10 interests of society.

**Abbreviation :**

**NAES-** National Agency of Employment and Skills

**MFE –** Ministry of Finance and Economy

**QFP –** Centers of Professional Training

**Term :**

**Short term-** period from 1 to 6 months.

**Medium-term –** period from 6 month to 1 year.

**Long term –** period over 1 year.