



"The mission of the Agency is to have a significant role in the labour market in the country, but we are at the same time aware of its demanding context. That's why we are working harder in overcoming those difficulties and to strengthen our cooperation with the job seekers and the employers. This project has helped us face these challenges through the new methodologies that have been developed and the activities implemented."

Vlatko Popovski, director of the ESA

UNDERSTANDING THE CONDITIONS

In order to set the grounds for the project three main instruments were used for analysing the situation in the ESA:

1. **The functional review**
2. **The assessment of the physical and IT conditions and**
3. **Surveys**



1. The **Functional review** included studies regarding existing work organization, current business, capacity and performance in ESA. The Functional analysis was used for the development of the Organizational Change Management Project (OCMP).
2. The assessment of the **IT conditions** resulted in recommendations for necessary interventions in the IT system according to which new IPA project for purchasing equipment is being done.

The assessment of the **physical conditions** of the employment centers conducted in all of the thirty Employment Centers throughout the country also resulted with new IPA projects that will deal with construction and reconstruction of the centers.

"The assessment made regarding the IT systems revealed the necessary changes that need to be implemented in the future not only from the systems point of view but also from organizational aspect. With this continual improvement for efficient work is assured"

Silvana Trajkovska, head of the IT sector

"The conditions in the employment centres impose necessary changes for their improvement outside as well as inside. With this we will create better environment, for the employees as well as unemployed persons and employers."

Edvin Mukovikj, head of the Department for property and legal issues



A PROJECT DEVELOPED BY ACTIVE PARTICIPATION OF THE EMPLOYEES

The following teams were established and were with the project every step of the way: the Change Management Team, the Monitoring Team, the Training Team and 5 different groups for developing of the OCMP.

"The participative approach which marked this project has motivated employees, together with the Project team to plan, to incorporate changes in the working process and to accept the project's activities and results as a possibility for improvement of the Agency's work, as well as for personal professional development. This will contribute to the sustainability of the process of the organizational changes that have already began, in further strengthening of the capacities and improvement of the Employment Service Agency's services."

Veljka Juron, Head of sector for IPA funds and projects



Between 23-30.09.2012, 16 employees in Portugal and visited the Portuguese Institute for Employment and Vocational Training as well as the Institute for Social Insurance and the modern Employment Centre in the city Sines, and the Centre for Vocational Training, in the city of Torres Vedras.

"The study visit that we realized with the project in Portugal was a good experience on the field - there's always something new to learn and part of that is applicable to our conditions."

Hisan Amzai, Head of EC Gostivar

DESIGNING CHANGES FOR ESA MODERNIZATION

One of the main activities was introduction of change management to support the ESA in dealing with the implementation of active labor measures and improve the quality of the services provided to our customers and the conditions of work within the organization. The segments from which OCMP was constructed were:

- **Delivering services to unemployed and employers**— Encompassing A Methodological Guide for Employment Centers which incorporates the procedures for working with the unemployed and with the employers, the development of a Career Guidance, Counseling and Professional Orientation System and the development of local partnerships for employment.)
- **Planning, monitoring and reporting**—Revising and improving the Planning, Monitoring and Reporting system of ESA in order to provide better information for ESA stakeholders and better management of its activity.
- **Simplification and rationalization of procedures**— Including the simplification of administrative procedures related to vacancies registration either with or without request for mediation; the system of calculation and payment of unemployed benefits; the system for periodic evidence of the unemployed; the process of transmitting information to other institutions concerning the unemployed status of people.
- **Internal communication and knowledge management**—This includes designing a communication system and promoting the management of organizational knowledge of ESA having in mind to improve the internal communication channels to achieve better results in ESA activity.
- **Human resources**—Identifying the impacts on the ESA Human Resources according to the changes introduced in the different areas of work.

CHANGE IMPLEMENTATION PLAN – CIP

To promote the implementation of OCMP a Change Implementation Plan (CIP) has been designed, where the above mentioned five components are further divided into 7 subcomponents, 35 activities and 3 sub-activities.

"The changes are a necessary part of life and the only way to move forward is with the work of the Agency. The program for managing organizational change with all its parts and components changed the way we work but also revealed further possibilities."

- The segment for planning, monitoring and reporting included tools for management in form of guidelines for:
- **ESA annual report**
 - **Monthly and quarterly report on ALMM's and on labour demand and supply**
 - **ESA annual work programme**
 - **Planning ESA performance**

MANAGEMENT GUIDELINES AND INTERNAL COMMUNICATION

Good communication and sharing of the knowledge of the employees is crucial to support the internal changes as part of the OCMP. As part of this segment we have developed:

- **The Intranet** - Internal communication network in which all employees can see all the documents they need for their work including: the laws, the good practices, the contact details of all of the employees and various documents including those that were developed as part of this project
- **The Newsletter** - this tool was developed in order to share all the news that happened in the ESA to all of the employees and is to be issued on regular basis by the Agency after the project finish.



"Procedures for work are an essential part of effective and coordinated operation, so the *Methodology for work* placed in a concrete and practical guide makes us work according the same guidelines. This will serve as a basis for all employees of the Agency in carrying out their duties."

Lydia Tesic, Head of sector for rights and obligations of the unemployed

METHODOLOGY

As a result of the approved Organizational Change Management Project, the Employment Centres Methodology of Work had been developed with the active participation of Working Groups and submitted to discussion with all the Heads of Employment Centres and Sectors at the Central Office. Its main goal is to identify and fix the procedures to be adopted by all Employment Centres in order to follow the orientations and provisions of the National instruments for Employment policy. It is based on two basic principles:

- **Focusing on an Activation approach;**
- **Promoting a Customer oriented approach** through the personalization of the services for the unemployed and for the employers to improve the matching between labour market demand and the supply.

The adoption of the activation and customer oriented approaches implies the assumption of a work methodology which assures:

- An early identification of the situation of the unemployed in order to reduce the time spent in the unemployment situation and to minimize the risk of long-term unemployment;
- A Preventive action in order to enable the unemployed to an independent career management throughout the lifecycle;
- The Customization of interventions by targeting the publics;
- The promotion of the use of multichannel to provide services and diversification of responses to better meeting the needs of the unemployed and the employers;
- The improvement of the relations with the enterprises by providing them several services, particularly in the areas of selection, recruitment and mediation;
- The building and Improving of Local Networks for Employment and partnerships for improving the services

To achieve these results the activity of the Employment Centres must be oriented, in an articulated way, to the real needs and conditions of the unemployed and of the employers having in mind the satisfaction of the needs of the labour market simultaneously from the supply and demand sides.

With this purpose the Operational Manual is organized in three main parts:

- **Working with Unemployed and other jobseekers**
- **Working with Employers**
- **Local networks for Employment**

The main topics of the Methodology have been used to train the staff of Employment Centres and its general and systematic implementation is to be continued according an implementation plan included in the Manual.

"Cooperation with employers is key to the performance of each Employment Centre. Using the methodological guide for the operation of the employment centres have structured basis for work and planning new activities, such as forums with employers."

Dejan Vladev, head of CV Sveti Nikole

"All employment centres, regardless of their size, have the same goal - to provide better services to their customers. All this is embedded in the methodological guide as a basis for their work."

Silvana Pashovska, head of CV Prilep

GUIDANCE SERVICES - PREPARING THE UNEMPLOYED FOR WORK

Career Guidance is a broad concept and refers to career guidance delivered by qualified professionals (psychologists and professional career counsellors) and also to other guidance activities. Career guidance is defined as an „umbrella term“ which encompasses various guidance activities: information provision, assessment of personal characteristics, advice, counselling, career management skills workshops, etc. The system proposed for ESA is based on provision of two levels of guidance services:

1. **The employment counselling services;**
 2. **The career guidance services.**
- A decision about what level of guidance should be offered in each Employment Centre should be done according the real conditions, namely as regards the Human Resources.

