

"In the past there were many changes in legislation that created a need for change in the way the Agency operates. The training Plan as part of the project helped to be able quickly adapt to these changes, and make improvements in the skills of employees needed for everyday work."
 Vesna Peshova, Head of Human Resources, legal and personal-administrative Department

"Significant steps were made in terms of working with the unemployed; the professional guidance and career counselling are one of them. Trainings on this topic, as well as counselling and preparation of individual employment plans made us closer to the unemployed and to understand better their needs, desires and interests."
 Pavlina Kostovska—Grujoska, caouncilor—coordinator for the department for services for employment support

TRAININGS

The Training Programme has been designed having in mind the preparation of the ESA staff to deal with the changes identified for the ESA's modernization process. In total, 647 ESA employees participated in the training sessions, among which 370 women (57.19%). Training courses and modules covered 38 training groups. Out of total number of participants, 642 participants successfully completed the training and obtained the certificates (99.23 %).

Training course	Modules	Target group	Duration	Participants
COUNSELLING	Profiling, IEP and Counselling	Employment counselors and Sector for ALMMs	3 days	102
	Career guidance and employment counselling			102
	Client orientated communication	Employment counselors and Sector for ALMMs	2 days	122
GENERAL MANAGEMENT	General management skills	Heads of ESA sectors and ESCs	3 days	37
		Heads of ESC, Sector for ALMMs	2 days	34
EMPLOYMENT CENTRES METHODOLOGY OF WORK	4 topics covered Cooperation with employers	ESC staff working with employers and Sector for ALMMs	1 day	34
		ESA employees	1 day	42
WORKING WITH EMPLOYERS	Employment mediation			
ICT- EXCEL	Spreadsheet Excel		20 hours	
ENGLISH LANG. COURSE	Upper Intermediate Course	ESA Central office employees	70 hours	14
		Heads of ESC	1 day	33
USING LM DATA FOR BETTER ESCs PERFORMANCE	Planning, reporting and monitoring performance	Sector for LM Research and analyses	1 day	33
		Psychologists	1 day	12
CAREER GUIDANCE	Advance Career Guidance	Career guidance specialists	2 days	36
			2 days	
TOTAL				647

LOOKING TO THE FUTURE

The future sustainability of the ESA's modernization process must be based on a permanent commitment of the whole organization and in the continuous and monitored implementation of the Organisation Change Management Project and of each of its components. For that purpose special attention should be paid to the following issues:

- The improvement of information about its services targeting the employers and promoting ESA as a provider of quality services which can help employers in recruitment process. Additional efforts need to be made to change and improve the perception of employers and build trust with companies;
- The improvement of provision of information for unemployed persons about their rights and duties according to their needs deriving from their social, economic and education background, psycho-physical conditions and in doing so ensure a full respect of gender equality and the needs of different ethnic minorities;
- Reinforce an activation policy and in this respect particularly active mediation services in order to contribute to increasing of employment and reducing the unemployment;
- Improve the conditions for delivering Career guidance services, namely through: allocation of more resources for the main target group (i.e. unemployed); developing less labour-intensive career guidance methods (for ex. information materials and electronic self-help tools for career development) which will be offered to students and ensuring equal access to the career guidance services to the clients all over the country;
- Improve monitoring of services and measures that ESA provides to its clients by establishing mechanisms that will ensure timely detection of weaknesses in implementation and translation of the findings into corrective measures that will lead to improvements of services and measures;
- Improve the behaviour of the employees and change the way they are dealing with companies and unemployed persons. It is important to improve the employee's motivation to solve the client's problems;



Dear Employees of ESA and all the Employment Centres

During the last 21 months our Project Team has been deeply involved in the implementation of our Project on "Further Modernisation of Employment Service Agency". From the very beginning we said that the main focus of this Project should be in finding what should be done to improve the quality of the services provided to the unemployed and to the employers who are the ESA main stakeholders.

Our Project Team, involving 22 experts has done the best of its efforts to produce the results foreseen for the Project and we think that we could do it. Our work and the results obtained have been possible because of the high commitment of all of you that have deeply cooperated as members of the several Working Groups that have been established. This high involvement of ESA staff gives us the hope and confidence that the results of the project will be used and further improved in the future.

With the knowledge on the conditions of work of ESA - obtained from the Functional Analyses, from the training Needs Analyses, from the assessments on the physical and IT conditions and from the surveys on customer and employees satisfaction it was possible to develop one Organization Change Management Project and a demanding Training Program which, we think, have addressed the main issues to sustain the process of ESA modernization. Proposals to improve the physical conditions of the EC's, as well as the renewal of the IT equipment have been done and, as far as it is known, the results are expected to come up soon, again with financial support of European Union.

We fully believe that a step forward has been done with our Project and that some new seeds have been put in the ground and they will grow up. The condition for that is your involvement and about this we have no reason to be worried.

Let me, at this occasion, on behalf of our Project Team and of our Consortium, led by Archidata, to thank you very much for your cooperation and to wish, to all of you, the best success for your professional and personal life.

Alexandre Rosa, Project Team Leader

"The individual employment plan (IEP) is a very important document which encompasses the planned activities aimed at the employment of the unemployed persons. Taking in consideration the importance of this document, the trainings that were realized as part of the project were very useful for realization of this activity."

Deniza Dear, employee in the EC—Skopje, participant in the IEP trainings

"The modernization in functioning of the ESA allows outreach and improvement of our services to the unemployed and employers. All activities conducted within the project were aimed at achieving more immediate approach to working with clients and raising the level of employability of the unemployed as well as timely and quality recruitment of adequate and competent staff for working with the employers. Timely and targeted implementation of active policies for sustainable and long-term employment."

Goran Jovanovski, Head of the Department for Active Labour Market Measures

This publication has been produced with the assistance of the European Union. The contents of this publication are the sole responsibility of Archidata SRL and its consortium partners and can be in no way be taken to reflect the views of the European Union.

Contracting authority Ministry of finance—Central Financing and Contracting Department (CFCD)

Key beneficiary

A project implemented by

Address: ul.Naroden front 5/1-12 1000 Skopje

tel/fax: +389 (0) 2 3256 415;

fmesa@archidata.it



The project is implemented by the European Union



The project is implemented by



MODERNISATION TOWARDS
 WORKING FOR BETTER
 SERVICES!

Project start: 09.01.2012

Project finish: 08.10.2013

Main purpose—to improve the quality, efficiency and effectiveness of the services provided to the job seekers and the employers by the Employment Service Agency with a view to reducing unemployment and preventing people in employment become unemployed

