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Research analysis on satisfaction for the provision of employment services for jobseekers and employers by the Employment Agency

FINAL REPORT

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“Research analysis on satisfaction for the provision of employment services for jobseekers and employers by the Employment Agency”

This is a United Nations Development Programme (UNDP) in Kosovo publication. However, the views expressed in this report are those of the authors and do not necessarily represent those of the United Nations Development Programme (UNDP).

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Executive Summary

The study “Research analysis on satisfaction for the provision of employment services for jobseekers and employers by the Employment Agency” in Kosovo¹ is supported by the United Nations Development Programme (UNDP) in Kosovo through the project Active Labour Market Programmes 2 and implemented by UBO Consulting, for the purpose of identifying the current situation on the level of satisfaction of jobseekers and businesses that have cooperated with the Employment Agency (EA). This research adopted quantitative and qualitative methodology. The quantitative methodology was applied using two questionnaires: one for jobseekers, surveyed to 1,022 respondents and one for businesses, surveyed to 201 business representatives. The qualitative methodology was carried out by 20 in-depth interviews with business representatives, to gain a better perspective about the cooperation of businesses and the EA.

The following section reveals the main finding gathered from the results of the questionnaires and in-depth interviews.

Key Findings for Jobseekers:

- The main source of information about the Employment Agency are family and friends, according to 64 % of the respondents. Moreover, 15 % learned about the agency through people who were already registered in the Employment Agency, and 13 % heard about it on social media.
- The most popular service offered by the Employment Agency, with which jobseekers were more familiar with, was Employment mediation/finding a job (90%), followed by providing vocational training (72%) and internships (62%).
- The main reason why respondents were registered in the Employment Agency was to get a job (71%).
- Most respondents (40%) attended professional training offered by the Employment Agency, specifically from the Vocational Training Centres. Trainings most attended were cooking training (28%) and tailoring training (24%). The majority of respondents claimed that the trainers were well prepared for the training topic.
- The majority of the respondents (66%) have heard about the website of the Employment Agency of Kosovo in which job vacancies are published and 77 % find it useful.
- Some of the recommendations for the Employment Agency were to provide more information on job vacancies (52%), create new employment services (50%) and organize job fairs (42%).
- The respondents were mostly satisfied with services such as professional training (86%), job finding (83%) and internships (78%). As for satisfaction with employees working at the EA, on a scale from 1 (not at all satisfied) to 5 (very satisfied), respondents' level of satisfaction was 4.45. overall, the majority of respondents (87%) would recommend unemployed people to register in this agency.

¹ References to Kosovo shall be understood to be in the context of Security Council Resolution 1244 (1999)

- In addition to using the Employment Agency's services as the key job-mediating institution in Kosovo, around one third of respondents stated that they use job portals to find job vacancies; mostly Gjirafa.com (18%), Portalpune.com (13%) and Kosovajob.com (12%).

Key Findings for Business Representatives:

- According to business representatives interviewed, the Employment Agency has helped businesses hire new employees, interns and broaden the business prospect.
- The majority of interviewed businesses reported to be satisfied with the EA, since their services have been quite beneficial to their business. However, there were also some representatives who were not satisfied with this agency, namely due to the lack of transparency and bureaucratic nature.
- The method that surveyed businesses use mostly to recruit staff is by getting recommendations from friends, colleagues or family members (77%).
- Employment portals that businesses in the survey use to publish vacancies are Portalpune.com (47%), Kosovajob.com (29%) and Gjirafa.com (12%). On the other hand, interviewed businesses mainly use social media. The main reasons why they use private platforms instead of the EA is because those platforms offer more information to jobseekers (40%), they have a broader reach (40%) and they provide faster ways to finding employees (35%).
- The majority of businesses in the survey (63%) claimed that they have not hired any employee through the mediation of the Employment Agency.
- On a scale from 1 (not at all informed) to 5 (very informed), business representatives in the survey were mainly informed about employment mediation/finding employees (3.33) and internships (3.28).
- Businesses in the survey cooperate with the Employment Agency mainly for employment mediation/finding employees (71%) or internships (55%). However, the majority of businesses in the survey (63%) claimed that they have not hired any employee through the mediation of the Employment Agency.
- In general, businesses were very/somewhat satisfied with Employment Agency's services, such as job training (90%), internships (85%), wage subsidies (83%) and employment mediation (70%).
- The majority of businesses (81%) claimed that they have not hired any employee who has completed any professional training at the Vocational Training Centre. Similarly, 18 interviewed businesses said they have not hired employees trained by the EA, which leaves only two who have.
- More than half of respondents in the survey have heard about the website of Employment Agency (59%) and found it somewhat useful (56%).
- Recommendations for the Employment Agency from business representatives in the survey were to organize more job fairs (51%), create new employment services (48%) and create partnerships with more businesses (46%). Those interviewed recommended including professional practice after the trainings and expanding their trainings in different areas.
- The majority of respondents (88%) stated that they would recommend the Employment Agency to other businesses.

Introduction

The Kosovo Employment Agency is an independent agency created by the Ministry of Labour and Social Welfare (MLSW) in order to administer the labour market and implement employment and vocational training policies. With the creation of the Employment Agency of Kosovo, public employment services are separated from the MLSW, with the aim of administering the labour market and implementing employment and professional training policies. As such, the agency organizes and coordinates the annual planning of activities and initiatives for the implementation of annual employment and vocational training policies.

Moreover, the Employment Agency manages eight Vocational Training Centres (VTC) which are located in seven Regions of Kosovo: Prishtinë/Pristina, Prizren, Pejë/Peć, Gjakovë/Đakovica, Ferizaj/Uroševac, Gjilan/Gnjilane/Gnjilane, Mitrovicë/ Mitrovica South and Doljane (in North Mitrovica), with 69 workshops and 30 different professions. In these centres, the training and retraining of persons who are registered as jobseekers, unemployed and those who receive career guidance services, at all employment offices in municipalities, is done.

Kosovo Employment Agency has four main objectives:

- Improving the quality and efficiency of public employment services;
- Reforming vocational training services according to the requirements of the labour market;
- Expanding the coverage and increasing the efficiency of active labour market measures;
- Developing and improving different aspects of labour market analysis.

This study “Research analysis on satisfaction for the provision of employment services for jobseekers and employers by the Employment Agency” was conducted for the purpose of measuring public opinion on the satisfaction for the provision of employment services for job seekers and employers by the Employment Agency (EA) in Kosovo. The aim of this research was to identify the current situation on the level of satisfaction of jobseekers and businesses which cooperate with the Employment Agency for the provision of employment services provided by this agency. Knowing that the unemployment rate in Kosovo in 2019 was 29 %, the need for providing better and easier paths for the unemployed to find suitable working jobs is essential; hence, UNDP has requested a research done in regard to this matter, in order to contribute to the improvement of the quality of Employment Agency services.

The quantitative research included two questionnaires comprising of questions regarding the services of Employment Agency, the level of satisfaction and recommendations for this agency; one for jobseekers and one for private sector enterprises. The goal was to gather information on the reasons the jobseekers and businesses have decided to reach this agency, the level of satisfaction with their services, and assistance that this agency has provided to its clients. Additionally, the questionnaires consist of questions that gave the opportunity to the jobseekers and businesses to give recommendations for improving Employment Agency services. The detailed findings which aim to contribute on the improvement of the services of this agency are presented in the Study Results section below.

Moreover, the qualitative part of the study was conducted with representatives of businesses in Kosovo. The in-depth interviews followed a structured guideline. These interviews serve to gather more in-depth information about the collaboration between businesses and the Kosovo Employment Agency, and to support/add value to the data deriving from the questionnaire with businesses.

Methodology

The current research adopted a quantitative and qualitative methodology. The quantitative methodology was carried out by using two questionnaires, one for jobseekers and one for businesses, consisting of open-ended questions and close-ended questions. Open-ended questions were mostly compiled when the opinion of the respondent was not in the options provided in the multiple-choice questions, or when asked to provide additional explanation after choosing a particular answer. On the other hand, the qualitative methodology was implemented by doing 20 in-depth phone interviews with the representatives of private sector enterprises.

Quantitative Methodology

Methodology for the Survey with Jobseekers

The quantitative part of the study conducted with jobseekers included a total of 1,022 respondents (registered in the EA) throughout 38 municipalities in Kosovo. This sample was calculated to be proportionate for each category, based on the data gathered by the Employment Agency from the report “Labour and Employment 2019”. This sample was calculated considering the confidence level of 95% and the margin of error of 3% for the entire sample and is representative of the targeted population.

The “Public Opinion on Kosovo Employment Agency Services” questionnaire for jobseekers was administered through phone call interviewers, using computer-assisted telephone interviewing (CATI) technique. In CATI technique, the survey is conducted through phone calls and the data is processed through a survey management software – ASKIA. Population surveying through telephone calls in Kosovo is a reliable method of surveying as the penetration of mobile and fixed telephony in Kosovo is very high. The Regulatory Authority of the Electronic and Postal Communications (RAEPC) reports that in the last quarter of 2019 there were 2,073,873 mobile and 55,825 fixed-line phone users in Kosovo, indicating a very high penetration rate of telephony.

The questionnaire carried out with jobseekers consisted of 22 questions in total, four of which were demographic questions. The questionnaire was designed to measure the overall satisfactions of the jobseekers in regards to services provided by Kosovo Employment Agency. The survey has been implemented in 38 municipalities throughout Kosovo. Respondents were randomly selected, every third one in the Employment Agency database. Furthermore, since one survey had the purpose to target jobseekers, the group age of the jobseekers had to be above 18 years old. Please find the questionnaire attached to [Appendix A](#) at the end of report.

Methodology for the Survey with Business Representatives

The questionnaire for businesses was surveyed to 201 private enterprise representatives. This sample was calculated to be proportionate for each category, based on databases of businesses that used the service “Mediation in Regular Employment” and/or “Active Labour Measures”. The entire sample

has a confidence level of 95% and a margin of error of 3%. In addition, since the sample is taken from the database of businesses that have used the Kosovo Employment Agency, the sample is representative for the targeted population.

The “Public Opinion on Kosovo Employment Agency Services” questionnaire for businesses was also administered through phone call interviewers, using computer-assisted telephone interviewing (CATI) technique. Target population for this research was taken from the database of the businesses registered in the Employment Agency. This questionnaire was also implemented in 38 municipalities of Kosovo.

The questionnaire surveyed to business representatives consisted of 23 questions, five of which were demographic questions. The questionnaire was designed to measure the satisfactions of businesses in regards Kosovo Employment Agency services. Please find the questionnaire attached to [Appendix B](#) at the end of report.

Finalization of the Questionnaires

In order to identify potential problems that could arise during the administration of the questionnaires in the field, a pilot-testing of the questionnaires was performed to verify content and logic. Pilot testing allowed to establish the reliability of the questionnaires, as well as to measure the time required to successfully complete an interview. Necessary modifications were made to the questionnaires during this stage including: editing or reformulating questions, adding filters to certain questions, adding new questions etc. The finalization stage of the questionnaires produced the final version of the survey questionnaires in three languages. In addition, changes in questions were reflected in the three working languages: English, Albanian, and Serbian.

Recruitment and Training of Survey Team

Operating team was carefully selected with preference given to experienced researchers. The fieldwork team consisted of 14 enumerators, two supervisors, one technical controller, and one coordinator. Training sessions were organized and were held on April 14, through video conferences, with both the team conducting the survey with jobseekers and the team conducting the survey with businesses.

The purpose of these trainings was to ensure that enumerators fully understood the survey questions and terminology, were familiar with the methodology of sampling and interviewing and were effective interviewers and could administer the interviews easily, accurately, consistently, and naturally.

Fieldwork and Quality Check

The survey fieldwork was implemented between 15 April and 1 May 2020. Two surveys have been conducted during this time, one with jobseekers and one with private enterprise representatives.

Quality check was carried out by the field supervisors, who were responsible for carrying out the first quality control by screening each questionnaire submitted and data entry personnel, who were responsible for carrying out the second level of quality control, while checking the data in the electronic database.

Data Cleaning, Tabulation and Analysis

Data cleaning and analysis for quantitative surveys were realized in SPSS and tables were generated as per the analysis plan that was finalized by the report writing team. Our experienced data validation professionals ensured that the data did not contain any unwanted codes, errors, inconsistencies, or missing data.

Cross-tabulations were generated to reveal association between data based on a number of variables (those relevant to the objectives of the study). In addition, they were used to find patterns, trends and probabilities within raw data.

Qualitative Methodology

In order to get a comprehensive picture and probe into the rationales and arguments behind the results collected from the survey with businesses and jobseekers, 20 in-depth interviews were completed. These interviews were conducted in the form of structured in-depth interviews which were carried out by phone by our enumerators, during the period of 11 – 15 May 2020. Please, see [Appendix C](#) for the list of surveyed businesses.

In-depth interviews with businesses aimed to gain a better perspective about the collaboration of businesses with the Employment Agency and to identify necessary steps for improving services and increasing the efficiency of the employment agency. The interview consisted of mainly open-ended question, and a few closed questions, and lasted on average from 20 to 25 minutes. Conducting these in-depth interviews helped get a thorough perspective from business representatives, which in turn gives a better insight in addressing Employment Agency service provision.

Below are the details of the course of action for this qualitative research:

Composition and course of action for the in-depth interviews:

- In pursuance of receiving the best results based on the consideration of the segmentation of the survey sample, the suggested number of in-depth interviews was 20;
- The in-depth interviews were conducted with business enterprises;
- The interviews were conducted through phone calls (CATI).

Advantages of in-depth interviews

In comparison to focus groups, in-depth interviews offer several advantages, including:

- Reach a broader audience – there is no limit in terms of industry or geographical location;
- Gain deeper information - in-depth participant has the undivided attention of the interviewer and subjects can be explored in more detail;
- It is easier for participants to commit to an in-depth interview rather than a focus group, as there is more flexibility in scheduling.

Transcription

In-depth interviews were audio recorded. Preparing these recorded data for analysis required transcribing all data.

- Interviewers took handwritten notes to document a wide range of information, including:
 - casual and structured observations;
 - verbatim quotes or paraphrases of interviewee responses;
 - the researcher's questions;
 - questions, conclusions, and observations discussed during the staff debriefing sessions.

These notes were written on standardized forms, in a form of a transcript following the structure of the questionnaire. After transcribing all relevant recordings, the transcriptionist typed up the interviewers corresponding handwritten field notes. Transcription of recordings and typing of field notes began immediately after the data collection event, during 12 – 15 May 2020. See [Appendix D](#) for the guide used for interviews with business representatives.

Results from the Survey with Jobseekers

Level of information about the Kosovo Employment Agency

The first aim of the study was to measure job seekers' level of information about the Employment Agency (EA) and services offered by them. Other than that, knowing the source of information that jobseekers use to access services provided by the Employment Agency, would help to better manage the spread of this information and reach a higher number of unemployed jobseekers.

To begin with, the majority of surveyed jobseekers claim that their main source of information about the Employment Agency are family and friends (64%). Following that, 15 % of respondents say that people who are already registered to the Employment Agency, recommended it to them. Social media were a source of information for 13 % of respondents and 7 % learned about the Employment Agency on TV. Job fairs (2%) and radio stations (0.3%) served to inform less respondents about the agency.

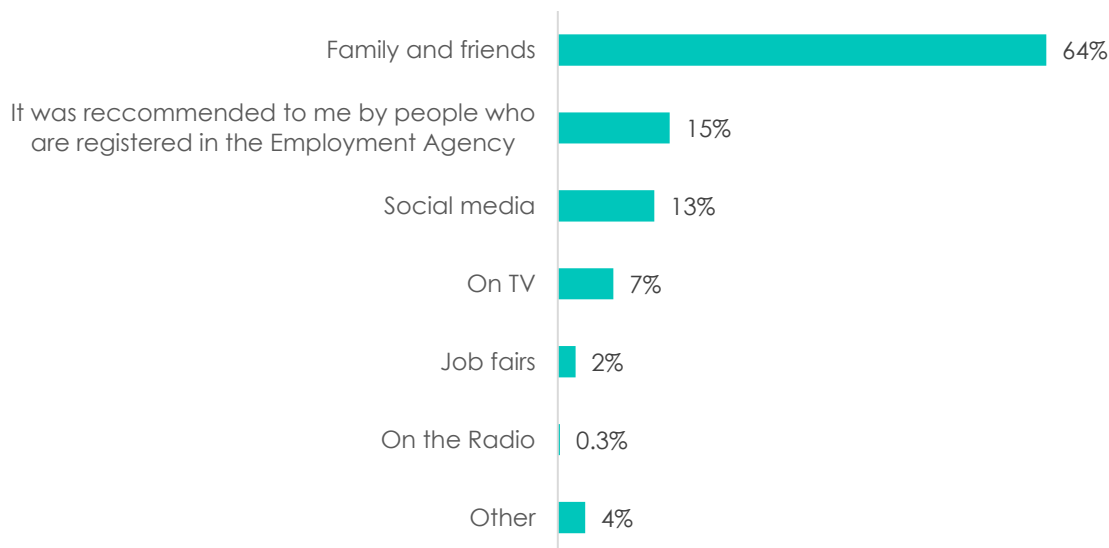


Figure 1. Can you tell us where did you receive information about the Employment Agency?

The Employment Agency of Kosovo serves to provide unemployed jobseekers a platform they can reach out to, in order to find work opportunities. As such, their focus is not only serving as a mediator for jobseekers and potential employers, but also providing different services that offer jobseekers the chance to be trained and fully equipped for potential job positions.

In this regard, the majority of respondents (90%) said they have heard that one service offered by the Employment Agency is employment mediation/finding a job. Moreover, most respondents stated that the Employment Agency provides vocational training (72%), internships (62%) and on-the-job training (54%). On the other hand, less than half of respondents claimed they were aware that the EA provides wage subsidy (45%), engagement in public work (43%) and self-employment (41%).

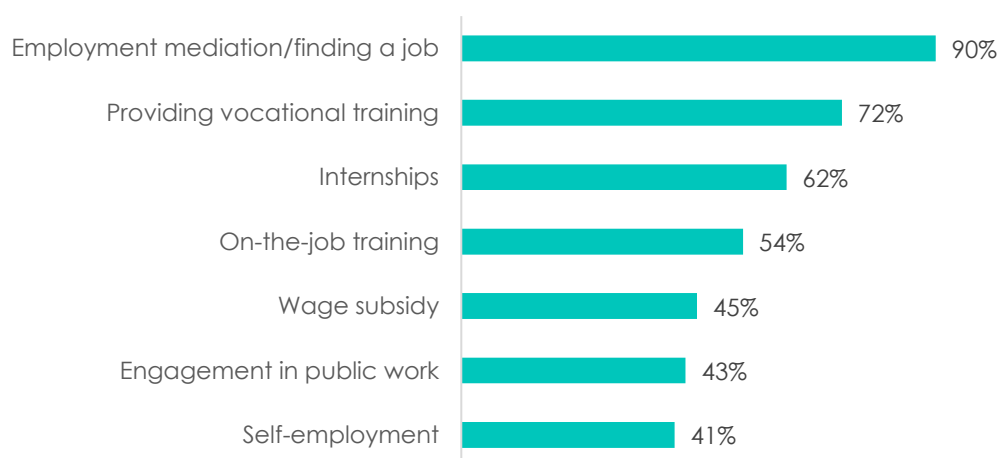


Figure 2. Have you ever heard of the following services/measures offered by Employment Offices?

Respondents were further asked about the reasons that urged them to register in the Employment Agency. In this respect, the majority of respondents said they registered because they wanted to find a job (71%), followed by 42 % saying that they wanted to attend professional training. However, a low percentage of respondents said that they joined the EA to benefit from social assistance services (6%), an institutional grant/project (4%) or a grant/project of an international organization (4%).

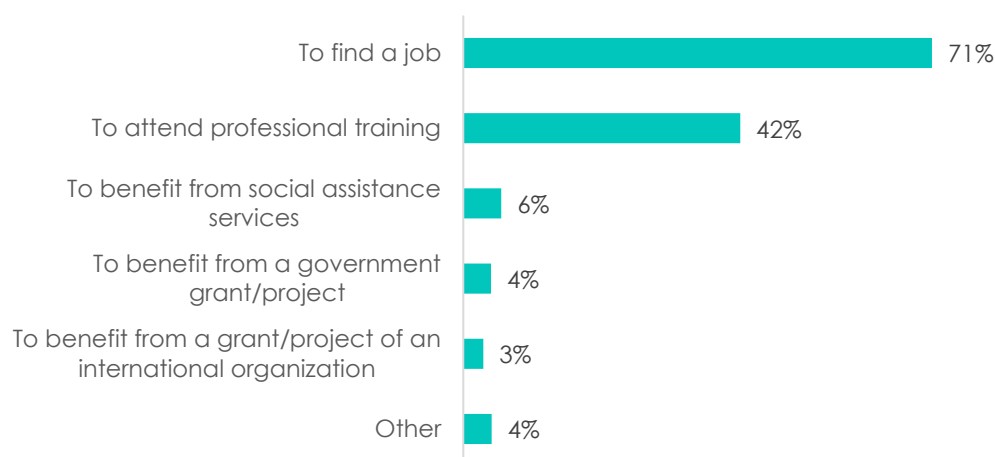


Figure 3. What were the reasons that prompted you to get registered in the Employment Agency?

Since all respondents were registered in the Employment Agency, the following question was asked to understand about the services they provided by the Employment Agency thus far. 40 % of them (40%) stated that they attended professional training offered by the EA. Around one third of respondents (35%) did not receive any service from the Employment Agency, even though they are registered there.

Furthermore, one in five respondents (20%) were part of the internship measure, 16 % found a job through the Employment Agency and 12 % were part of the on-the-job training measure. On the other hand, less respondents were part of the wage subsidy measure (6%), self-employment measure (6%) or engaged in public work (5%). The other 5 % mentioned other services such as: cooking classes, help with work visa, or that the trainings they were planning to start could not begin due to the global pandemic situation.

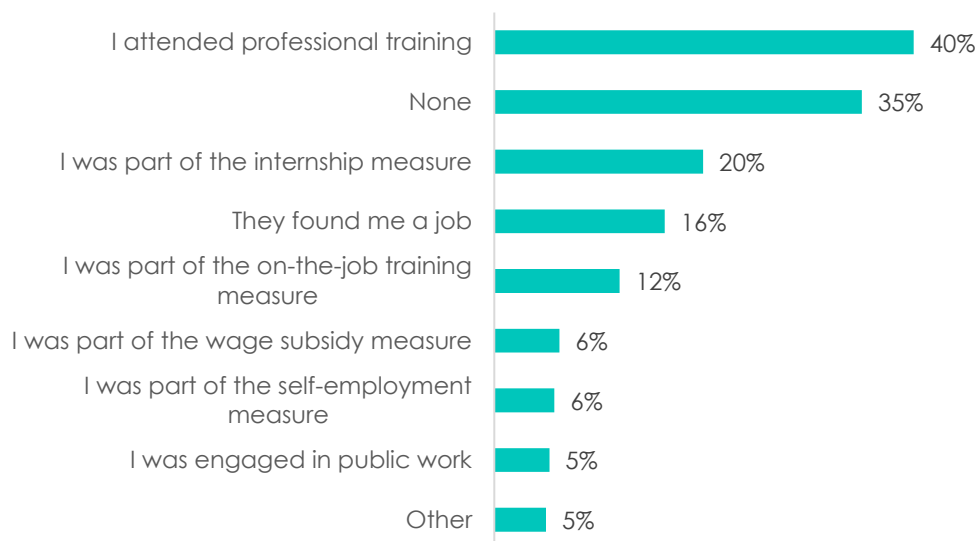


Figure 4. What service did you receive from the Employment Agency?

Measures taken by the Kosovo Employment Agency

Professional trainings

Amongst the many professional trainings offered by the Employment Agency, results show that more respondents have received training on cooking (n=28), tailoring (n=24) and hairdressing (n=18). Following that, 17 respondents attended training on welding, 16 for IT and electrical installation, and 12 for construction and hospitality. The following figure depicts other trainings mentioned by less respondents.

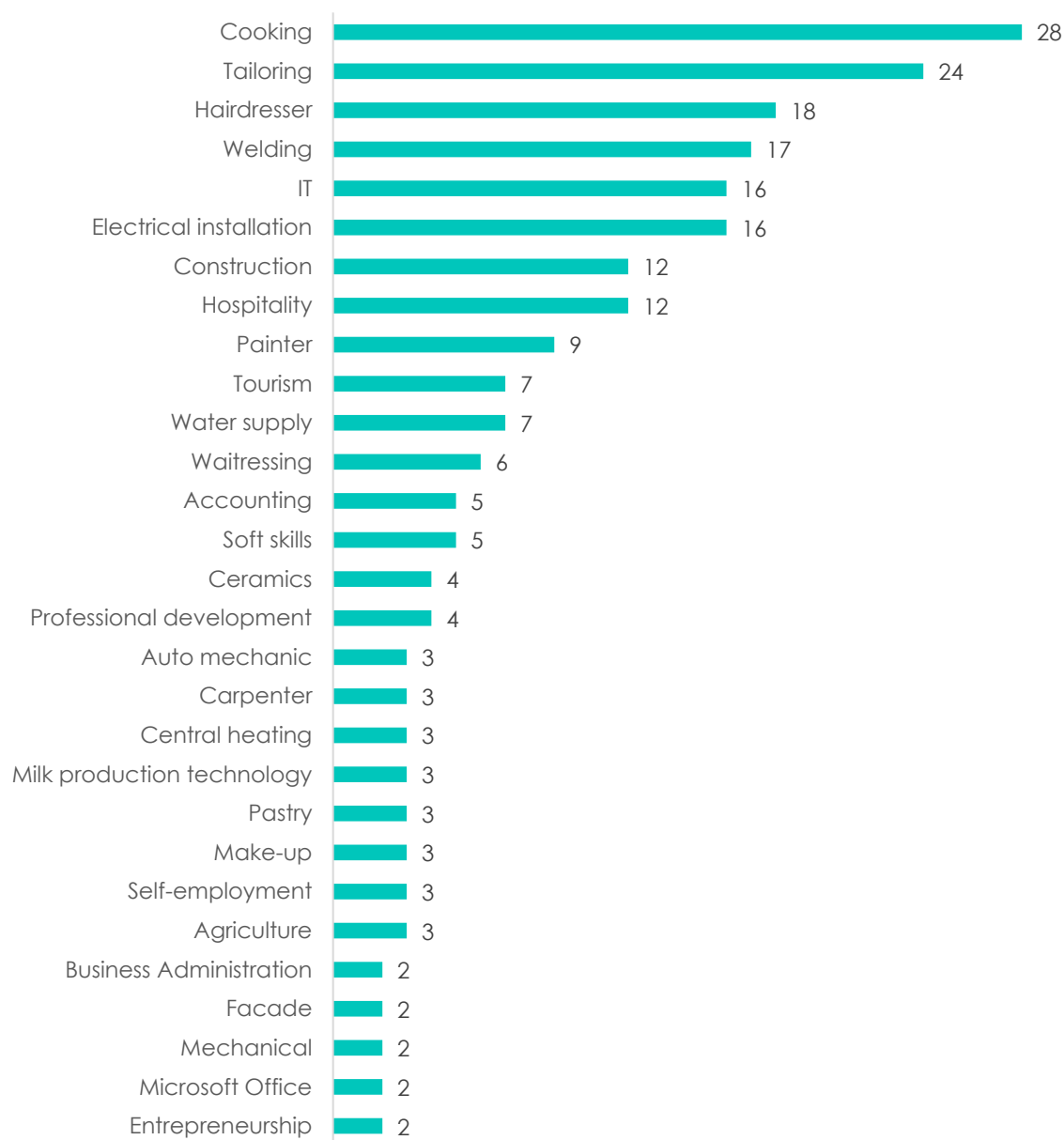


Figure 5. What professional training did you attend?

In addition, those who received professional trainings from the Employment Agency were further asked to state whether they agree or disagree with a few statements. Generally, the majority of respondents agreed with the following statements: 80 % said they agree that the people who provided the training were well prepared for the training topic, and 79 % agreed that practical work during training has increased their professional capacities. However, slightly less respondents (71%) fully agreed that the training helped them find a job.

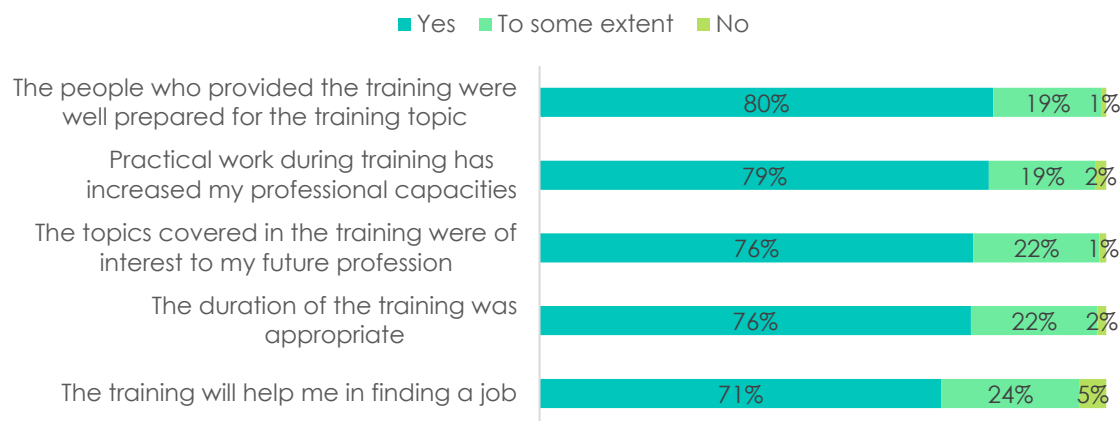


Figure 6. Do you agree with the following statements related to the training you attended? Professional Training

Wage Subsidy Scheme

Similarly, respondents who were part of the wage subsidy scheme evaluated the following statements. In this regard, more respondents agreed that they were paid on time during the scheme (77%) and that they were paid according to the contract (72%). Less respondents agreed that wage subsidies have influenced them to find a stable job (67%) and that during the scheme, they were guided by the employment officials in a business that relates to their profession (64%).

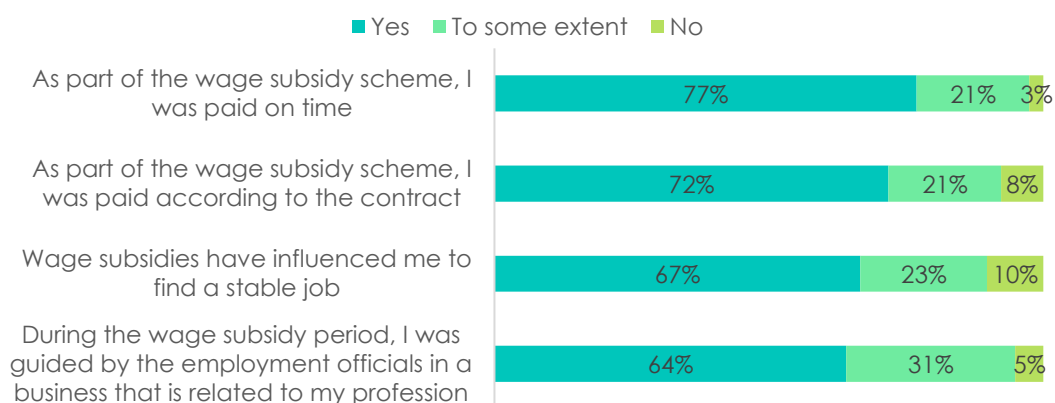


Figure 7. Do you agree with the following statements related to the training you attended? Wage Subsidy Scheme

Internship measure and on-the-job training measure

The majority of respondents who were part of the internship measure stated that they agreed that the trainers/mentors have provided them with the knowledge they will need in my future profession (88%) and that during the internship, they have increased their professional capacity (83%). Slightly fewer respondents (75%) agreed that the period of the internship has been in line with their expectations.

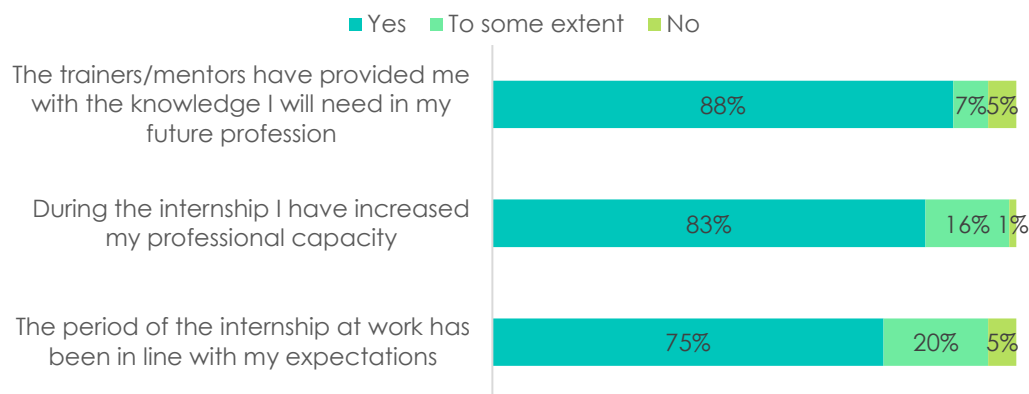


Figure 8. Do you agree with the following statements related to the training you attended? Internship measure

Furthermore, more agreement was stated when the following statements were mentioned about on-the-job training measure. In this regard, more than 80 % of respondents agreed that the trainers/mentors have provided them with the knowledge they will need in their future profession (88%), during the training they have increased their professional capacity (85%) and that the period of on-the-job training has been in line with their expectations (83%).

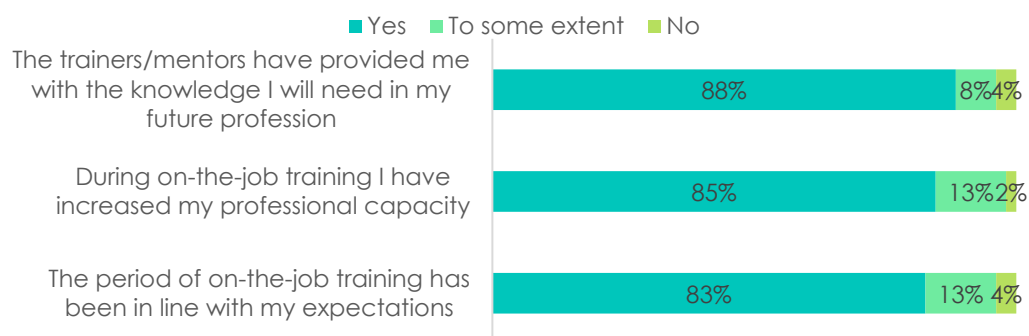


Figure 9. Do you agree with the following statements related to the training you attended? On-the-job training measure

When comparing recipients of different trainings offered by the EA, more of those who were part of the self-employment measure disagreed with the statements read to them. More specifically, the same percentage of respondents (39%) disagreed that the grant (in cash or equipment) they have received has been in line with their profession, it has helped them to create sustainable employment or has met the needs of their business plan. However, slightly more agreed that the grant they received has been in line with their profession (53%).

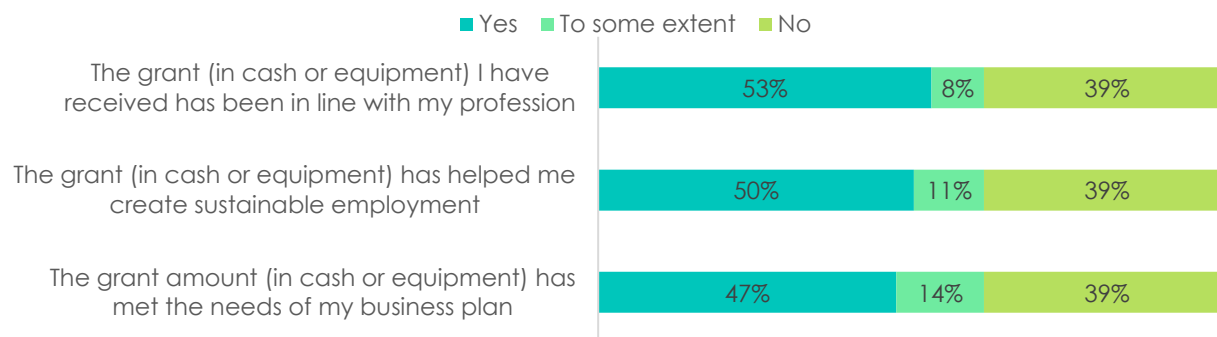


Figure 10. Do you agree with the following statements related to the training you attended? Self-employment measure

Satisfaction with Services and Employees of the Kosovo Employment Agency

Of all services offered by the Employment Agency, more respondents claim to be very/somewhat satisfied with professional training (86%) and job finding (83%). Additionally, 78 % stated they were very/somewhat satisfied with the internships and 72 % with on-the-job training. On the other hand, 54 % respondents claimed to be very/somewhat satisfied with wage subsidy, and less than half of respondents said the same about self-employment (49%) and public work (41%).

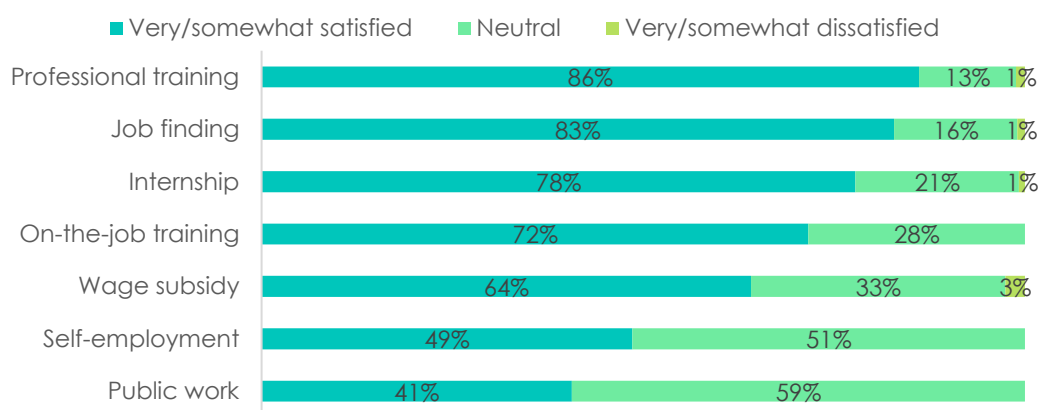


Figure 11. Can you tell us how satisfied you are with each service you have received from the Employment Offices?

Those who claimed to be very/somewhat dissatisfied with the services provided by the Employment Agency, were further asked to state the reason behind their dissatisfaction. The 1 % who said they were dissatisfied with professional training, said that is because they were not allowed to follow the whole training, the training was not worth the time, or that there was no work order. Moreover, low salary was the reason why respondents were dissatisfied with wage subsidy and working without a contract caused dissatisfaction about job finding. Regarding internships, respondents did not state their reasons behind their dissatisfaction.

When it comes to the level of satisfaction with the employees working in the Employment Agency, on a scale from 1 (not at all satisfied) to 5 (very satisfied), respondents reported a higher level of satisfaction with the attitude of the staff from the Employment Agency (4.45), followed by staff readiness to listen to the needs of the unemployed (4.21). Less satisfaction was conveyed with the

employees of the Employment Agency, in terms of providing information about job vacancies (3.84) and professional advice (3.83).

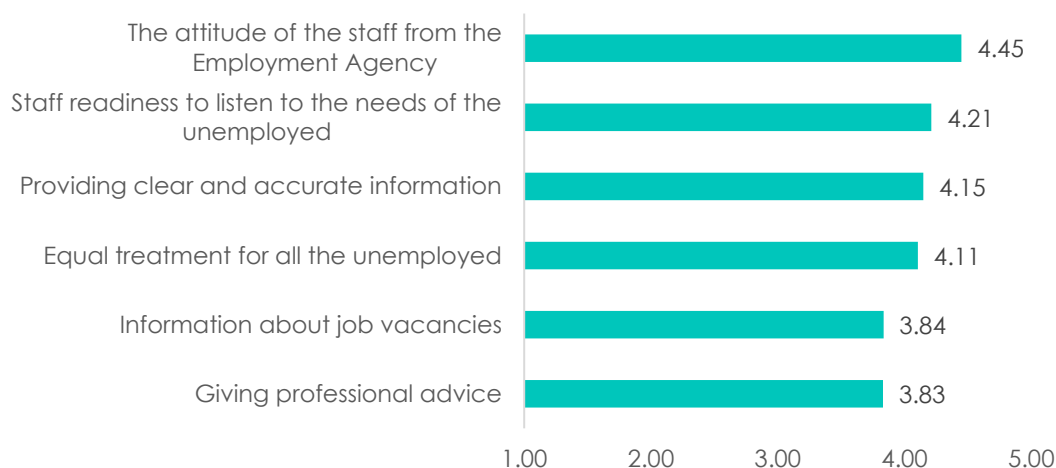


Figure 12. Can you tell us your level of satisfaction with the following aspects related to the employees working in the Employment Office?

When broken down by ethnicity, we can observe differences in all cases. In general, Kosovo Albanians (K-Albanians) and K-Others (Turks, Roma, Ashkali, Egyptians, Gorani) report more satisfaction with all the following aspects, than Kosovo Serbs (K-Serbs). For instance, while K-Albanians rate their level of satisfaction with the attitude of the staff from the Employment Agency at 4.55 (on a scale from 1 meaning “not at all satisfied” to 5 meaning “very satisfied”), and K-Others rate it 4.70, K-Serbs rate it only 3.37.

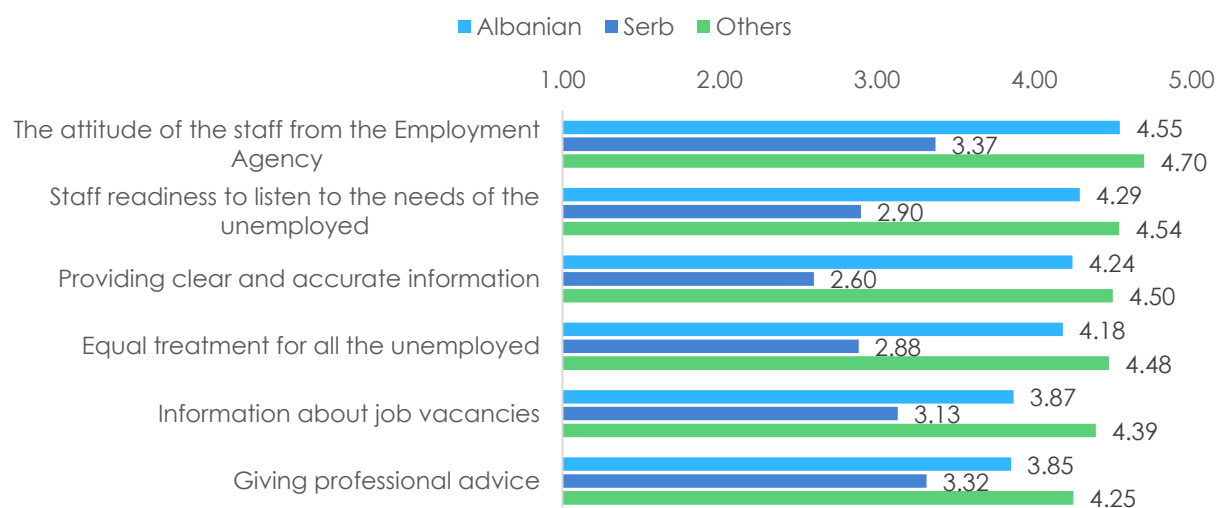


Figure 13. Can you tell us your level of satisfaction with the following aspects related to the employees working in the Employment Office? Ethnicity breakdown

Kosovo Employment Agency Website

The Employment Agency has an online website where jobseekers can find more information about the agency, their services, trainings and job vacancies. Yet, one in three respondents (34%) stated that they have heard about the website, which leaves a majority (66%) who have not.

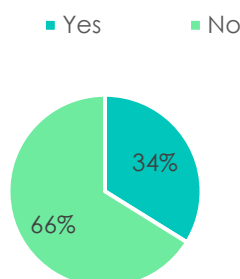


Figure 14. Have you heard about the platform (website) of the Employment Agency of Kosovo, in which job vacancies are published?

Those who have heard about the website of the Employment Agency were asked how often they visit it, in order to find potential vacancies. More respondents (43%) claimed they rarely/never visit the agency's website, while 28 % visit it very often/always. The other 30 % stated they visit the website sometimes.

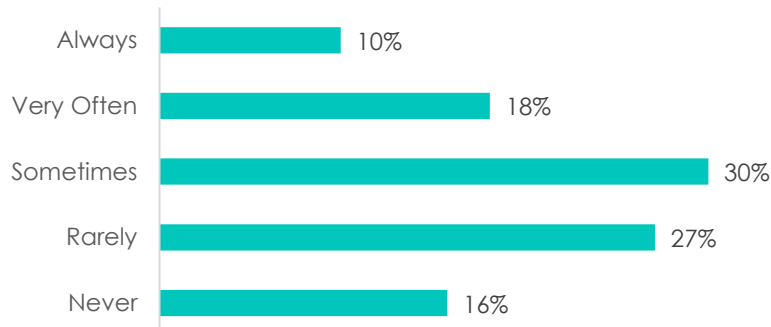


Figure 15. How often do you visit the Employment Agency's website to find out about vacancies?

When broken down by age-groups, we can observe that more respondents aged 25-34 (31%) always/very often visit the Agency's website, followed by those aged 18-24 (26%) and 45-54 (26%). The majority of respondents aged 55-64 (80%) say they rarely/never visit the Employment Agency's website to look for vacancies.

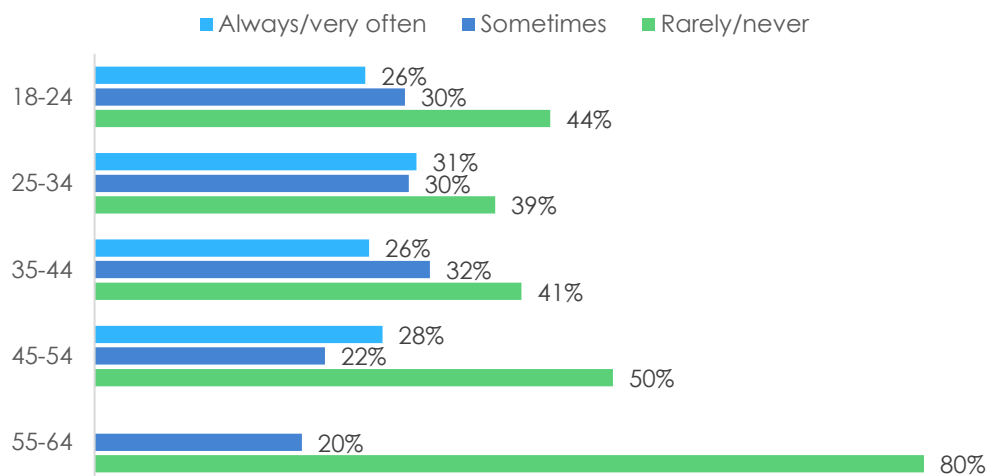


Figure 16. How often do you visit the Employment Agency's website to find out about vacancies? Age breakdown

Furthermore, the vast majority of those who visited the Employment Agency's website find it very/somewhat useful (94%) for the unemployed. On the other hand, 6 % stated it was very/somewhat useless. Those few who found the website useless, mainly said it was because it does not help you find a job, or that they rarely visit it.

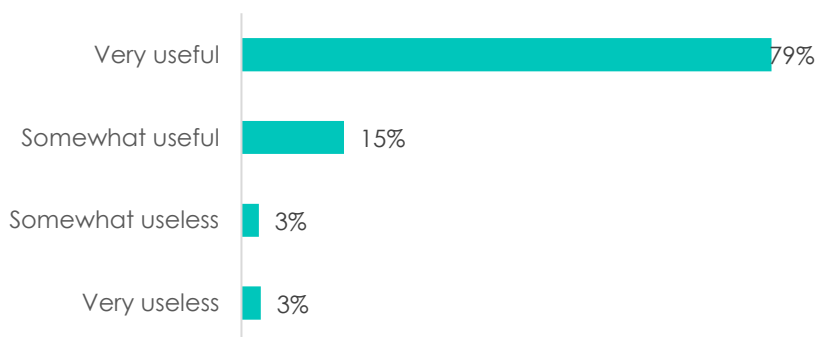


Figure 17. How useful do you think this platform/web site is for the unemployed?

Final Remarks on the Kosovo Employment Agency

Concluding the discussion on the Employment Agency, it was important to take note of the things that jobseekers registered in the agency suggested it needed to improve. In this regard, around half of respondents stated that the Employment Agency should provide more information on job vacancies (52%) and create new employment services (50%). Following that, 42 % suggested that the agency organizes job fairs, and 40 % recommend the creation of partnership with more businesses.

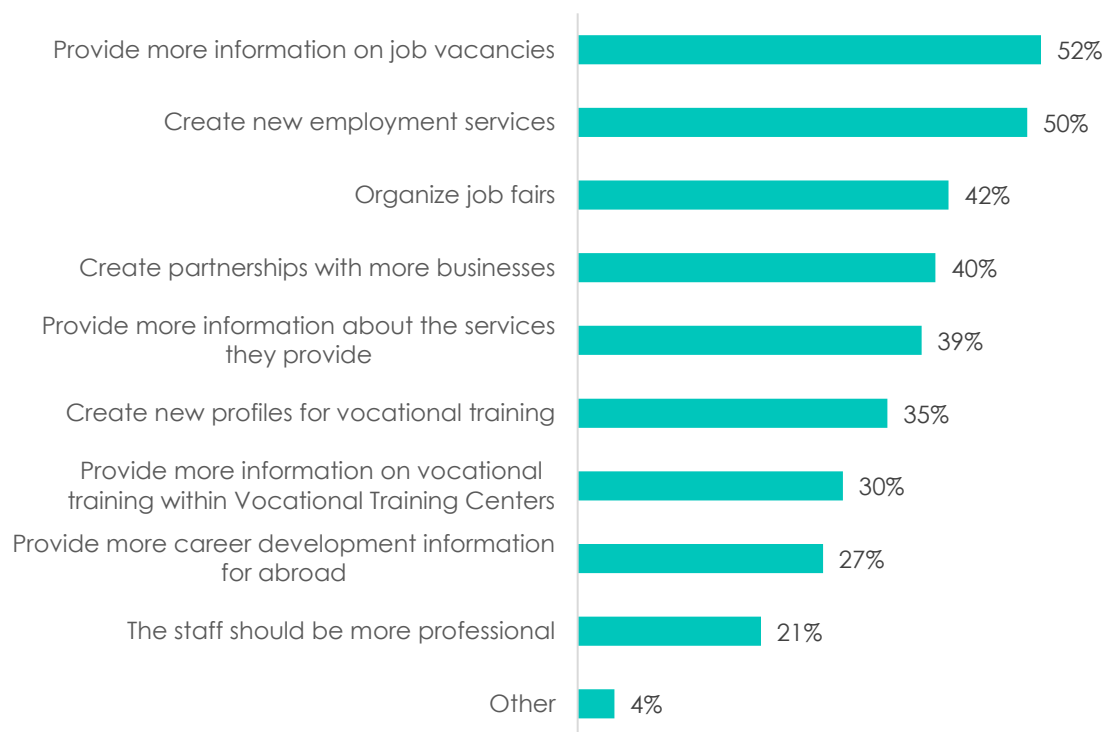


Figure 18. In your opinion, how can the services of the Employment Office be improved?

Ultimately, the majority of surveyed jobseekers (87%) claimed that they would recommend the Employment Agency to unemployed people, in order to get them to register for vacancy opportunities and professional trainings. As such, 13 % stated otherwise.

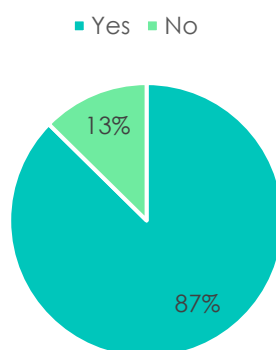


Figure 19. Based on your experience with the Employment Agency, would you recommend that unemployed people register in this agency?

Respondents from different ethnicities shared different thoughts about whether they would recommend the Agency to unemployed people. The vast majority of K-Albanian jobseekers (91%) said they would recommend it, as did 79 % of K-Others. However, only 44 % of K-Serbs stated the same, with leaves the majority stating otherwise (56%).

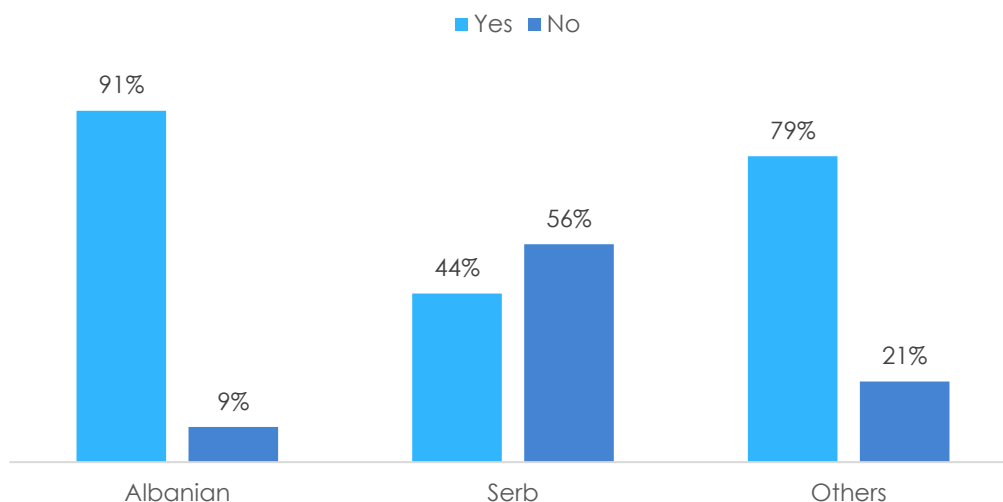


Figure 20. Based on your experience with the Employment Agency, would you recommend that unemployed people register in this agency? Ethnicity breakdown

Finding job vacancies

Other than the Employment Agency, jobseekers use different platforms to look for job opportunities. As results below depict, one in every three respondents (33%) said they used job portals to find vacancies and 29 % use electronic portals. Following that, 19 % use TV announcements, and only 4 % claimed to use announcements in newspapers or radio announcements. Yet, around one in four respondents (26%) claimed they do not use any private platform to look for a job.

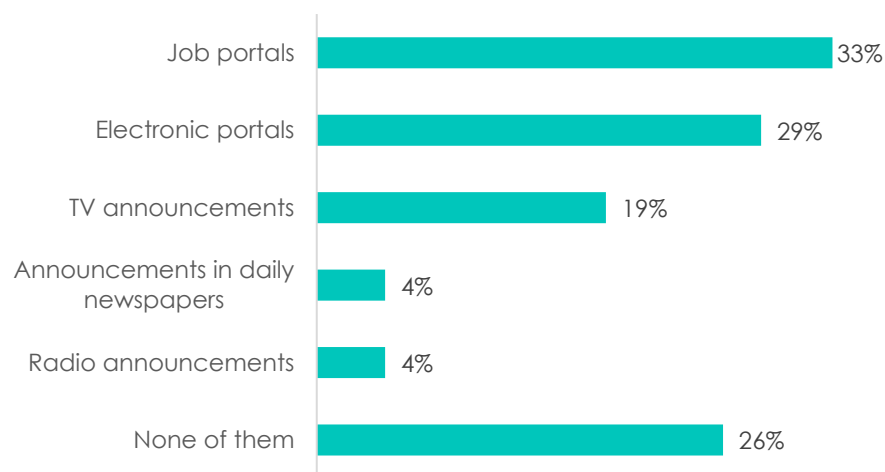


Figure 21. Can you tell us which private platforms you use to find job vacancies?

Moreover, when asked which job portals respondents use most often to find vacancies, one in four of them (24%) stated that they are already employed and not surfing through job portals, and 22 % claimed not to use job portals. Gjirafa is the most used job portal, for 18 % of respondents, followed by Portalpune (13%), Kosovajob (12%) and Ofertapune (7%).

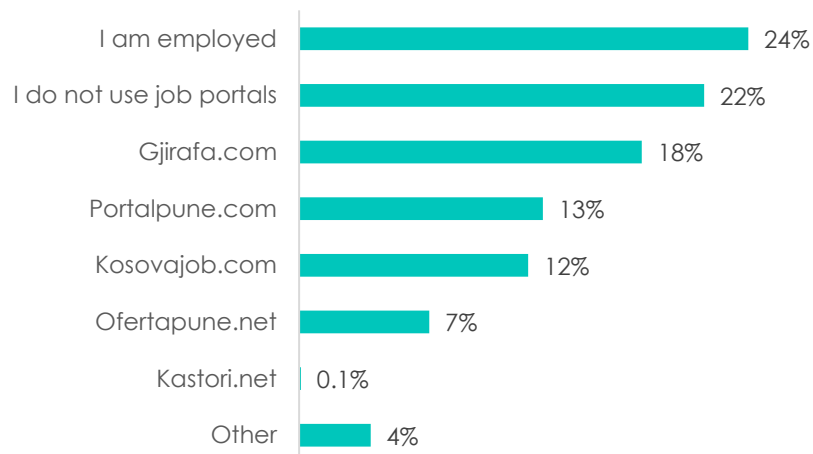


Figure 22. Which job portal do you visit most often to find vacancies?

There are differences between different age groups when it comes to the job portals they use most often to find vacancies. Respondents age 35 and higher generally do not use job portals to find vacancies, as stated by most respondents aged 35-44 (32%), 45-54 (39%) and 55-64 (60%).

On the other hand, 18 % of respondents aged 25-34 mostly use Portalpune, and one in four respondents aged 18-24 (25%) use Gjirafa portal to learn about vacancies.

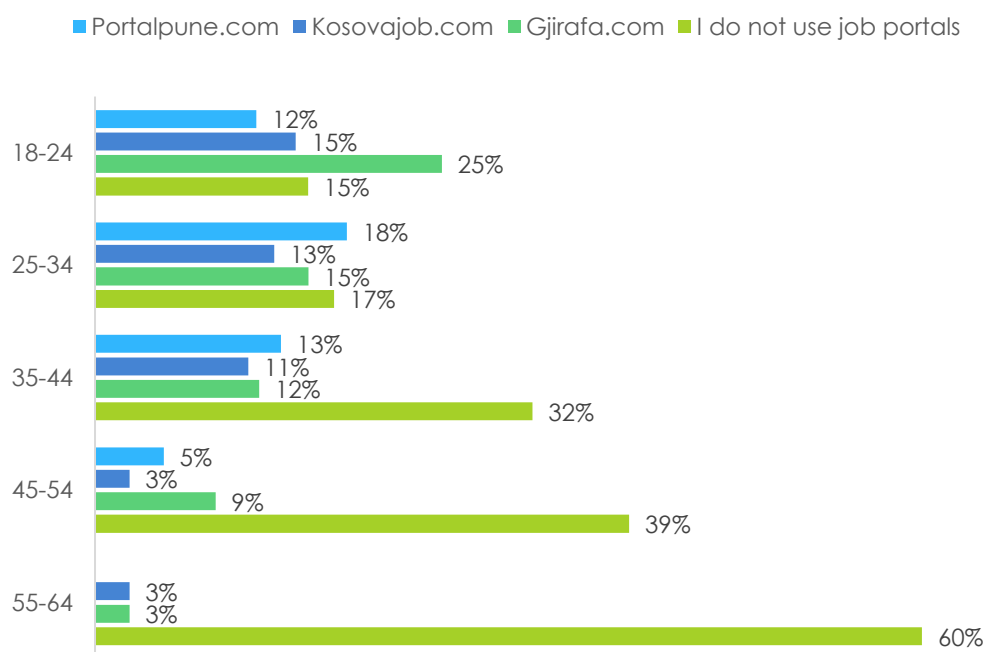


Figure 23. Which job portal do you visit most often to find vacancies? Age breakdown

Results from the Survey and In-depth Interviews with Business Representatives

This section included the results from the survey, as well as the in-depth interviews, with business representatives. The interviews serve to complete the information gathered in the field, and to support business representatives’ opinions and recommendations for the Employment Agency.

Mainly, the survey included micro businesses (less than 10 persons) (88%). Following, 7 % were representatives of small businesses (10-49 persons) and 5 % from medium businesses (50-249 persons). The majority of respondents interviewed for this part of the project were executive directors/owners (85%), followed by 13 % business managers and 2 % other employees of the business.

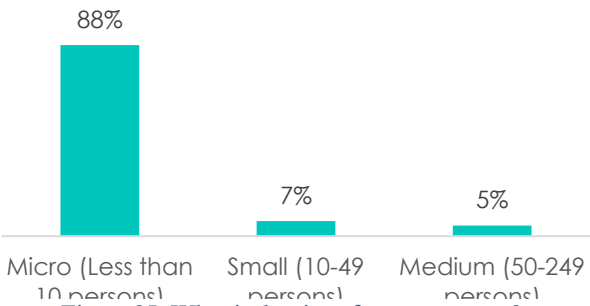


Figure 25. What is the size of your company?

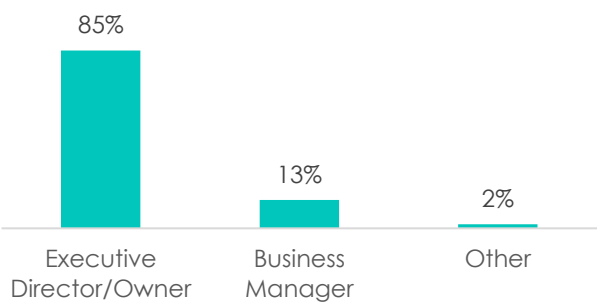


Figure 24. What is your position within the business?

On the other hand, 20 in-depth interviews were conducted with businesses. The majority (n=15) were micro businesses, followed by four small businesses. and one medium business. The following table depicts the sample divided into municipality and job sector.

Table 1. Sample of interviewed businesses

	Municipality	Sector
1.	Prishtinë/Priština	Cosmetic industry
2.	Prishtinë/Priština	Food service industry
3.	Prishtinë/Priština	Food service industry
4.	Gjilan/Gnjilane	Manufacturing
5.	Gjilan/Gnjilane	Tourism and health insurance
6.	Gjilan/Gnjilane	IT Sector
7.	Ferizaj/Uroševac	Education Institution
8.	Ferizaj/Uroševac	Construction industry
9.	Ferizaj/Uroševac	Legal Office
10.	Mitrovicë Jugore / Južna Mitrovica	Car industry
11.	Mitrovicë Jugore / Južna Mitrovica	Manufacturing Industry
12.	Mitrovicë Jugore / Južna Mitrovica	Food service industry
13.	Prizren	Retail Industry
14.	Prizren	Food service industry
15.	Prizren	Construction industry
16.	Pejë/Peć	Legal Office
17.	Pejë/Peć	Engineering and technical consulting sector
18.	Pejë/Peć	Health Sector
19.	Gjakovë/Đakovica	Manufacturing
20.	Gjakovë/Đakovica	Hair and beauty industry

Staff Recruitment

Initially, business representatives in the survey were asked questions about the recruitment of staff in their businesses. When asked about the methods they use more frequently to recruit staff, the majority of them (77%) said they get recommendations from friends/colleagues/family members. Moreover, 36 % said they publish the job opening in the Employment Agency, or on social networks (34%).

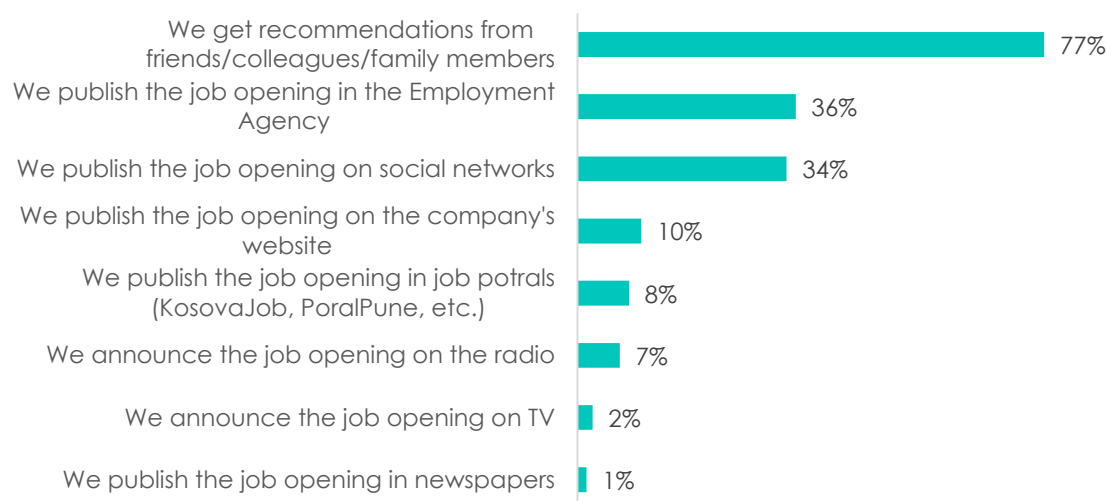


Figure 26. Which of the following methods do you most often use to recruit your staff?

In order to publish vacancies, businesses in the survey mainly use Portalpune (47%) as an employment portal. Other portals used by businesses to recruit staff are Kosovajob (29%), Gjirafa (12%) and Ofertapune (6%).

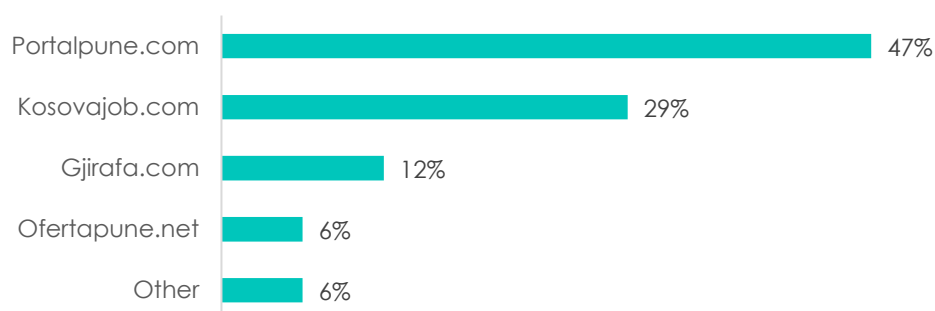


Figure 27. Can you tell us which employment portal you use to publish vacancies?

The results from in-depth interviews show a split in views between business representatives regarding the channels used for recruitment. Around half of representatives claimed that they use social media platforms as the most effective and attractive way to recruit new employees. Additionally, it was stated that because of easy access, online announcements on social media are the most convenient way for businesses since it helps to increase the transparency and reach a larger audience. Newspapers were also mentioned as a source for channeling new employees.

“Generally, available job positions in our company are announced through different types of media, such as social media. I believe that this method is the most advantageous, due to the fact that it reaches a larger number of potential candidates.”

Owner from Pejë/Peć

In addition to social media, for other business representatives, the most frequent method used to recruit new employees is the Employee Referral scheme and recommendations from friends and family. Business representatives who stated that they use the Employee Referral scheme reported that this way provides more visibility and it is the most convenient and beneficial way of recruiting new employees since it creates a stronger connection between their business and the clients. On the other hand, representatives that hire based on their family and friends' recommendations stated that this is the safest way to recruit a professional person that is suitable for the job position.

Furthermore, business representatives in the survey shared their opinions about advantages of using private platforms (TV, Radio, employment portals) over services provided by the Employment Agency. In this regard, 40 % of respondents claimed that private platforms offer more information to jobseekers and that they have a broader reach. Moreover, 35 % said that private platforms provide us with a faster way to find employees, and around one in three respondents (34%) stated that they can target the jobseekers that their company needs.

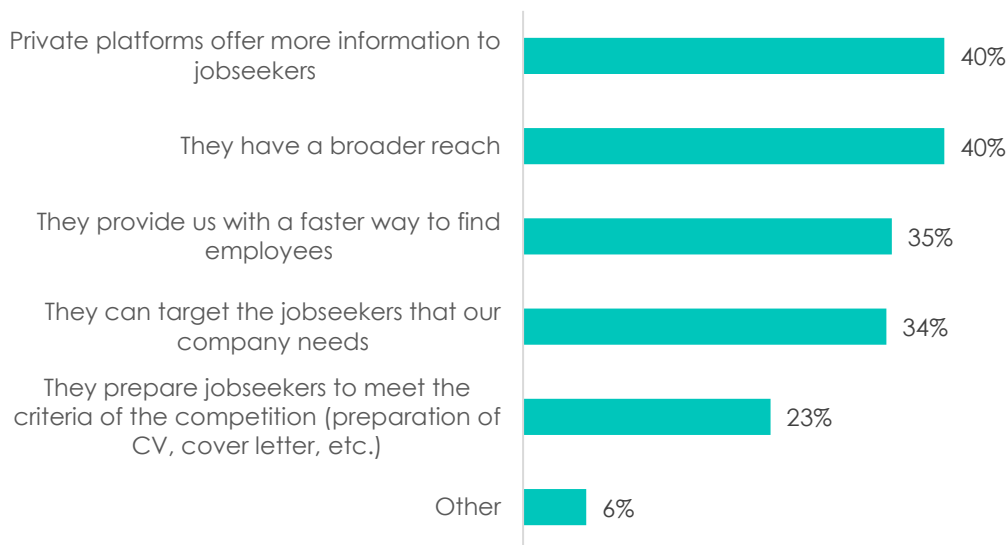


Figure 28. Can you tell us the advantages of using private platforms (TV, Radio, Employment Portals) for recruitment purposes in comparison to the services provided by the Employment Agency?

Most surveyed businesses (30%) claimed they hired one employee in 2019. One in five businesses (21%) have hired two employees last year, and 12 % hired 3-4 employees. However, 27 % of businesses stated that they did not hire any employee during last year.

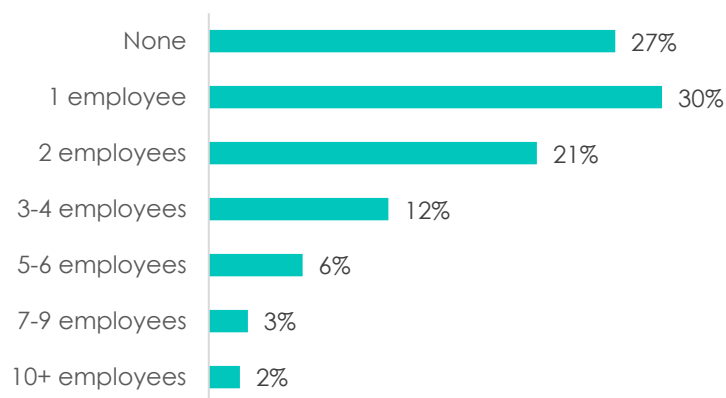


Figure 29. How many new employees did you hire in your company in 2019?

Additionally, 63 % of surveyed businesses say they have not hired any employee with the mediation of the Employment Agency. One in four business representatives (25%) state that they recruited one employee with the help of EA, 8 % have hired two employees and 5 % hired 3 or more employees.

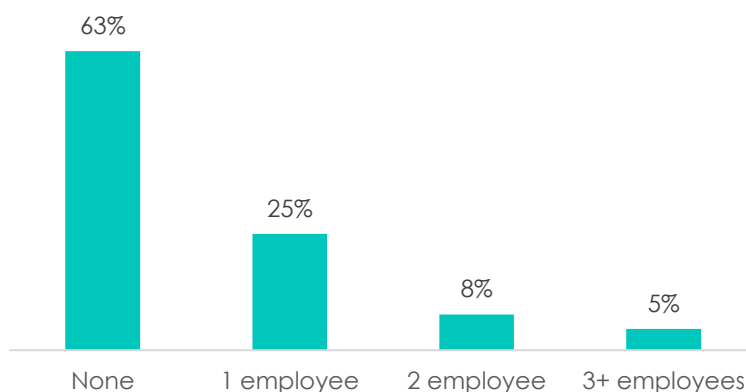


Figure 30. How many of them have you hired with the mediation of the Employment Agency?

Level of information about the Kosovo Employment Agency's services

Business representatives in the survey were assessed on their level of information regarding the Employment Agency's services. On a scale from 1 to 5, where 1 means not at all informed and 5 means very informed, respondents were more informed about employment mediation/finding employees (3.33) and internships (3.28). On the contrary, they reported to be less informed about self-employment (2.87) and public works (2.72).

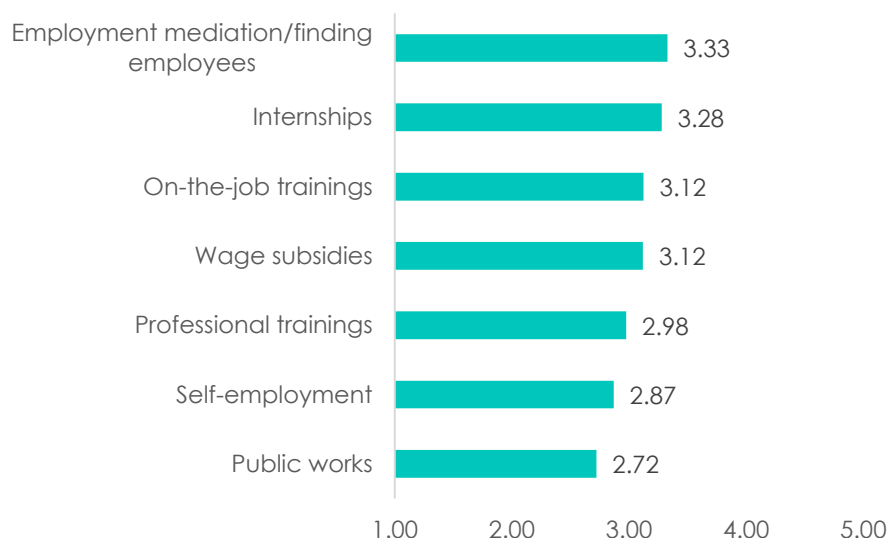


Figure 31. On a scale of 1 to 5, where 1= not at all informed and 5=very informed, how informed are you about the following services of the Employment Agency?

As per interviewed business representatives, they were divided when it comes to being informed about services offered by the Employment Agency. While some businesses claimed that they were informed about most measures of the agency, it was stated that they were most familiar with wage subsidies. On the other hand, there were business representatives who claimed that they are not informed at all about any of the mentioned measures implemented by the Employment Agency.

Some interviewed businesses have attributed their non-information to the lack of visits from the Employment Agency and inadequate promotion of their services provided for businesses. However, this opinion was contradicted by some other representatives, who stated that the agency's visits are frequent.

Furthermore, around 40 % of business representatives in the survey (41%) state that to some extent, they have been able to find all the information that they needed about the services offered by the Employment Agency. Moreover, 36 % say they have been able to find all of that information, while 23 % stated the opposite.

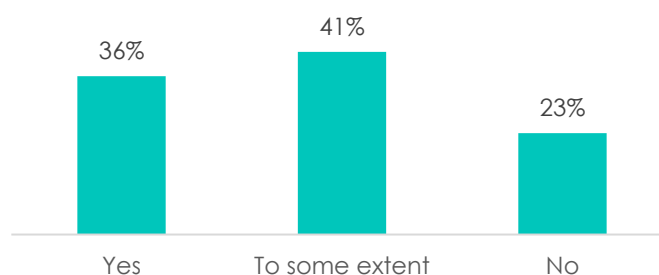


Figure 32. Have you been able to find all the information that you needed about the services/schemes offered by the Employment Agency (regarding procedures, documentation, etc.)?

When talking about the schemes offered by the Employment Agency, interviewed businesses suggest that the Employment Agency should set clear criteria on the level of education, academic achievement, and work experience when recommending jobseekers to businesses. Moreover, according to them, the Agency should increase training programs and provide more information about grants. It was also proposed to strengthen cooperation between the labour market, Employment office, and NGOs to work properly, where tax relief would significantly facilitate cooperation between these sectors.

Nonetheless, among interviewed business representatives, there have been those who think that these schemes do not require substantial changes; they just think that the Agency should offer opportunities to jobseekers and recommend the right candidates for the given job positions.

“I believe the issue lies in the fact that these schemes lack implementation and remain simply as plans in papers. As such, the actual benefits deriving from those plans are not evident.”

Owner from Pejë/Peć

Cooperation and satisfaction with the Kosovo Employment Agency

When it comes to cooperation between businesses and the Employment Agency, the majority of business representatives in the survey (71%) claim that their cooperation was mainly about employment mediation/finding employees. More than half of respondents (55%) stated they cooperate about internships, 46 % about on-the-job trainings and 42 % on wage subsidies.

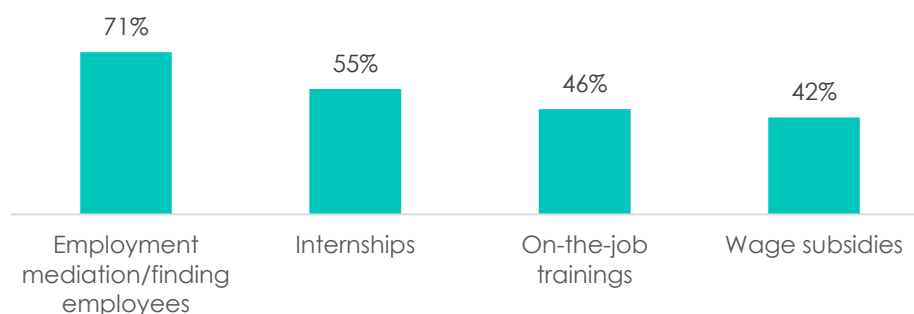


Figure 33. During 2019, did you have any cooperation with the Employment Agency for any of the following services?

During the interview, business representatives stated to have had different levels of cooperation with the Employment Agency. Most of them reported that the nature of the cooperation has been mainly to hire new employees or interns trained professionally by the Employment Agency. According to them, services offered by the Employment Agency were satisfactory.

“Due to the opportunity to follow a professional training course by the Employment Agency, I was capable of broadening my business prospects. As such, I went on to further grow my business.”

Business Owner from Gjakovë/Đakovica

On the other hand, some of the representatives in the interview declared that despite their request for employees, the agency did not respond, nor came to visit the businesses. A few business representatives declared that they did not have the chance yet to cooperate with the Employment

Agency. There were also those who were willing to cooperate, but the offers made by the agency did not match their business requirements.

In terms of services received by the Employment Agency, business representatives in the interview can be divided into three groups:

- those who have not received any service from the Employment Agency,
- those who have received professional training,
- those who have collaborated to hire new employees.

“I suppose that the Employment Agency should collaborate with the Universities in Kosovo, in ways that they can establish opportunities for high-achieving students. The schemes can include internships or other forms of trainings, so that they can prepare future jobseekers for the active labour market.”

Director from Gjilan/Gnjilane

The survey further assessed business representatives' level of satisfaction with their cooperation with the Employment Agency on specific areas on which they cooperated. On these terms, the majority of respondents claimed they were very/somewhat satisfied with all of the services they received. Nonetheless, more satisfaction was reported about on-the-job trainings, with which 90 % of businesses were very/somewhat satisfied.

Less satisfaction is observed about employment mediation/finding employees (70%). The main reasons behind this dissatisfaction was because the Employment Agency has not sent an employee to their businesses yet, their application has not been approved yet, or that their system of operation is old.

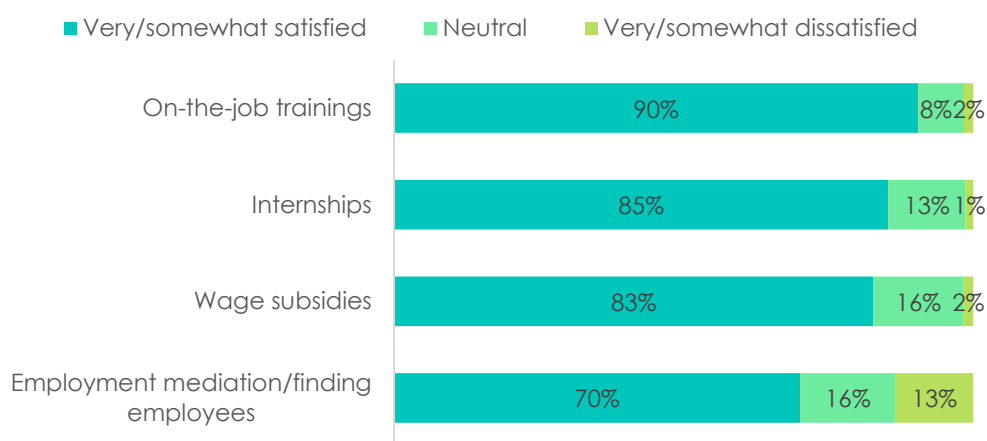


Figure 34. In general, how satisfied are you with each service you have received from the Employment Agency?

Likewise, the majority of interviewed businesses claimed to be satisfied with the cooperation and services received from this agency. According to them, professional trainings provided by the agency were beneficial for their businesses, emphasizing professionalism and reliability as the key features of the agency.

“The cooperation was excellent. Officials from the Employment Agency have visited my business several times a month, in order to check on the progress of their trained employees.”

Owner from Gjilan/Gnjilane

On the other hand, some representatives expressed their dissatisfaction with some elements of their cooperation with the Employment Agency, particularly regarding the lack of information they share with businesses.

“I believe that the level of information shared with businesses regarding the services of the Employment Agency is unsatisfactory. Businesses have many open job positions, but due to the lack of transparency from the agency’s side regarding the work force they have prepared for a particular position, those positions remain unfilled by new employees. Thus, the cooperation should further increase.”

Director from Gjilan/Gnjilane

Employees who completed Professional Trainings

In 2019, the majority of businesses (81%) state they have not hired any employees who have completed professional trainings at the Vocational Training Centre. As such, 19 % have hired professionally trained employees.

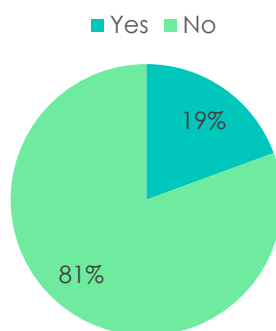


Figure 35. During 2019, have you hired any employees who have completed any professional training at the Vocational Training Centre?

Similarly, many interviewed businesses stated that they have not yet hired any employee from the Employment Agency. They say this is either because they have just started cooperating and not yet got to that point, the people available were not suitable for their job openings, or that they themselves have not reached out in this regard.

Surveyed businesses who have hired employees who were professionally trained at the Vocational Training Centre were asked whether they agree with some statements. Around the same percentage of businesses (67%-69%) said they agree with all of the following.

For instance, 69 % agree that they believe that in the future they will employ people who have completed vocational training at the Vocational Training Centre, and that the employee has shown

teamwork skills. Slightly less (67%) agree that the employee has been able to work independently and that the employee has shown sufficient knowledge of the profession for which they are employed.

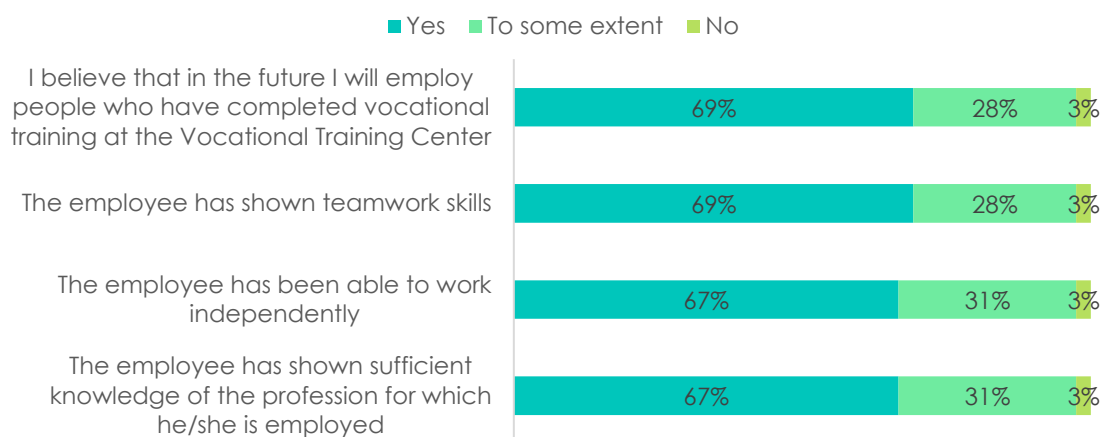


Figure 36. Do you agree with the following statements relating to your employee trained at the Vocational Training Centre?

The vast majority of representatives in the interviews had a positive evaluation about the employees' conduct as well. In terms of approach and behavior, Employment Agency employees were evaluated as professional, polite, helpful, and welcoming. The attitude and professionalism of the training mentors provided by the Employment Agency were also championed by business representatives. However, for one representative coming from Prizren municipality, these employees lacked cooperation in fulfilling their work duties.

Moreover, around half of surveyed businesses who have employed professionally trained employees (51%) say they are somewhat satisfied with their work. Almost one third of businesses with professionally trained employees (31%) are very satisfied with them, and 18 % are neutral. Nobody was somewhat not/not at all satisfied.

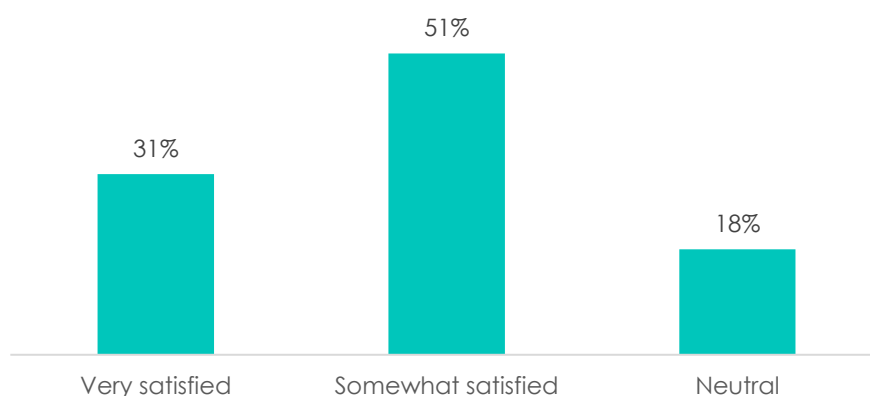


Figure 37. In general, how satisfied are you with the knowledge shown by your employees who have completed professional training in Vocational Training Centre?

When businesses were asked during the interview about their satisfaction with the employees trained by the Vocational Training Centres, they stated they attribute the employees' excellence to the trainings received from this centre. Yet, they suggested that in addition to the training on the actual profession, employees should be provided with work ethic training as well. Moreover, professional practice is a must for employees referred to businesses.

“The Vocational Training Centre should conduct a market demand research and visit the private sector, prior to starting the trainings with mentors. Taking into account the requirements of businesses, they should create a training programme for the fields that are in demand.”

Business Manager from Gjakovë/Đakovica

Moreover, it was recommended that the trainings should be more diverse, focusing on different areas such as the cosmetic industry, gastronomy and technology. An issue highlighted by interviewed business representatives was that the work capacity should be increased since businesses have to spend a couple more months teaching the procedures to new employees. The extension of the employees' contract and the increase of subsidy were also mentioned as suggestions.

The Kosovo Employment Agency website

More businesses surveyed for this study (59%) stated that they have not heard about the platform (website) of the Employment Agency, in which vacancies and CVs of the unemployed are published. On the other hand, 41 % said they have.

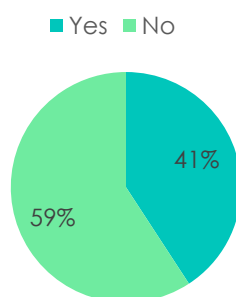


Figure 38. Have you heard about the platform (website) of the Employment Agency of Kosovo, in which vacancies and CVs of the unemployed are published?

Those who have heard about the website, mainly stated they visit it sometimes (33%). Moreover, 30 % visit the website often and 20 % rarely visit it. Yet, while 6 % always visit the Agency's website to find employees, 11 % never do so. However, none of the businesses interviewed for the qualitative part of the study, stated to have visited the agency's website.

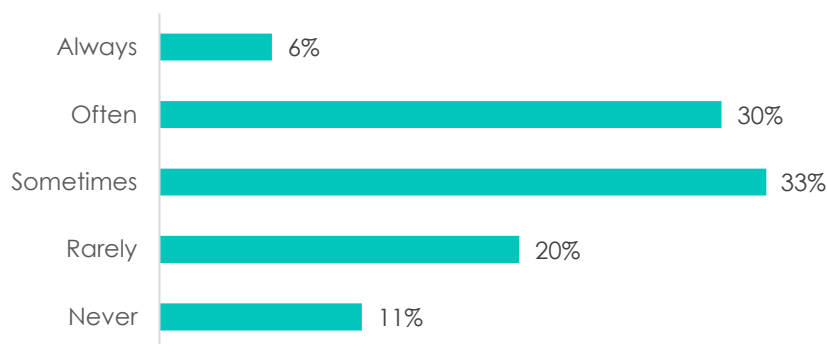


Figure 39. How often do you visit the Employment Agency's website to find potential employees?

As per the usefulness of the website for finding qualified workforce, the majority of surveyed respondents (98%) find it either very useful or somewhat useful. Consequently, only 2 % claimed it is somewhat useless.

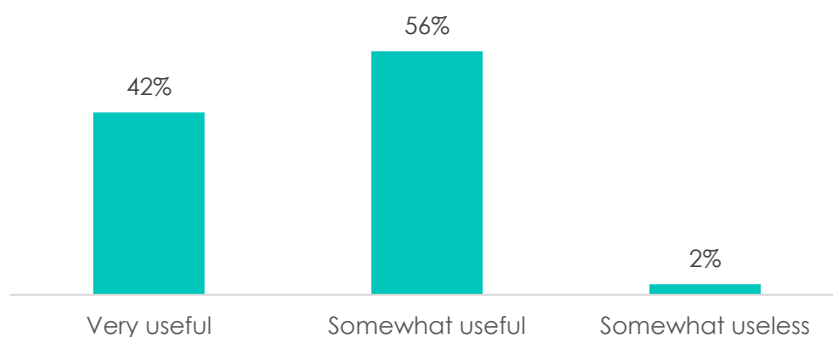


Figure 40. How useful do you think this platform/web site is for finding qualified workforce?

Moreover, businesses in the interviews suggested that the agency should probably send them a monthly newsletter/email with the details of the activities they are providing for that particular month. Other than that, periodic visits from the agency would further improve the cooperation. These, businesses believe, would serve as better ways to inform them, instead of the agency's website.

Final Remarks on the Kosovo Employment Agency

In conclusion, businesses were asked about the services of the Employment Agency, and how they believe those services can be improved. In this regard, around half of surveyed business representatives (51%) stated that the Employment Agency should organize job fairs. The following most mentioned suggestions were that the Agency should create new employment services (48%), create partnership with more businesses (46%).

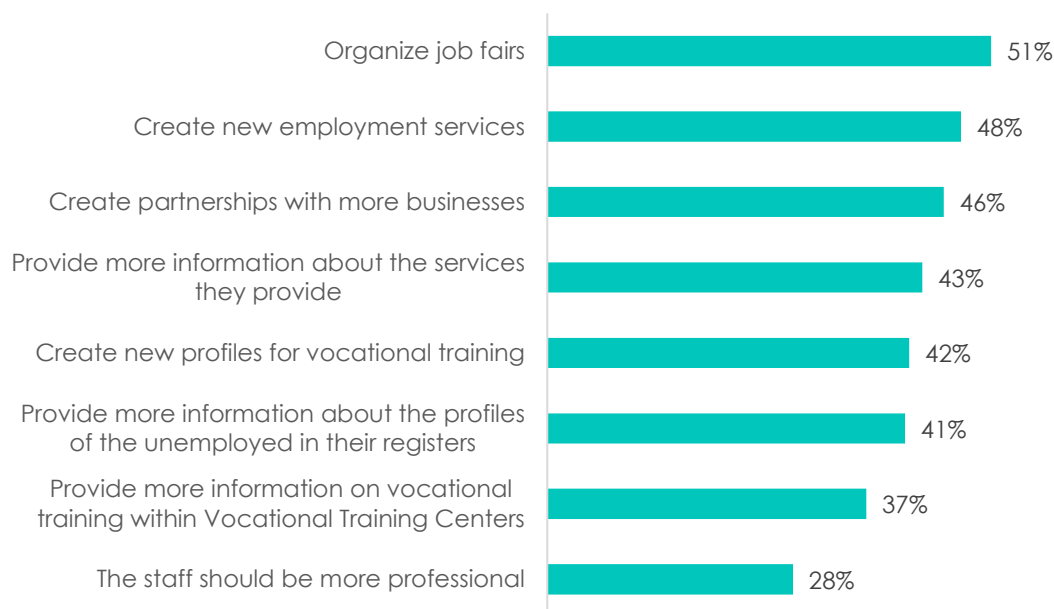


Figure 41. In your opinion, how can the services of the Employment Office be improved?

Interviewed businesses recommended that the Agency should provide easy access and navigation to social media and the official website. Moreover, they should invest more in advertising and simply try to follow coherent advertising mechanisms to enhance their representation and audience reach, especially for the small and medium enterprises.

While on the topic of service improvement, interviewed business representatives stated that the Agency should broaden their range of trainings offered to jobseekers, in order to reach a larger audience. In order to improve the cooperation between them and businesses, it was recommended that the Agency should extend the subsidy programs to support more businesses, and also use modern mechanisms to advance their whole mediation process.

Finally, based on their experience with the Employment Agency, the majority of businesses surveyed in this study (88%) claimed they would recommend other businesses to cooperate with the Agency. This leaves 12 % saying otherwise.

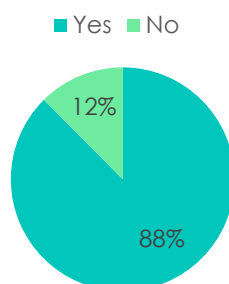


Figure 42. Based on your experience with the Employment Office, would you recommend other businesses to cooperate with the Employment Agency?

Conclusion

The purpose of this study was to measure public opinion on the satisfaction of the provision of employment services for job seekers and employers by the Employment Agency (EA) in Kosovo. Specifically, it aimed to identify the current situation on the level of satisfaction of jobseekers and businesses who cooperate with the Employment Agency for the provision of employment services by this agency.

Results from the survey with jobseekers depict that for more than half of respondents, their main source of information about the Employment Agency is family and friends. The majority of surveyed jobseekers declared that they have heard about services offered by the Employment Agency, such as employment mediation/finding a job, vocational training, internships and on-the-job training.

In addition, the main reason why the majority of respondents registered in the Employment Agency was to find a job, whereas fewer respondents mentioned professional training as their main motive to register. Out of all services provided by the Employment Agency, professional training was the service that most of the respondents were very/somewhat satisfied with. When it comes to the level of satisfaction with the employees working in the Employment Agency, (on a scale from 1 (not at all satisfied) to 5 (very satisfied)), respondents reported a higher level of satisfaction with the attitude of the staff from the EA, while less satisfaction was conveyed in terms of providing information about job vacancies and professional advice.

Following the discussion on the Employment Agency, it was important to take into consideration jobseekers' recommendations about the Employment Agency. In this regard, around half of respondents stated that the Employment Agency should provide more information on job vacancies and create new employment services. Ultimately, the majority of surveyed jobseekers claimed that they would recommend the Employment Agency to unemployed people, to get them to register for vacancy opportunities and professional training.

Besides jobseekers, a survey and in-depth interviews were also conducted with business representatives. To hire new employees, businesses reported that they mostly take into consideration family and friends' recommendations as the safest method to recruit professional staff. Only a small number of business representatives reported to have hired at least one employee with the mediation of the Employment Agency, whereas the majority of them stated that they did not.

Most business representatives claimed that their cooperation with the Employment Agency was mainly about employment mediation/finding employees. While the survey showed that businesses are more informed about employment mediation services and internships, the results from in-depth interviews suggested that the majority of business representatives are more informed about the wage

subsidy. On these terms, business representatives reported to be satisfied with the cooperation with the Employment Agency.

Further, regarding the usage of the Agency's website, differences were observed between the surveyed and the interviewed businesses. While none of the interviewed businesses reported visiting the website to get acquainted with information, a significant share of surveyed businesses reported to visit it sometimes.

Similar to jobseekers, business representatives' recommendations were taken into consideration about the services provided by the Employment Agency. Surveyed business representatives suggested that the Employment Agency should create new employment services and partnerships with more businesses. Strengthening the cooperation between the Employment Agency and businesses was seen as the most important thing for interviewed businesses. Their main recommendation was for the Agency to provide more information regarding the services, from which the businesses can benefit the most, specifically to invest more in terms of advertising.

In order for the cooperation between businesses and the Employment Agency to be further enhanced, it is believed that the communication process between them should be as easy as possible. For instance, a platform could be created, where businesses could enter with a professional profile and find registered jobseekers whose profile suits them the best. This platform would not only facilitate the process of cooperation, it would also serve to reduce bureaucratic obstacles mentioned by both jobseekers and businesses in the study.

Moreover, businesses believe that the Agency should contribute more to the training of the jobseekers, to avoid practical difficulties in the workplace. In this regard, the Agency could consider the creation of a campaign strategy, which would serve as a career guidance from early education to employment.

Appendix A – Questionnaire with Jobseekers

Introduce yourself: “Good Morning. My name is _____. I work for UBO Consulting. We are conducting a survey to identify the level of satisfaction with public employment services provided by the Employment Agency of Kosovo.

We have received your telephone contacts from the Employment Agency and your answers will be fully confidential, in accordance with international research standards.”

This research is financed by the UNDP office in Kosovo.

1. SURVEY MANAGEMENT DATA

M-1. Respondents identification number ____ _

M-2. Date of interview ____ _

M-3. Municipality

1. Deçan	Deçane
2. Gjakovë	Djakovica
3. Glogoc	Glogovac
4. Gjilan	Gnjilane
5. Dragash	Dragaš
6. Istog	Istok
7. Kaçanik	Kaçanik
8. Klinë	Klina
9. Fushë Kosovë	Kosovo Polje
10. Kamenicë	Kamenica
11. Leposaviq	Leposavić
12. Lipjan	Lipljane
13. Obiliq	Obilić
14. Rahovec	Orahovac
15. Pejë	Peć
16. Podujevë	Podujevo
17. Prishtinë	Priština
18. Prizren	Prizren
19. Skënderaj	Srbica
20. Shtime	Štimlje
21. Shtërpce	Štrpce
22. Suharekë	Suva Reka
23. Ferizaj	Uroševac
24. Viti	Vitina
25. Vushtrri	Vučitrn
26. Zubin Potok	Zubin Potok
27. Zveçan	Zvečan
28. Malishevë	Mališevo
29. Novobërdë	Novo Brdo

30. Mitrovicë e Veriu	Severna Mitrovica
31. Mitrovicë e Jugu	Južna Mitrovica
32. Junik	Junik
33. Hani i Elezit	Elez Han
34. Mamushë	Mamuša
35. Graçanicë	Gračanica
36. Ranillug	Ranilug
37. Partesh	Partesh
38. Klokot	Klokot

M-4. Settlement

1. Urban 2. Rural

M-5. Region

1. Pristina 2. Mitrovica 3. Prizren 4. Peja 5. Ferizaj/Uroševac 6. Gjakova 7. Gjiilan/Gnjilane

M-6. Enumeraor code ____**M-7.** Supervisor code ____

1. Can you tell us where did you receive information about the Employment Agency?
 - a. Social media
 - b. Family and friends
 - c. Job fairs
 - d. It was recommended to me by people who are registered in the EA
 - e. On TV
 - f. On the Radio
 - g. Other, please specify _____
2. What were the reasons that prompted you to get registered in the Employment Agency? **(Multiple response)**
 - a. To find a job
 - b. To attend professional training
 - c. To benefit from an institutional grant/project
 - d. To benefit from a grant/project of an international organization
 - e. To benefit from social assistance services
 - f. Other, please specify _____
3. Have you ever heard of the following services/measures offered by Employment Offices?

No.	Services	Yes	No
3.1	Employment mediation/finding a job	1	2
3.2	Providing vocational training	1	2
3.3	Wage subsidy	1	2
3.4	Internships	1	2
3.5	On-the-job training	1	2
3.6	Engagement in public work	1	2
3.7	Self-employment	1	2

4. What service did you receive from the Employment Agency?

No.	Services	Yes	No
4.1	They found me a job	1	2
4.2	I attended professional training	1	2
4.3	I was part of the wage subsidy measure	1	2
4.4	I was part of the internship measure	1	2
4.5	I was part of the on-the-job training measure	1	2
4.6	I was engaged in public work	1	2
4.7	I was part of the self-employment measure	1	2
4.8	Other, please specify	1	2

5. (For respondents who answered “Yes” in question 4.2) What professional training did you attend?
Name of the training: _____

6. (For respondents who answered “Yes” to question 4.2) Do you agree with the following statements related to the training you attended?

No.	Statements	Yes	To some extent	No
6.1	The topics covered in the training were of interest to my future profession	1	2	3
6.2	Practical work during training has increased my professional capacities	1	2	3
6.3	The people who provided the training were well prepared for the training topic	1	2	3
6.4	The duration of the training was appropriate	1	2	3
6.5	The training will help me in finding a job	1	2	3

7. (For respondents who answered “Yes” to question 4.3) Do you agree with the following statements relating to the training you have attended?

No.	Statements	Yes	To some extent	No
7.1	As part of the wage subsidy scheme, I was paid according to the contract	1	2	3
7.2	As part of the wage subsidy scheme, I was paid on time	1	2	3
7.3	Wage subsidies have influenced me to find a stable job	1	2	3

7.4	During the wage subsidy period, I was guided by the employment officials in a business that is related to my profession	1	2	3
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8. **(For respondents who answered “Yes” to questions 4.4 and 4.5)** Do you agree with the following statements relating to the training you have attended?

No.	Statements	Yes	To some extent	No
8.1	During on-the-job training and/or internship I have increased my professional capacity	1	2	3
8.2	The trainers/mentors have provided me with the knowledge I will need in my future profession	1	2	3
8.3	The period of on-the-job training and internship at work has been in line with my expectations	1	2	3

9. **(For respondents who answered “Yes” to question 4.7)** Do you agree with the following statements related to the training you have attended?

No.	Statements	Yes	To some extent	No
9.1	The grant (in cash or equipment) I have received has been in line with my profession	1	2	3
9.2	The grant amount (in cash or equipment) has met the needs of my business plan	1	2	3
9.3	The grant (in cash or equipment) has helped me create sustainable employment	1	2	3

10. Can you tell us how satisfied you are with each service you have received from the Employment Offices? **(This question should be asked for each service accepted by the respondent in question 4)**

- Very satisfied
- Somewhat satisfied
- Neutral
- Somewhat dissatisfied
- Very dissatisfied
- Refuse to answer

- 10.1 If the answer is d) or e) to question 10, can you tell us why you are dissatisfied? **(This question should be asked for each service received by the respondent in question 10, in which he/she declared that is “somewhat dissatisfied” or “very dissatisfied”)**

11. Can you tell us your level of satisfaction with the following aspects related to the employees working in the Employment Office? **Rate from 1 to 5, where 1 = Not at all satisfied and 5 = Very satisfied. (88 = I refuse to answer)**

No.	Attributes	1	2	3	4	5	88
1	The attitude of the staff from the Employment Agency						
2	Staff readiness to listen to the needs of the unemployed						
3	Providing clear and accurate information						
4	Equal treatment for all the unemployed						
5	Information about job vacancies						
6	Giving professional advice						
7	Other, please specify _____						

12. Have you heard about the platform (website) of the Employment Agency of Kosovo, in which job vacancies are published?
- Yes
 - No

13. How often do you visit the Employment Agency's website to find out about vacancies?
- Always
 - Very Often
 - Sometimes
 - Rarely
 - Never

14. How useful do you think this platform/web site is for the unemployed?
- Very useful
 - Somewhat useful
 - Somewhat useless
 - Very useless

- 14.1. If the answer to question 14 is c) or d), can you tell us the reasons?

15. In your opinion, how can the services of the Employment Office be improved? **(Multiple response) (Rotate answers)**
- The staff should be more professional
 - Provide more information on job vacancies
 - Create new employment services
 - Provide more information about the services they provide

- e. Create partnerships with more businesses
 - f. Provide more career development information for abroad
 - g. Provide more information on vocational training within Vocational Training Centre
 - h. Create new profiles for vocational training
 - i. Organize job fairs
 - j. Other, please specify _____
16. Based on your experience with the Employment Agency, would you recommend that unemployed people register in this agency?
- a. Yes
 - b. No
17. Can you tell us which private platforms you use to find job vacancies?
- a. Radio announcements
 - b. Electronic portals
 - c. Announcements in daily newspapers
 - d. Job portals
 - e. TV announcements
 - f. Other, please specify _____
18. Which job portal do you visit most often to find vacancies?
- a. Portalpune.com
 - b. Kosovajob.com
 - c. Gjirafa.com
 - d. Ofertapune.net
 - e. Kastori.net
 - f. I do not use job portals
 - g. Other, please specify _____

DEMOGRAPHIC QUESTIONS

1. Gender
- a. Male
 - b. Female
2. How old are you |__|__|
3. What is the level of education completed?
- 1. No qualification
 - 2. Elementary school
 - 3. Vocational school
 - 4. High school
 - 5. Bachelor
 - 6. Master/PhD
4. What is your ethnicity?
- 1. Albanian

2. Serb
3. Roma
4. Ashkali
5. Egyptian
6. Bosniak
7. Turk
8. Other: _____

Appendix B – Questionnaire with Businesses

Introduce yourself: “Good Morning. My name is _____. I work for UBO Consulting. We are conducting a survey to identify the level of satisfaction with public employment services provided by the Employment Agency in the Kosovo.

We have received your telephone contacts from the Employment Agency and your answers will be fully confidential, in accordance with international research standards.”

This research is financed by the UNDP office in Kosovo.

1. SURVEY MANAGEMENT DATA

M-1. Business identification number ____ _

M-2. Date of interview ____ _

M-3. Municipality

1. Deçan	Deçane
2. Gjakovë	Djakovica
3. Glogoc	Glogovac
4. Gjilan	Gnjilane
5. Dragash	Dragaš
6. Istog	Istok
7. Kaçanik	Kaçanik
8. Klinë	Klina
9. Fushë Kosovë	Kosovo Polje
10. Kamenicë	Kamenica
11. Leposaviq	Leposavić
12. Lipjan	Lipljane
13. Obiliq	Obilić
14. Rahovec	Orahovac
15. Pejë	Peć
16. Podujevë	Podujevo
17. Prishtinë	Priština
18. Prizren	Prizren
19. Skënderaj	Srbica
20. Shtime	Štimlje
21. Shtërpçë	Štrpce

22. Suharekë	Suva Reka
23. Ferizaj	Uroševac
24. Viti	Vitina
25. Vushtrri	Vučitrn
26. Zubin Potok	Zubin Potok
27. Zvečan	Zvečan
28. Malishevë	Mališevo
29. Novobërdë	Novo Brdo
30. Mitrovicë e Veriu	Severna Mitrovica
31. Mitrovicë e Jugu	Južna Mitrovica
32. Junik	Junik
33. Hani i Elezit	Elez Han
34. Mamushë	Mamuša
35. Graçanicë	Gračanica
36. Ranillug	Ranilug
37. Partesh	Parteš
38. Klokot	Klokot

M-4. Settlement

1. Urban 2. Rural

M-5. Region

1. Pristina 2. Mitrovica 3. Prizren 4. Peja 5. Ferizaj/Uroševac 6. Gjakova 7. Gjiilan/Gnjilane

M-6. Enumeraor code ____ _**M-7.** Supervisor code ____ _

1. Which of the following methods do you most often use to recruit your staff? **(Multiple response) (Rotate answers)**
 - a. We publish the job opening on social networks
 - b. We publish the job opening on the company's website
 - c. We publish the job opening on TV
 - d. We publish the job opening the in Employment Agency
 - e. We publish the job opening on the radio
 - f. We publish the job opening in newspapers
 - g. We publish the job opening in job potrals (KosovaJob, PoralPune, etc.)
 - h. We get recommendations from friends/colleagues/family members
 - i. Other, please specify _____
2. **If g) in question 1**, can you tell us which employment portal you use to publish vacancies?
 - a. Portalpune.com
 - b. Kosovajob.com
 - c. Gjirafa.com
 - d. Ofertapune.net
 - e. Kastori.net
 - f. Other, please specify _____

3. Can you tell us the advantages of using private platforms (TV, Radio, Employment Portals) for recruitment purposes in comparison to the services provided by the Employment Agency? **(Multiple response)**
 - a. Private platforms offer more information to jobseekers
 - b. They have a broader reach
 - c. They can target the jobseekers that our company needs
 - d. They prepare jobseekers to meet the criteria of the competition (preparation of CV, cover letter, etc.)
 - e. They provide us with a faster way to find employees
 - f. Other, specify _____
4. How many new employees did you hire in your company in 2019?
 - a. Number of employees: _____
 - b. Don't know/ NA
5. How many of them have you hired with the mediation of the Employment Agency?
 - a. Number of employees: _____
 - b. Don't know/ NA
6. On a scale of 1 to 5, where 1= not at all informed and 5=very informed, how informed are you about the following services of the Employment Agency?

No.	Services	1	2	3	4	5
6.1	Employment mediation/finding employees					
6.2	Professional trainings					
6.3	Wage subsidies					
6.4	Internships					
6.5	On-the-job trainings					
6.6	Public works					
6.7	Self-employment					

7. Have you been able to find all the information that you needed about the services/schemes offered by the Employment Agency (regarding procedures, documentation, etc.)?
 - a. Yes
 - b. To some extent
 - c. No
8. During 2019, did you have any cooperation with the Employment Agency for any of the following services?

No.	Services	Yes	No
8.1	Employment mediation/finding employees	1	2
8.2	Wage subsidies	1	2
8.3	Internships	1	2
8.4	On-the-job trainings	1	2

9. In general, how satisfied are you with each service you have received from the Employment Offices? **(This question should be asked for each service the respondent used in question 8)**

- Very satisfied
- Somewhat satisfied
- Neutral
- Somewhat dissatisfied
- Very dissatisfied
- Refuse to answer

9.1 If the respondent answered d) or e) to question 9, can you tell us the reasons? **(This question should be administered for each question where the answer is "d) or e")**

10. During 2019, have you hired any employees who have completed any professional training at the Vocational Training Centre?

- Yes
- No **(skip to question 13)**
- Don't know

11. If Yes, do you agree with the following statements relating to your employee trained at the Vocational Training Centre?

Statement	Yes	To some extent	No
The employee has shown sufficient knowledge of the profession for which he/she is employed	1	2	3
The employee has shown teamwork skills	1	2	3
The employee has been able to work independently	1	2	3

I believe that in the future I will employ people who have completed vocational training at the Vocational Training Centre	1	2	3
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12. In general, how satisfied are you with the knowledge shown by your employees who have completed professional training in Vocational Training Centres?

- a. Very satisfied
- b. Somewhat satisfied
- c. Neutral
- d. Somewhat dissatisfied
- e. Very dissatisfied
- f. Refuse to answer

12.1 If the respondent answered d) or e) in question 12, can you tell us the reasons?

13. Can you tell us your level of satisfaction with the following aspects related to the employees working in the Employment Agency? **Rate from 1 to 5, where 1 = Not at all satisfied and 5 = Very satisfied. (88 = Refuse to answer)**

No.	Attributes	1	2	3	4	5	88
1	The attitude of the staff from the Employment Agency						
2	Staff readiness to listen to the needs of businesses for the workforce						
3	Providing clear and accurate information						
4	Equal treatment for all businesses						
5	Visits of employment officials to identify vacancies						
6	Other, please specify _____						

14. Have you heard about the platform (website) of the Employment Agency of the Kosovo, in which vacancies and CVs of the unemployed are published?

- a. Yes
- b. No

15. How often do you visit the Employment Agency's website to find out about vacancies?

- a. Always
- b. Very often
- c. Sometimes
- d. Rarely
- e. Never

16. How useful do you think this platform/web site is for finding qualified workforce?

- e. Very useful

- f. Somewhat useful
 - g. Somewhat useless
 - h. Very useless
17. In your opinion, how can the services of the Employment Office be improved? **(Multiple response) (Rotate answers)**
- a. The staff should be more professional
 - b. Provide more information about the profiles of the unemployed in their registers
 - c. Create new employment services
 - d. Provide more information about the services they provide
 - e. Create partnerships with more businesses
 - f. Provide more information on vocational training within Vocational Training Centres
 - g. Create new profiles for vocational training
 - h. Organize job fairs
 - i. Other, please specify _____
18. Based on your experience with the employment office, would you recommend other businesses to cooperate with the Employment Agency?
- a. Yes
 - b. No

GENERAL INFORMATION ON THE BUSINESS

1. Name of the business _____
2. Business code in the sample: __ __ __
3. What is your position within the business?
 - a. Executive Director/Owner
 - b. Business Manager
 - c. Other, specify _____
4. How many employees does your company have? _____
5. In which sector does your company operate?
 - a. Agriculture, forestry and fishermen
 - b. Mining and quarrying
 - c. Manufacturing
 - d. Supply of electricity, steam boiler and air supply
 - e. Water supply, sewage, waste management and land revitalization activities
 - f. Construction
 - g. Wholesale and retail trade, repair of motor vehicles, motorcycles
 - h. Accommodation and food service activities
 - i. Transport and storage
 - j. Information and communication
 - k. Financial and insurance activities
 - l. Real estate activities
 - m. Professional, scientific and technical activities
 - n. Administrative and support activities

- o. Public administration and protection; compulsory social security
- p. Education
- q. Human health and social work activities
- r. Art, entertainment and recreation
- s. Other service activities
- t. Households' activities as employers; different goods and services - domestic production activities for own use
- u. Activities of overseas territorial organizations and bodies
- v. Other, please specify _____
- w. I don't know
- x. Refuse

6. For how many years have you been operating in Kosovo? _____

7. What is the size of your company?

- 1. Micro (Less than 10 persons)
- 2. Small (10-49 persons)
- 3. Medium (50-249 persons)
- 4. Large (250+ persons)

Appendix C – List of surveyed businesses

Municipality	Settlement	Name of the business	Position	Number of employees	Sector	Operating period	Size of the Company
Prishtinë/Priština	Urban	“Lori”	Owner	Two	Cosmetic industry	20 years	Micro
Prishtinë/Priština	Urban	Burger Nora	Owner	Two	Food service industry	5 years	Micro
Prishtinë/Priština	Urban	Café Boheme	Owner	Five	Food service industry	13 years	Micro
Gjilan/Gnjilane	Urban	Mobileria Ideale LLC	Owner	One	Manufacturing	2 years	Micro
Gjilan/Gnjilane	N/A	N.T.SH "Butrinti"	Owner	Five	Tourism and health insurance	18 years	Micro
Gjilan/Gnjilane	Urban	“XITO-Computers”	Executive Director	Three	IT Sector	12 years	Micro
Ferizaj/Uroševac	Urban	“Dielli”	Executive Director	Twenty-five	Education Institution	4 years	Small
Mitrovicë Jugore/Južna Mitrovica	Urban	“Albini Plast”	Business Manager	Three	Manufacturing Industry	8 years	Micro
Mitrovicë Jugore/Južna Mitrovica	Urban	Qaj Bahqe “Alejna”	Executive Director	Eight	Food service industry	16 months	Micro
Mitrovicë Jugore/Južna Mitrovica	Urban	Fadil Me Gashi	Owner	One	Car industry	10 years	Micro
Prizren/Prizren	Urban	Panorama	Executive Director	Thirteen	Food service industry	3 years	Small
Prizren/Prizren	Urban	“VALI-Group” LLC	Executive Director	Twenty-eight	Construction industry	4 years	Small
Prizren/Prizren	Urban	Dardania Sport	Owner	Fifty-six	Retail Industry	19 years	Medium
Ferizaj/Uroševac	Urban	Aksi LLC	Owner	Two	Construction industry	5 years	Micro
Ferizaj/Uroševac	Urban	Juristi	Owner	Two	Legal Office	12 years	Micro
Pejë/Peć	Urban	Lulzim Balaj B.I	Owner	One	Legal Office	11 years	Micro

Pejë/Peć	Urban	“Geosystems”	Owner	Five	Engineering and technical consulting sector	11 years	Micro
Pejë/Peć	Urban	“Gafurri”	Owner	Four	Health Sector	20 years	Micro
Gjakovë/Đakovica	N/A	“Lefix” LLC	Business Manager	Seven to eighteen	Manufacturing	2 years	Small
Gjakovë/Đakovica	Urban	“Deti”	Owner	Two	Hair and beauty industry	10 years	Micro

Appendix D – Guideline for interviews with business representatives

Introduce yourself: “Good Morning. My name is _____. I work for UBO Consulting. We are conducting a study to identify the level of satisfaction with public employment services provided by the Employment Agency in the Kosovo.

We have received your telephone contacts from the Employment Agency and your answers will be fully confidential, in accordance with international research standards.”

This research is financed by the UNDP office in Kosovo.

INTERVIEW MANAGEMENT DATA

M-1. Business identification number ____ _

M-2. Date of interview ____ _

M-3. Municipality

1. Deçan	Deçane
2. Gjakovë	Djakovica
3. Glogoc	Glogovac
4. Gjilan	Gnjilane
5. Dragash	Dragaš
6. Istog	Istok
7. Kaçanik	Kaçanik
8. Klinë	Klina
9. Fushë Kosovë	Kosovo Polje
10. Kamenicë	Kamenica
11. Leposaviq	Leposavić
12. Lipjan	Lipljane
13. Obiliq	Obilić
14. Rahovec	Orahovac
15. Pejë	Peć
16. Podujevë	Podujevo
17. Prishtinë	Priština
18. Prizren	Prizren
19. Skënderaj	Srbica
20. Shtime	Štimlje
21. Shtërpçë	Štrpce
22. Suharekë	Suva Reka
23. Ferizaj	Uroševac
24. Viti	Vitina
25. Vushtrri	Vučitrn
26. Zubin Potok	Zubin Potok

27. Zvečan	Zvečan
28. Malishevë	Mališevo
29. Novobërdë	Novo Brdo
30. Mitrovicë e Veriut	Severna Mitrovica
31. Mitrovicë e Jugut	Južna Mitrovica
32. Junik	Junik
33. Hani i Elezit	Elez Han
34. Mamushë	Mamuša
35. Graçanicë	Gračanica
36. Ranillug	Ranilug
37. Partesh	Parteš
38. Kllokot	Klokot

M-4. Settlement

1. Urban 2. Rural

M-5. Region

1. Pristina 2. Mitrovica 3. Prizren 4. Peja 5. Ferizaj/Uroševac 6. Gjakova 7. Gjiilan/Gnjilane

M-6. Enumeraor code ____ ____ ____ ____

GENERAL INFORMATION ON THE BUSINESS

8. Name of the business _____

9. What is your position within the business?

- d. Executive Director/Owner
- e. Business Manager
- f. Other, specify _____

10. How many employees does your company have? _____

11. In which sector does you company operate?

- y. Agriculture, forestry and fishermen
- z. Mining and quarrying
- aa. Manufacturing
- bb. Supply of electricity, steam boiler and air supply
- cc. Water supply, sewage, waste management and land revitalization activities

- dd. Construction
- ee. Wholesale and retail trade, repair of motor vehicles, motorcycles
- ff. Accommodation and food service activities
- gg. Transport and storage
- hh. Information and communication
- ii. Financial and insurance activities
- jj. Real estate activities
- kk. Professional, scientific and technical activities
- ll. Administrative and support activities
- mm. Public administration and protection; compulsory social security
- nn. Education
- oo. Human health and social work activities
- pp. Art, entertainment and recreation
- qq. Other service activities
- rr. Households' activities as employers; different goods and services - domestic production activities for own use
- ss. Activities of overseas territorial organizations and bodies
- tt. Other, please specify _____
- uu. I don't know
- vv. Refuse

12. For how many years have you been operating in Kosovo? _____

13. What is the size of your company?

- 5. Micro (Less than 10 persons)
- 6. Small (10-49 persons)
- 7. Medium (50-249 persons)
- 8. Large (250+ persons)

19. Can you please tell us about your collaboration with the Employment Agency?

1.1. What services from the Employment Agency have you received?

2. How would you rate your cooperation with the Employment Agency?

2.1. How would you rate the approach of employees from the Employment Agency?

2.2. Is there anything that the Employment Agency could improve in order for the cooperation to be at a more satisfactory level?

3. Have you hired an employee with the help/mediation of the Employment Agency?

3.1. If not, can you tell us the reason?

3.2. Which employee recruitment channels do you use regularly? Can you tell us the reason?

4. Have you hired any employees who were trained in Vocational Training Centres?

4.1. How do you assess the level of training of employees who were trained in Vocational Training Centres?

4.2. In what aspects should Vocational Training Centres be focused during the professional training of jobseekers?

5. What is the level of information you have about active labour market measures implemented by the Employment Agency?

I. Wage Subsidy

II. Internships

III. On-the-job training

5.1. What should be changed within these schemes?

5.2. Are there any other schemes that Employment Offices can implement?

6. How do you assess the level of information of businesses with the services provided by the Employment Offices?

6.1. Have you ever visited the Employment Agency's website to get acquainted with the available workforce?

6.2. If so, do you think the website is easy to use?

6.3. How can the level of information regarding the services provided by the Employment Offices for businesses be further improved?

7. What do you think would increase the quality of services of the Employment Agency?
