



EMPLOYMENT OFFICE

EMPLOYMENT AGENCY
OF THE REPUBLIC OF KOSOVO

OPERATIONAL MANUAL FOR PROVISION OF EMPLOYMENT SERVICES



**OPERATIONAL MANUAL
FOR PROVISION OF EMPLOYMENT
SERVICES**

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ABBREVIATIONS

EARK	Employment Agency of the Republic of Kosovo
ASK	Agency of Statistics of Kosovo
HR	Human Resources
ILO	International Labor Organization
OM	Operational Manual
MEST	Ministry of Education, Science and Technology
MLSW	Ministry of Labor and Social Welfare
MTI	Ministry of Trade and Industry
LTU	Long Term Unemployed
ALMP	Active Labor Market Program
VTC	Vocational Training Center
IEP	Individual Employment Plan
PES	Public Employment Service
EMIS	Employment Management Information System
LMIS	Labor Market Information System
IT	Information Technology
UNDP	United Nations Development Program
EO	Employment Office

1. INTRODUCTION

Recently the Ministry of Labor and Social Welfare (MLSW) has undertaken a series of reforms for modernizing the Public Employment Service (PES) in Kosovo, towards creation of a customized service based on client needs. The current PES has integrated in the same service provider (hereinafter the consultant) all the functions, enabling all the PES clients to interact exclusively with one consultant to get all the services; employment consultation services, career orientation, capacity enhancement or mediation. Furthermore, MLSW has developed new instruments of self-service which enable the interaction of PESs with clients through internet. Recently, MLSW has established a new mechanism for profiling PES clients based on their difficulties to enter the labor market. All these developments have brought the need for drafting an Operational Manual (OM), which explains in detail the manner for service provision to clients. This OM has been drafted in order to establish a standard for service provision in all Employment Offices (EO) in Kosovo.

The OM provides step-by-step guidelines on the employment service provision process. The OM is drafted as a guiding document in order to provide know-how, practical guidelines, and to facilitate the work of the consultants, information officers, and EO leaders. Additionally, the manual sets common procedures that ensure similar standard and quality in employment service provision in all EOs. Therefore, each EO staff member must have a copy of this guideline, which shall be used as a point of reference in any issue that may arise in the operations of the office. In short, the manual must be used as a guideline, a reference for service provision, and as basis for further capacity building. Another purpose of the current manual is the description or codifying of different services which shall become part of the work practice and shall be provided in all EOs in Kosovo.

The term “employment services” includes the activities that deal with information, job search and finding, as well as other services such as provision of information on labor market trends, employment and career consultation, job search assistance, employment mediation, and intensive consultation for groups in need. These

services are separated from the drafting and leading of Active Labor Market Programs (ALMP) such as: professional trainings, on-job trainings, internships, public works, etc. which are described in other ALMP manuals. Thus, the primary objective of employment services is to enhance capacities and perspectives of the unemployed, and help them get employed as soon as possible, contributing towards the primary aim - better functioning of the labor market in local and national level.

Under the general leadership of the Department of Labor and Employment (DLE) of the MLSW/ the Employment Agency of the Republic of Kosovo (EARK), this manual has been drafted with the joint work of the central MLSW office, Municipal Employment Offices and Vocational Training Centers (VTC), and with the support of UNDP, through the project Active Labour Market Programmes 2. It is important for the manual to be reviewed at least once a year and be updated if necessary, based on the feedback from Eos, as well as in cases of introduction of new services.

The manual consists of the following parts: the first part is the introduction; the second part sets the new model for service provision; the third part describes the manner for provision of services to the unemployed; the fourth part is dedicated to service provision to the employer; whereas the fifth part covers the diagrams of work flows, and the roles and responsibilities of employees in EOs. This manual consists also of Annexes which consist of a range of documents

Information:



This sign refers to the Employment Management Information System (EMIS).

2.0

**THE NEW MODEL
FOR SERVICE PROVISION
TO JOBSEEKERS AND
EMPLOYERS**

2.1. THE NEW MODEL FOR SERVICE PROVISION TO JOBSEEKERS

Based on the report on the new model of service provision to jobseekers, which has been approved by MLSW, there are two categories of jobseekers:

1. **Registered Jobseekers:** The first group consists of jobseekers registered in the online platform (EARK.rks-gov.net) who are users of only online employment services.
2. **Unregistered Jobseekers:** The second group consists of unemployed persons that visit EOs to ask for a job and receive services in these offices.

Registered Jobseekers: Based on the new model for service provision, jobseekers registered in the online platform (EARK.rks-gov.net) can use all the employment services provided through this platform. As it was emphasized above, these clients are users of services provided through online platform, but not of services provided in EOs, therefore they are kept only in the list of “registered jobseekers”. Registered jobseekers have full access to online services upon registration and creation of their profile as jobseekers. Services that are provided online are: review of job vacancies, obtaining information on announced job vacancies, direct application for job vacancies, review and application for trainings provided by VTCs, etc. Multichannel services enable quick and automatic service provision. In cases when registered jobseekers visit EOs demanding services, they may be provided the following services: provision of information on the labor market situation, assistance in searching for a job, employment mediation and career orientation. An example of such situation is when registered jobseekers are aiming at changing their job or are at risk of losing their job.

Unregistered Jobseekers: Clients that visit EOs and ask for support in employment shall go through a certain procedure and be treated differently from registered jobseekers. Initially the unemployed person is guided to the waiting area within EO. After the identification of primary needs by the information officer / receptionist, the jobseeker is directed to the consultant. Next step is the detailed interviewing process, for collecting necessary information, learning more about the jobseeker, and for registering him/her. During the interview the consultant collects the following information: individual conditions of the client, his/her desires and needs, motivation, etc.

During the interviewing process the unemployed person is registered into EMIS and segmented or profiled in one of the following sub-groups:

- i. The group with low risk of becoming long term unemployed (LTU)
- ii. The group with average risk of becoming LTU
- iii. The group with high risk of becoming LTU

Later, persons that are considered with **low risk of becoming LTUs** are advised to use self-service instruments and if necessary they will be provided with assistance in the following ways: explanation on using self-service instruments, assistance in activating social networks and assistance on how to contact directly the employer to find a job. On the other side, if the registered unemployed persons have been considered as with **average risk of becoming LTUs**, they are provided employment consultation services such as: employment mediation, assistance in job search, and provision of information on the labor market and trainings. Finally, if the registered unemployed are categorized as with **high risk of becoming LTUs**, the consultant provides support through intensive consultation, which combines job searching skills, career guidance, assistance in motivating the client during the job searching period, and creation of an individual employment plan (IEP). Lastly, the consultant informs and advises the unemployed client to be included in different measures of ALMP having into consideration available categories and funds. Detailed and individual consultation is provided to clients that need additional help or extended time in order to re-include them in the labor market.

At last, the transition of clients between different segments (from low risk of becoming LTU to high risk, and vice-versa) is done based on changes of characteristics of registered unemployed persons. If the registered unemployed, initially profiled as with low risk of becoming LTUs, continue to remain unemployed in the coming visits, with the increase in duration of being unemployed, they start losing their readiness to work and their motivation to search for a job. In these cases the consultant has to treat these clients as with average risk of becoming LTUs. Moreover, if the clients that were initially profiled with high risk of becoming LTUs, have been provided professional trainings, have been qualified for a certain profession, and have obtained job searching skills, the consultant should not treat these clients as with high risk, but rather as with average risk of becoming LTUs.

In the new model of employment service provision approved by MLSW, the consultants are responsible for provision of all kinds of services to the unemployed and employers. In other words, there is no segmentation or specialization of consultants in certain kinds of services provided to clients. Therefore, the clients will receive all the services from a single consultant that was appointed to them at the moment of registration.

2.2. THE NEW MODEL FOR SERVICE PROVISION TO EMPLOYERS

The new model for service provision has the primary focus on orientation of the employer towards the use of multichannel services. Based on this model, the consultants are required initially to visit businesses intensively to promote EO's services. During these visits they must present the benefits from using these services, provide information materials on ALMP and multichannel services. Additionally, consultants must provide contact information (e-mail addresses and phone numbers) to continue with further communication. If necessary, the consultant can organize additional visits in businesses. Employers that are informed about the multichannel services have the possibility to decide to use these services or ask for direct support from consultants.

Employers must be registered in order to be able to use the services provided through the online platform (registration of vacant positions, searching jobseekers profiles, review of jobseekers' applications, establishing contacts with jobseekers, access to PTP measures). Services for pre-selection of candidates for interview or services for selection for recruiting are offered after the employer registers the job vacancy in the online platform and requests such service. On the other hand, businesses that prefer to use direct services from consultants can receive all the services elaborated above, including also services for pre-selection of candidates for interview or selection for recruiting.

3.0

**STEP BY STEP GUIDELINE
FOR EMPLOYMENT SERVICE
PROVISION FOR REGISTERED
UNEMPLOYED PERSONS**

SERVICE PROVISION TO JOBSEEKERS



PROFILING

1 WITH LOW RISK OF BECOMING LTU

LIGHT CONSULTATION

 Self-service instruments

 **EARK portal**
Job portals from private employment service providers

 Activating social networks

2 WITH AVERAGE RISK OF BECOMING LTU

EMPLOYMENT CONSULTANCY

 Employment Mediation

 Assistance in Job Searching

 Information on the labor market and QAP

3 WITH HIGH RISK OF BECOMING LTU

INTENSIVE CONSULTATION

 Career Consultation

 Drafting the Individual Employment Plan (IEP)

 Implementation Phase (follow-up phase) of the IEP

 Assistance to Motivate the Client



FURTHER SUPPORT



ACTIVE LABOR MARKET PROGRAM



EMPLOYMENT SERVICES

3.1. WAITING AREA



All the employment offices must have a waiting area in a dedicated and visible place. In that area there should be a desk with a computer for the information officer / receptionist. Each EO in the entry area, as well as in the waiting area, must have boards and shelves for displaying brochures, posters, final publications, vacancy announcements, forms and other documents. In this area there must also be a corner with at least one computer, a desk and a chair for the clients to have direct access to a computer and a possibility for access to EARK official webpage to use services that are provided online.

Clients' first time in EO

The first visit of clients is a very important process in their relationship with EO and PES, because it is their first time to learn about the services that are provided in these offices. Therefore, all the staff members must be welcoming and professional in order to create positive impression on the client.

Receiving the client: When the client arrives for the first time at the employment office, he/she must be guided to the waiting area. Information officer/ the receptionist should welcome the client, introduce himself / herself mentioning his/ her name and the role, and ask the client about the purpose of the visit to check whether the services required by the client are provided by the EO.

Clients visit the EO for different reasons:

- i. They may come to ask for employment services (including the provision of the certificate of unemployment for benefiting from the social assistance);
- ii. They may come to ask for different information, for example: brochures, leaflets, benefits from different measures of the active labor market, and access to official webpage, EARK; and
- iii. They may come by mistake for other services that are not provided in the EO.

Client that requires services from EO is referred by the information officer / receptionist to the consultant to receive the necessary services. In the meantime they are reminded to prepare the necessary documentation for registration (ID card, copies of the diploma or different certificates).

Clients that come only to ask for different information such as brochures, leaflets or for using the computer and access to official webpage of EARK are clients of the information officer/ receptionist. In such case, the information officer / receptionist must direct or refer them to the area in the office where such information is displayed. Moreover, if necessary, the information officer / receptionist can provide assistance in description of employment services and programs, admission criteria and application processes, etc.

Clients that come by mistake to ask for services which are not provided in the EO, the information officer / receptionist must inform them that they are not in the right place, explain to them what can be provided in the EO, and direct them to the places where they can find services they need.



- **Before the meeting between the client and the consultant:** the information officer / receptionist shall ask from the client to wait in the waiting area, until he/she checks and appoints a consultant for him/her. The appointed consultant must come to the waiting area to personally greet the client, or the client shall be guided to the consultant's office.
- **Appointing the meeting:** If all the consultants on duty are busy in meetings with other clients, the information officer / receptionist appoints a meeting in a near future for the client in question.

Existing Clients

All the main tasks remain the same for the information officer / receptionist when existing clients are visiting the EO. One of the changes for the existing clients is that the information officer / receptionist must check from EMIS who is the dedicated consultant for the client.

The information officer / receptionist checks from EMIS for the dedicated consultant for the client, asks the client if the meeting has been appointed earlier by the consultant, and checks the consultant's agenda. If the dedicated consultant is not available in the office, the information officer / receptionist may direct the client to another consultant, provided that client agrees to such thing.

Moreover, the information officer / receptionist is responsible for maintenance and regular supply of the information display shelves with information and promoting materials on EO's services.

3.2. COUNSELING



STEP 1: REGISTRATION

The registration process is conducted by employment consultant.

Receiving the client: Initially the consultant welcomes the client and introduces him/herself mentioning the name and the role. The consultant must ensure and inform the client that their conversations are confidential and he/she will be the dedicated consultant for him/her in the coming meetings.

Information on employment services for the registered unemployed: Based on the needs of the registered unemployed the consultant must explain briefly the services that are provided in EO (counseling, mediation, professional trainings and other ALMP measures, and MLSW resources) as well as the main purpose of these services.¹

Detailed registration interview: The detailed registration interview is conducted in order to collect the necessary information, to learn more about the client, and to register the client. The consultant must explain to the client that all the collected information during the interview is important and they will be used for identification of necessary services. During the interview, the consultant collects information about the client such as: age, education, different skills, experience, job desires, motivation, etc. This information is inserted into EMIS.

Information:

There are different reasons why individuals are registered in EO: they may come to ask for employment services, find a new job, or to obtain a certificate of unemployment for benefiting from the social assistance.

Some of them may have fewer barriers in getting employed, while the others may have more, such as for example low qualifications or low level of education as well as low basic skills (problems in reading and mathematics).

On the other hand, some clients may have barriers related to their health or difficulties in family (domestic violence, etc.)



The information collected by the consultant for registration of the unemployed are inserted directly into EMIS. Additional evidence may be necessary to support client's claims with regard to his/her qualifications (copy of a diploma), trainings (training certificate), active job search, etc. Copies of these documents must be kept in an appropriate place in EO. Registered information must be updated regularly to ensure that registered clients have updated profiles.

¹ The purpose is to enhance skills and perspectives of the unemployed and help them get employed as soon as possible

STEP 2: PROFILING

Profiling the unemployed has become integral part of the new approach in employment service provision. Profiling or segmenting jobseekers, is a procedure of identification and categorization of the unemployed in different categories in order to distinguish the ones that can easily find a job from the ones that have more difficulties.

Profiling enables the consultant to make an initial assessment of the client from the information provided from the detailed interview for registration. Profiling results are brought automatically by EMIS. Based on the initial assessment of the client, EMIS will inform the consultant about the necessary training for the unemployed. If the unemployed have been profiled in the group with high risk of becoming LTUs, this is an indicator that the consultant must provide more intensive support compared to the ones that are considered with lower risk. The first ones are less likely to be able to help themselves reintegrate in the labor market, therefore they need more frequent meetings and more intensive consultations.

Table 1: Profiling the unemployed

Main groups	Characteristics	Proving examples
The group with low risk of becoming LTU	<ul style="list-style-type: none"> • Qualified • With work experience • With vocational skills accumulated in the sector and with skills in specific professions • Unemployed for less than 6 months • With computers skills to use self-service instruments • ready to work • Active in the labor market • Totally motivated • 35-49 years old • Capable to search for work independently • Physically healthy and without any other limitations 	<ul style="list-style-type: none"> • Just became unemployed • Employed jobseeker etc.

<p>The group with medium risk of becoming LTU</p>	<ul style="list-style-type: none"> • Qualified • Short work experience or without work experience for the just graduated • With low level of vocational skills in the sector and low level skills in specific professions • Unemployed for less than 12 months • With average level computer skills to use self-service instruments • ready to work • semi active in the labor market • Not totally motivated • 25-34 years old • semi-capable to search for work independently • without any other barriers or with light barriers for employment 	<ul style="list-style-type: none"> • Just graduated from the school • An employee whose job was terminated and could not find a job quickly • A woman that goes back to work after maternity leave, etc.
<p>The group with high risk of becoming LTU</p>	<ul style="list-style-type: none"> • Unqualified or with low education qualifications • Qualified but with outdated skills • Unemployed for more than 12 months • Nor realistic aspirations for job and salary • Without computer using skills to use self-service instruments • Not ready to work • Not active in labor market • Not motivated for work • Over the age of 50 or under the age of 25 • Low level skills in independently searching for a job • Health problems or other problems (mobility, language) that impact the employability of the individual 	<ul style="list-style-type: none"> • Long term unemployed • Young person without educational qualification, has not conducted any trainings, and unemployed • Person with disabilities • Former convict • Beneficiary of social assistance of the Category II • Person who was alcohol addict or suffers from other traumas (for example from domestic violence, etc.)

Afterwards:

1. Persons considered as **with low risk of becoming LTUs** will be directed to using self-service instruments. The consultant must guide the client and if necessary assist him/her in using self-service instruments such as the EARK² portal and private employment (Kosovo Job, Portal Pune, Telegrafi, Duapune.com, etc.). Furthermore the consultant must provide consultations on searching vacancy announcements and applying for vacant positions, activating social networks such as Facebook (establishing contacts with former employers, colleagues, friends, schools friends) informing everyone publicly that he/she is in search for a job). The candidate must also research the labor market by identifying employers in the fields of interest and contacting them directly to find a job (sending the CV and then calling these employers after two to three days to check whether they have received his/her application). In order to conclude the meeting with the client with low risk of becoming LTU, the consultant shall summarize the discussion and communicate the next steps that have to be undertaken by the client. Finally, the next meeting is appointed reminding the client that he/she can visit the consultant in the meantime for any other consultation.



² The EARK portal presents direct information for both parties in the market (jobseeker – employer) and allows both parties to contact each other without any further intervention of EO. This opened system enables the vacant positions to be displayed in the computer as well as smart phones including the details such as name, address, and the phone number of the respective employer. This enables the job-seeker to contact the employer directly, without the intervention of the PES staff.

2. Persons considered as **with medium risk of becoming LTUs** will be provided employment consultation services based on the needs identified during the detailed interview for registration. Employment consultation shall include services such as mediation for a job, job searching assistance, and information on labor market and trainings (employment consultation is explained in detail in the section 3.3 of the OM).



3. On the other hand, if the registered unemployed have been **segmented as with high risk of becoming LTUs**, the consultant shall provide an intensive support or consultation which combines job searching skills, career guidance, employment mediation, assistance to motivate the client during the job searching period, and creation of a step-by-step individual action plan for employment. Deep consultancy services are explained in section 3.4 of the OM.



3.3 EMPLOYMENT CONSULTANCY



After the consultant understands the profile of the unemployed, the skills and career aspirations, through the registration interview, the consultant is in better position to recommend to the jobseeker the vacant positions, provide assistance in job searching and provide information on the labor market.




STEP 3A: EMPLOYMENT MEDIATION

Employment mediation is the main service for all the PES providers who aim at helping the unemployed find a job and the employers find the appropriate men power. It is a process where Eos mediate for the unemployed establishing the link between them and the job vacancy.

The traditional employment mediation process is done through (i) registration and ranking of the job vacancies by the employers, (ii) collection of information by individual jobseekers, and (iii) the matching between the requirements from the job vacancies and characteristics of the jobseekers. Now this is done automatically by EMIS. EMIS does the automatic matching between the vacancy that is described

in EMIS, the application that is completed by the consultant or the employer directly through online services, and the profile of the unemployed person inserted into EMIS.

-  Automatic matching of the job description, the unemployed profile, and jobseekers is done by EMIS based on the following criteria:
- Qualification/ level of education
- Profession/title (based on ISCO-08)
- Job address
- Work experience
- Sector (based on NACE)
- Salary (optional)

Use of industrial codes, such as International Classification for Economical Activities (NACE), and profession codes, such as International Classification of Professions (ISCO-08), drastically facilitate the matching process. Codification of applications and job offers with NACE and ISCO-08 makes the professions (as described in the vacancy announcement and the profile of the unemployed) and economical sectors comparable.



Use of NACE and ISCO-08 codes in EMIS

Economic activity codes (NACE) determine employer's activity, specifically the sector or the industry where the employer is active. When employment consultants are contacted by the employers, they receive the basic information about the employer including their main activities and insert that information into EMIS. The same code will be inserted by the employers that use the online services. In the same way, during the preparation of the vacancy announcement (during the meeting or online) the profession code is inserted based on ISCO-08 together with other requirements of the employer such as qualification or work experience. NACE based code of the sector in which the unemployed has worked is also inserted. Matching these codes enables the matching between the vacancy announcement and the profiles of the unemployed, enabling effective and efficient employment mediation.

Information:

The unemployed is more motivated and the employer will more satisfied with the services from the EO if the matching of the unemployed profiles and required competencies by the employer is more approximate.

The main task of the consultant is to ensure better employment mediation for both parties – the employers and the unemployed. The ability to match candidates with job vacancies is necessary for PES work. Consultants use the information that they gather about the client during the registration interview, as well as the information regarding job requirements, in order to come to the best possible mediation. Due to this, the consultant has to go beyond automatic matches to provide a quality service and see what are the main job tasks specified in the vacancy and/or which are the additional requirements (additional skills and knowledge – ex. languages, information technology knowledge (IT), drivers license, etc.). The predetermined requirements have to be compared to the skills of the unemployed in order to reach the adequate match. Finally, the consultant has to present and discuss mediation results, check for the level of interest and readiness of the unemployed to apply for the positions that derive from automatic matching and encourage the client to apply for the job vacancies.



STEP 4A: ASSISTANCE IN JOB SEARCHING

Assistance in developing skills for job searching helps the unemployed and the jobseeker in their efforts to find a job. The assistance can be provided in one of the following forms:

- i. development of job searching techniques,
- ii. development of skills for activation of social networks, and
- iii. development of skills for applying for a job such as: filling-in an application for a job (writing down a CV) and advancing verbal communication skills for the interview with the employer.

Assistance in job searching is a critical service for employment. Due to this, the consultant must provide the client with advices and guidelines about where to find vacancy announcements, how to start contacting the employer and how to realize a job interview. The consultant must adapt his/her support based on the needs assessment of the unemployed.

i. Job searching techniques

The unemployed can use the following methods to search for a job vacancy:

- Through vacancy announcements of PES, through a visit at EO, and through EARK portal;
- Job portals from private employment service providers such as: Kosova Job, Portal Pune, Duapune.com and other web pages such as Telegrafi, etc.
- Mass media such as daily newspapers, radio and television.
- Job fairs
- Social networks
- Professional social networks such as LinkedIn
- Direct access to businesses/employers

Direct access to businesses/employers means when the unemployed person is advised to apply directly at the employer. The unemployed has to look for the contact information and the names of the businesses that are active in the areas of interest for the candidate (for example in a certain geographic area, specific industry), send the CV to those businesses that are of his/her interest, and call the employer after one or two days to find out if they have received his/her application. (For more information on this technique see the section "contacting the employer").

ii. Development of skills for activating social networks

A great percentage of job vacancies are filled in through social networks. The client should be advised to create a list of all the people he/she knows (former employers, professors, colleagues, friends, neighbors, social contacts, relatives, friends from the faculty, etc.) and inform them that he/she is searching for a job, send them a copy of CV, and also ask from them to distribute further his/her CV. The client at the same time should be advised to boost personal and professional contacts during this period in order to increase the possibilities of finding a job.

iii. Development of skill for applying for a job

Drafting a CV: The general purpose of a CV is to present a summary of education, qualifications, skills and knowledge of the jobseeker when applying for work. The CV is used as a professional biography of the candidate during the communication with the potential employer. CV creates the first impression of the employer as it reflects whether the candidate has the necessary skills and knowledge to carry out certain work. The CV may be written in a chronological way or based on functions, therefore the consultant should adapt the format to client's situation.

- CV with chronological summary aligns in chronological order the work history and qualifications of the candidate, starting from the most recent position and qualification. This is the most common form of a CV. Employers usually prefer this type of CV because it is easier to see what kind of work has the candidate done and the duration of each position. However, this CV is appropriate for the jobseeker that has had a broad work experience with no discontinuation between different engagements. A sample of this kind of CV can be printed from EMIS.
- A CV with summary of functions is another type of biography in which the professional data are organized based on the skills of the candidate. This CV is appropriate for a jobseeker whose work experience and education do not completely match with the job requirements, or when the jobseeker does not have sufficient work experience. This CV is especially suitable for those entering the labor market for the first time, want to change their career, or reenter the labor market after a long missing period. The CV summarized based on functions presents jobseeker's qualifications, skills and knowledge. The advantage of this type of CV is that it enables the jobseeker to demonstrate precisely the skills that the employer requires. An example of this type of CV has been presented in Annex 2.

As a part of main services in helping in job search, the consultant should provide advices and guidelines to the candidate on writing or adapting the CV and motivation letter, and in applying for a job. Researching the employer and the announced vacancy is necessary when adapting the CV or the motivation letter. Studies show that the employers spend in average around 45 seconds in the initial review of a CV before deciding to continue further or look at the candidate's CV to the end. In order to increase the possibility to be selected for further review, adapting or drafting a CV based on the requirements of the employer is necessary. The more the jobseekers or the consultants know about the business, industry and the vacancy, the better they will adapt the CV. Using key words from the job description in CV increases the possibility of the employer becoming more interested about the profile of the jobseeker.

Some guidelines for the consultant

The CV has to be clear and summarized in maximum two-three pages. The CV should not be overloaded with information. Job titles have to be emphasized with bold letters. Contact information of the jobseeker has to be written in the cover page of the CV. Both, tasks and achievements, have to be included in the professional experience part. As much as possible quantify the responsibilities and achievements in numbers (ex. the number of clients or personnel, the budget, etc.)

Source: The Manual of the International Labor Organization (ILO) for Employment Services Centers in UNEWA

Drafting a Motivation Letter: The consultant shall assist the unemployed person in drafting the Motivation Letter and presenting the CV to the potential employer. Motivation Letter must emphasize the interest of the candidate explaining the reasons why he/she is suitable for that position. The contents and the guidelines for the consultant with regard to Motivation Letter are presented in the table below.

Table 2: Contents of the Motivation Letter and guidelines for the consultant

Outline	Contents	Guidelines for the consultant
Introduction	Emphasizes the reason for writing the letter Title of the position or the job that the jobseeker is applying for Source of information regarding the vacancy or the employer	Adapt the Motivation Letter based on the job vacancy
Contents of the letter	Explains the reasons why the candidate is interested to for that job. Presents the qualifications of the candidate (including education, work experience and personal skills) Describes achievements that are related to job Refers the reader to the CV that is attached to the Motivation Letter	The letter should be addressed to a certain individual if possible, or to the business Use plain, direct language, with no grammar mistake. In the letter use the first person "I" expression
Conclusion	Shows jobseeker's readiness to provide additional information or for an interview Expresses the gratitude for the time and consideration	Make sure the letter is signed

Source: The Manual of the International Labor Organization (ILO) for Employment Services Centers in UNEWA

Information:

Do not forget that CV is not always necessary to get a job. For some jobs (for example, truck drivers) the employer does not need a CV, in the contrary, the employer may think that the jobseeker has not understood the position. Moreover, there are many other applications with no need for CV because the application can be filled in totally through webpage. In these cases, the application is divided into different parts and one part must be completely filled-in in order to proceed to the subsequent part. The consultants, where applicable, should assist the jobseeker with advises and guidelines on how to fill-in such job application.

Contacting the employer: The jobseeker may express the will to contact the employer to apply for a job. The employer may be contacted through e-mail, telephone or personally.

Contacting through a letter or e-mail: When the unemployed person contacts the employer through a letter or e-mail, he/she has to emphasize: the job title and his/her skills to carry out this work; where did he learn about the employer; his/her experience and qualifications; the will to meet or be interviewed; and the ways how he/she can be contacted by the employer. The letter or the e-mail has to end with an expression of gratitude and it should be signed by the jobseeker. It should be ensured that the letter is free of grammar or orthographic mistakes. The letter should not be longer than one page and it should be easy to read. A copy of jobseeker's CV should be attached to this letter or to the e-mail.

Contacting through the phone: When the unemployed contacts the employer through phone, he/she has to introduce him/herself, briefly inform about the purpose of the call, and ask about any job vacancy or express the interest about the job vacancies that may come up in the future. It is recommended that the call is done from a quiet environment. The unemployed has to speak clearly, listen carefully to the employer, and be ready to take notes during the conversation.

Personal contacts with the employer: When the unemployed contacts the employer without an appointed meeting, the jobseeker has to be prepared for everything – starting from the inability to get in contact with the employer all the way to the job interview; from a long and formal meeting all the way to a casual or short meeting. Some details of the meeting with the employer have been presented below.

Preparation for a job interview: Below are some guidelines that the consultant can provide to the unemployed when he/she has an appointment with the employers:

Before the interview read carefully job characteristics and the requirements of the vacancy, identify characteristics and/or experience that demonstrate to the employer that the candidate is the right person for that particular position; make a research about the business/employer by looking at the official webpage of the business or by making other inquiries in the internet and asking other persons that are aware about the employer; plan in advance travelling time to the place where the interview will be held in order not to be late for the interview; take with him/her a pen, blank paper and a copy of the vacancy announcement, the CV and the Motivation Letter; exercise beforehand possible questions that may be asked during the interview. Possible questions have been presented in **Annex 3**.

During the interview the candidate should be dressed neatly; speak confidently and kindly; be open and positive; greet the person that he/she is going to meet and address by name (if the name is known); during the meeting he/she should maintain eye contact; state the purpose of the meeting; be as relaxed as possible; if somebody has referred him/her to the employer in question, mention the name of the person; allow the employer to lead the meeting: ex. allow him to make the questions; thank the person whom he met and ask for the way to be informed if he/she has successfully passed the interview, etc. During the interview it is important that the jobseeker speaks positively about himself/herself, emphasizing the experience, skills and abilities. Even negative experience can be an opportunity to explain how difficult situations were treated and overcome and to demonstrate problem solving skills. If the jobseeker has contacted directly the employer without any job vacancy and the employer informs him/her that there are no job vacancies, the jobseeker should ask if he/she can fill-in any application or leave the CV for any future job vacancies. More information on what should and what should not be done by the jobseeker when meeting the employer can be found on the table below:

Table 3: What should and shouldn't be done by the unemployed when meeting the employer

What should the unemployed do	What should not the unemployed do
<ul style="list-style-type: none"> Be honest and kind Present his/her purpose clearly Be clear during the conversation Present himself/herself positively 	<ul style="list-style-type: none"> Try to make the employer feel bad about him Speak about himself/herself negatively Discuss personal problems Speak negatively about the former employer

Source: *The Manual of the International Labor Organization (ILO) for Employment Services Centers in UNEWA*

STEP 5A: INFORMATION ON THE LABOR MARKET AND QAP

Another vital function of the consultant is to provide information on the labor market for the unemployed and the registered jobseeker. Through this service the unemployed will learn about the local, regional and national labor market trends, the employment situation in these regions and the characteristics of the labor demand, what positions are mostly demanded and the necessary qualifications for application, and the general working conditions. It is precisely this group of clients who have to be provided this service, because they are well educated and are capable to absorb and use this information.

Even though the labor market analysis unit within EARK/MLSW prepares regular information about the labor market, labor market analysis and reports, the consultant is responsible to know what is happening in local and regional markets; which sectors are on the rise and which ones are falling; which are the main segments of the value chain or the main segments of economical activities starting from the supplier/provider, mediator, all the way to the receiver/client of a service/product; which are the main businesses in the sector; what kind of technology is used in production; which are the key demanded positions from the sectors on a rise; which are the required skills in these sectors; what are the general working conditions, etc.

Whereas, as far as the labor market is concerned, the consultant is responsible to know what options are offered in secondary and higher education; what trainings are being provided; which are the skills that can be obtained from education and training providers; which are the gaps between the skills that are required by the employer and those that the jobseeker possesses; how can these gaps be fulfilled.

There are many information sources regarding the labor market that the consultant has to review in order to provide the jobseeker with accurate and updated information. Some examples have been presented below.

Table 4: Labor market information sources

Organization	Data source
EMIS	Data on job vacancies, the unemployed, job-seekers, mediations, etc.
EARK/MLSW	Annual report "Labor and Employment"
KAS	Results from the men power survey, results from the census
MEST	Data about education (directions, courses, number of students, the graduates)
MTI	Data on new and existing businesses
Training providers	Data on offered trainings, number of graduated persons, subjects/obtained skills, etc.
Private employment service providers	Data on job vacancies, employment mediation, etc.

Referrals for trainings: During the assessment of the client, if the consultant assesses that the client needs to complement vocational skills, the unemployed should be provided with information regarding different trainings that are offered by PES/VTC or other partner and non-partner organizations and centers, the contents of the programs (different modules) and the conditions for applying for these trainings. Alternatively, but only if none of the provided trainings are fit the lack of vocational skills of the unemployed, the consultant suggests to the person to apply for an internship for complementing his/her vocational skills. If the client is interested more about the different trainings that are offered by VTC, the consultant should apply for those trainings through EMIS on behalf of the unemployed and direct him/her to VCT. For the client that is interested for other trainings that are organized by partner and non-partner organizations and centers, the consultant should provide contact information, admission criteria and direct the client to those organizations and centers.

In order to conclude the meeting with the client with average risk of becoming LTU, the consultant summarizes the discussion mentioning the next that have to be undertaken by the client, and at the end the consultant appoints the next meeting reminding the client that he/she can come to the consultant in the meantime for any advice.

Group activities: If the consultant has too many clients, they can be grouped by the consultant and the assistance can be provided in group (at the same time for many candidates), especially with the services regarding the help in searching for a job and in provision of information about the labor market and trainings. This is an efficient form when compared to the individual consultations and it also has another advantage because persons in the same situation can learn from each other and build relationships between them.

3.4. INTENSIVE CONSULTATION



Intensive consultation is provided to the registered unemployed that is **categorized with high risk of becoming LTU**. After the consultant understands the profile of the unemployed through the registration interview, he/she shall provide: intensive consultation which combines job searching skills, career guidance, employment mediation, assistance in motivating the client during the job searching period, and creation of an Individual Action Plan (IAP) which is prepared to help the unemployed in his successful inclusion in the labor market. While the job searching guidelines and employment mediation have been explained above (in the step 3a and 4a of the OM), in the following part of the OM the following will be elaborated: career consultations, drafting of individual employment plan as well as the assistance to motivate the client.



STEP 3B: CAREER CONSULTATION

This service helps the jobseeker identify professional options (as a result of education and training) that fit to his/her interest/skills and personality, and also takes into consideration labor market demands. Career consultation is provided to the client in order to:

1. Start a new profession because he/she does not have any (for example clients that have completed only primary school and secondary school, or high school), or
2. Change the profession because the current career does not match with his/her skills and personality (for example a carpenter who, due to exposure to dust and other harming materials, has problems with allergies and respiratory diseases); or
3. Change the profession because there are no job vacancies with the current profession.

Career orientation services are designed to help the individual in management of his/her career. Due to this, PESs have a special role in providing career consultations for their clients. PESs in many places have been the main career orientation providers for the youth and other people in general.

Career consultation process is done following the steps below:

- i. Understanding the skills and interests of the client about certain profession
- ii. Identifying appropriate professions for the client
- iii. Identifying knowledge, skills and characteristics that have to be improved
- iv. Drafting of the Individual Employment Plan (IEP) for the client
- v. Implementation phase of the IEP

Differently from the employment consultation, the consultant has to act more like an **engine**, ensuring the client the necessary support and helping him/her understand himself/herself better in terms of skills, attitudes and the interests he/she has. The consultant in the beginning of the process has to explain the whole process of career consultation, ask from the client to be honest and answer the questions during the conversation and during the self-assessment process. The consultant should underline that this is a dynamic process that will last for few months and it aims at helping the client achieve his/her professional objectives.

i. Understanding the skills, characteristics and interests of the client for a profession:

This process starts when the consultant and the client begin to analyze and understand better client's skills, characteristics and aspirations for a career. These are critical for helping the consultant make a better career orientation plan that is suitable for the client and for the labor market needs. The process begins with collection through self-assessment tools of additional information that has not been collected during the registration process. The consultant has to inform the client that self-assessment tools are instruments designed to help the user by clarifying the ideas for him/her and the labor market. Self-assessment instruments contain the following information:

Table on the self assessment instruments

Type of information	Definition	When will it be used	Reference
Characteristics	Work characteristics that are important for fulfilling aspirations of an individual such as: creative, fast learner, independent, etc.	All the unemployed that receive career consultation services	Annex 4.1 of OM
Interests about profession	What is the orientation of the candidate; what does the candidate like to do?	The unemployed who are not decided on what they like to do	Annex 4.2 of OM

Skills	<p>Basic skills: these are the necessary skills to ensure that the individual is capable of functioning in a productive manner at work and in his/her personal life. Basic skills include: reading skills, writing skills and mathematical skills.</p> <p>Vocational skills: skills for carrying out special tasks and functions in a job, profession or industry. Called also occupational skills, they include skills for carrying out respective tasks at work.</p> <p>Non vocational skills: are applied at every work and they are not specific to one profession or industry. These skills include: skills for working with the others and in the team, problem solving, communicating skills, learning skills, etc.</p>	All the unemployed that are segmented as with high risk of becoming LTUs	Annex 4.3 of OM
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The next steps of career consultation are directly linked to this step. It is difficult to advise someone on how to achieve a career goal if person's current situation is not known. If person's starting point and goals are known, it can be started with the necessary steps to lead the process from the starting point to the final goal. The first group of self-assessment questions demands from the client to go through a list of different personal characteristics and desires that the client has to select. The answer will help the client and the consultant understand the type of work that fits better to the aspirations of the client. For example, a person that pays more importance to "creativity" will fulfill better his/her aspirations as a writer, photographer or illustrator rather than as accountant or office clerk.

The second part of the self-assessment questions are meant to identify the general interests of the jobseeker. If the unemployed is not determined about what he/she likes to do, the consequent activity aims at understanding the interest of the client for a certain occupation (things that the person likes or does not like to do, or things that the person is or is not capable of doing). Job seekers can be identified through six different profiles (Realistic, Investigative, Artistic, Social, Enterprising and Conventional, based on the given answers. A short description of profiles and some examples of suitable professions for these profiles have been presented in **Annex 4.2**.

Finally, the main skills of the unemployed have to be examined: basic skills, vocational skills and non-vocational skills. Main skills have to be examined also for the unemployed that are segmented as with high risk of becoming LTU, who do not go through career consultation because they currently have a job. These skills

consist of reading, writing and mathematical skills (fundamental skills), the capacity to undertake technical tasks that belong to a special profession (vocational or occupational skills), and skills to carry out a number of tasks – ex. gaining new knowledge, team work, problem solving, decision-making (non-vocational skills). In **Annex 4.3** there is a list of main skills (basic, vocational and non-vocational).

ii. Identifying appropriate professions

Finding the relation between personal characteristics, interest and skills of the unemployed and the occupation is the most important step in career consultation. The consultant has to review the profile of the unemployed in EMIS and the results from the self-assessment instrument in order to identify the interest of the client and the professions that come from this assessment. The consultant and the client have to work together to generate some options for the profession and career. The consultant should encourage the client to be proactive and research further if it is necessary for different professions that derive from this process. If, for example, the client wants to pursue a career of a mechanic, the client is advised to do a research with regard to possible specializations, where he/she can be trained, where can he/she look for employment later, etc.

After the client and the consultant have identified some options for profession and career, the personal and environmental factors that may hinder the selected profession have to be analyzed. For example, carpentry is a physical labor and it exposes the worker to dust and other harmful materials. This profession may cause problems to the worker with allergies and respiratory diseases; the receptionist in a hotel works during weekends and holidays, which could have impact on his family life.

iii. Identifying knowledge, skills and characteristics that need to be improved

Additionally, the consultant has to assist the client in identifying the list of abilities, skills and characteristics that need improvement. This step is applied also to the unemployed who is profiled as with high risk of becoming LTU and does not go through career consultation. In order to do this, the consultant initially has to help the client identify the list of abilities, skills and characteristics that the job/profession requires. This information can be obtained from ISCO-08 documents, looking for information from a person that already does that work, or from job vacancy announcements for that particular position where the requirements from the employer are disclosed. Further on this list has to be compared to client's abilities, skills and characteristics in order to identify different areas that need improvement (this list has to be elaborated in detail in the coming phase – drafting the IEP).

The consultant may identify clients with personal problems, persons that are addicted to alcohol or drugs, or the ones that suffer from other traumas (for example, domestic violence, etc). These personal problems have to be addressed before the mediation and these persons have to be referred to experts for treating such problems. At the same time, identified persons with low level of literacy have to be referred for the literacy program within MEST (the Program against

illiteracy). Finally, there will be clients that do not want to cooperate with the consultant in the consultation phase. In such cases, the consultant has to inform them (possibly in written) that failing to cooperate serves as ground for termination of support from EO.

STEP 4B: DRAFTING THE INDIVIDUAL EMPLOYMENT PLAN (IEP)

IEP is drafted for all the clients that are categorized as with high risk of becoming LTU; for those that go through career consultation; as well as for the clients that do not go through this service because they have a current profession that fits with their skills, personality, and with the requirements of the labor market.

In essence, IEP is a guideline that guides the client from the current position to the desired target. Therefore we can see IEP as roadmap. It is difficult, maybe even impossible, to provide somebody with guidelines how to reach the desired point if we do not have sufficient information on current situation. A good assessment of where are they currently positioned and where they want to go is a result of career consultation that has been explained earlier in the document. These two things, the starting point and the target of the client, can be obtained by the consultant through career consultation discussions.

The purpose of IEP is to help the unemployed in the developing skills process, career, and active job search – measures that will contribute in increasing the likelihood of finding a job. Drafting the IEP is especially useful for the jobseeker that has difficulties in finding a job, because it provides structured information on the actions that he/she can undertake in order to increase the possibilities to find a job. This plan is also a tool that clearly sets the activities that have to be undertaken within a limited timeframe in order to create the conditions for faster employment. A good plan is an important step in achieving successful results for employment. The consultant should explain to the client what the IEP is and why has it been prepared for him/her. Prior to drafting the IEP, the consultant has to review client's profile as well as self-assessment results.

The content of the IEP is related to the different phases that PES client has to go through in order to reach the main goal, which is employment. These phases include the improvement of main skills (basic, vocational and non-vocational), knowledge, job searching skills, etc. The consultant, depending on client's needs, has to foresee feasible activities for each phase, and reflect them in the IEP. These phases can also be considered as short-term milestones. For example, if somebody wants to work as a manager, but he/she has graduated from technical school, maybe he/she should register in a high school for management. This would be decided in the IEP of the candidate.

An effective IEP has the following features:

1. Each activity has to be linked to a phase as explained earlier, and each phase has to be linked to the long-term objective, which usually is employment of the candidate in a certain profession.
2. Each activity in the IEP needs to have a description of success and a way to measure the progress following the implementation of IEP.
3. An effective IEP should have deadlines for each activity and it is expected from the client to implement those activities within set timeframe. The deadline has to be set clearly in order for the client to know when he/she has to carry out certain activity.
4. An effective IEP should also foresee in detail most of activities, specifically the activities that the client has to undertake, and not be open for different interpretations. (For example: register for computer training (training code); Training provider; Trajnime SHPK; in "Agim Ramadani" street, No. 00; the registration takes place in the office from 8 to 12 o'clock)

An effective IEP uses the SMART principle. This principle requires that main goals, actions and each phase are specific, measurable, achievable, relevant and timely.

S=SPECIFIC: The goals and the activities within phases have to be precise and concrete and not be open for different interpretations. They have to be understandable for the client in order for him/her to know exactly what he/she has to do in order to achieve the goals. For example, an action that simply states that the client shall undertake job searching activities is not clear, and it can mean many different things for different people. To someone it may mean that he/she has to contact the employer, to someone else it may mean having a glance at daily newspapers, whereas to someone else looking at job portals. If the consultant wants from the client to contact directly the employer and send the CV, this should be stated in the IEP explicitly (for example: select at least 10 businesses of client's interest and send the CV to these businesses within a set timeframe, etc.). The more specific the actions are, the more effective the IEP will be.

M=MEASURABLE: the client cannot tell if he/she achieved a goal or finished an action if the action in question is not somehow measurable. Measuring can simply be an answer "yes/no" in the question "has an action/phase been completed" (e.i. to learn if he/she has developed a skill or registered for a training), or more complicated if, for example, an action has to be conducted more than once (contacting the employer) than a number has to be inserted into IEP to quantify the success. Therefore after every action in IEP there must be a measurable explanation that determines the scale of success in conducting this action, in order to make it possible to verify if the activity, phase and the goal have been reached or not.

A=ACHIEVABLE: Goals and specific steps have to be achievable within set timeframe. However, if the consultant together with the client decides about unrealistic activities and very high expectations, this may result in failure.

R=RELEVANT: Steps that are undertaken by the client have to be relevant for the set goal. For example, an IEP with the goal of finding a job as assistant should not contain an action about taking arts classes/trainings.

T=TIMELY: Goals, phases and actions remain unclear if they are not related to a fixed date or set timeframe. As we all know, it is human nature to conduct things that have deadlines before the ones that do not have any. Setting concrete dates in calendar is the best way to reflect timeframes for each action.

IEP contains different phases that the client must follow. IEP is more effective if its phases are logically aligned. After the goal has been set, the IEP can be aligned in a logical way as follows:

- First phase in IEP: is meant for development of client's skills if he/she needs such thing, client's responsibilities are defined such as registration for a training, as well as the decision of the head of EO/PES on financing the training in VTC or on-job-training, etc.
- Second phase: is meant for enhancing client's knowledge for the profession if needed.
- Third phase: is meant for enhancing job searching skills that is provided by the consultant based on the current OM.
- Fourth phase: is meant for job searching activities that will be conducted by the client.

A template of IEP is presented in **Annex 5**.

As a conclusion, the consultant has to know client's long-term goal (which is the final goal for candidate's career) and draft the following:

- i. Short-term steps/goals for the client, depending on the needs, using these steps in a logical way (development of skills, knowledge, job searching skills, job searching activities)
- ii. Actions that will be undertaken in each phase
- iii. Who will conduct these actions
- iv. What resources are needed to conduct these actions
- v. How long it will take to conduct these actions
- vi. An explanation about the success of the conducted actions

In each drafting phase of the IEP, the consultant should get the consent and approval from the client. Actual drafting of IEP has to be done by the consultant, since consultants are trained to write an effective IEP. IEP is an agreement between the client and EO that states what should be done by the client for his/her development, and what should be done by PES/EO to help him/her in this endeavor. Therefore it is necessary that IEP is written with client's full participation and consent.

In order to provide this service, the consultant should:

- Have updated information on the courses that are provided by VTC;
- Have a comprehensive overview on education organizations and other training providers in country (schools, universities, other training providers and other education institutions).
- Have a comprehensive overview on centers or organizations that provide help (therapeutics, doctors, organizations that provide support to certain groups, associations that help women and victims of domestic violence, associations that help drug addicts, alcohol addicts, etc.).
- Have a comprehensive overview on the labor market (regarding the demand and the supply) which has been explained in STEP 5a in this OM.
- Have a comprehensive overview on the description of different professions that can be browsed in ISCO-08.

Information::

Guidelines for a successful process of career consultation are presented below:

- Treat the unemployed as a participant, rather than as a beneficiary of a service. Career consultation is something that the consultant does with the person, not for the person.
- Involve the client in the planning process and provide him the necessary information that will help him/her take appropriate decisions.
- Help the unemployed collect additional information, weigh alternatives and review career opportunities.
- Develop realistic expectations with regard to what can be done in a frame of a consultation process, and communicate the limitations to help the unemployed review his/her possibilities and take informed decisions.
- Study the motivation of the unemployed to take special work decisions (related to the new job, career change, etc.).
- Agree with regard to short-term goals and encourage the unemployed to undertake actions.

In the final part, the consultant makes a summary of the action plan and makes sure that the client has understood every step. Afterwards, the client and the consultant sign the IEP. For concluding the meeting with the client with high risk of becoming LTU, the consultant summarizes the discussion and emphasizes the next steps that will be undertaken by the client and appoints the next meeting reminding the client that he/she can come to the consultant in the meantime for any other consultation.

STEP 5B: IMPLEMENTATION PHASE (FOLLOW-UP PHASE) OF THE IEP

IEP will be useless if there is no follow-up and support of the client in the implementation phase. In this phase the consultant should regularly follow the implementation of the actions that are specified in the IEP. The consultant together with the unemployed should check each action from the IEP and make sure that the IEP is following the action steps of the IEP. The consultant should assess the implementation of the IEP and if it is necessary he/she should do adjustments in consultation with the unemployed.

The consultant should appoint more frequent meetings that with other persons with medium risk of becoming LTUs, to follow if the client is implementing the actions. The consultant should not be obliged to appoint the next visit after 3 months, but he/she should appoint the visit when the jobseeker is expected to carry out successfully the main actions or steps. In these frequent meetings the consultant can provide other services as well as discuss new job vacancies.

The consultant can share the IEP of the unemployed with the VTC trainer in order for the trainer to understand what is the unemployed person trying to achieve, and help in this endeavor. VTC trainer is in ideal position to help the unemployed in his/her development.

For the consultant it is important not only to check the unemployed to make sure that he/she is implementing planned actions from IEP, but also to provide additional support while undertaking actions whenever it is necessary. If it becomes clear from the unemployed that the goals and the action steps are not achievable, these goals and steps have to be reassessed and redraft the IEP with goals, phases and actions that are achievable.

Termination of IEP: Termination of IEP takes place when the unemployed is not implementing actions that are set in IEP or he/she is not cooperating in the implementation phase of the IEP. Prior to the termination of IEP the consultant should make sure that:

- i. EO has provided the adequate support for the unemployed to conduct these actions (for example VTC has provided the training specified in IEP; and
- ii. The unemployed has been informed in advance in written that the cooperation will be terminated if the unemployed will not follow the IEP

If these two conditions are fulfilled, the consultant may terminate the cooperation with the client. The client that receives social assistance and has not acted in accordance with the IEP will be sanctioned due to this non-cooperation.

STEP 6B: ASSISTANCE TO MOTIVATE THE CLIENT

Usually, the long-term unemployed persons that comprise a considerable part of the clients in this group are not motivated to search for a job. The reason for motivation is low because it has been a while that these unemployed persons have been looking for possibilities and have applied for many job vacancies. Thus, during the job searching period when the unemployed is not successful in finding a job the motivation drops. Nevertheless, being motivated is important for remaining focused in the final goal: finding a job.

The role of the consultant is to motivate the client during the job searching period. In order to do such thing, for the consultant it is crucial to identify the factors that motivate the client and use different techniques to keep the client motivated and active. One of the techniques that can be used by the consultant is setting lower targets in the beginning of the IEP. By setting lower and easier achievable targets, the client will feel that he/she is making progress besides the fact that he/she is still unemployed.

4.0

STEP BY STEP GUIDELINE FOR EMPLOYMENT SERVICE PROVISION FOR EMPLOYERS

PROMOTION OF SERVICES OF THE EMPLOYMENT OFFICE



CONSULTANT



VISIT TO BUSINESSES



Information on
empl. office services



Information on
self-services



Information
on ALMP

SERVICE PROVISION TO EMPLOYERS



Each PES aims at filling job vacancies in the labor market, serving at the same time the jobseeker and the employer. This part of OM presents the services that are provided to employers by PESs.

PES based on the new model for service provision will provide to employers a combination of services through (i) internet and (ii) meetings adapted based on the needs of the employer.

From employer's point of view, it is expected that some businesses will prefer using online services, some others direct meetings, and the rest both at the same time. Specifically, the employer that has worked with PES and is aware of PES's services, bigger businesses who have "Human Resources" (HR) employees or units, and other smaller businesses that have high level of knowledge in IT (even if they do not have HR unit or employees) are expected to use only online services. On the other hand, those that have less information on the EO services, and smaller businesses that do not have HR unit or employees and have a low level of knowledge in IT are expected to prefer direct communication with PES. But there will be also businesses that will use online services, for example for announcing job vacancies, but they will also use direct communication to obtain services of pre-selection of candidates for interview and services of selection for recruiting. For this reason it is even more important for PES to provide both types of services, digital and direct services.

4.1. PROMOTION OF EMPLOYMENT OFFICE SERVICES AND MULTICHANNEL SERVICES FOR EMPLOYERS

Based on this new model it is required from the EOs to promote services they provide and multichannel services for the employers. EOs make the promotion through: (i) promotion campaign, and (ii) intensive visits in businesses that are implemented in a certain month of the year and are repeated every year to present the benefits from these services.

As far as the promotional campaign is concerned, MLSW/EARK should organize a structured promotional campaign to generate interest among employers and spread the information regarding PES services. The promotion is done in local and national level. Campaign details are announced by MLSW/EARK annually at a set time of the year, based on budget allocation as well as contribution from donors. The campaign may include the following combinations:

- i. Advertisement in electronic media, including the use of social networks;
- ii. Advertisement in mass media such as daily newspapers, radio and television
- iii. Media events or joint press conferences with Commercial Chamber and other business associations such as Kosovo Alliance of Businesses, asking from the enterprises and other employers to promote PES services for free;
- iv. Promotional campaign through e-mail, sending promotional e-mails to potential employers

With regard to visits to the businesses, the consultants throughout the year should visit employers regularly (asking from each employer to share 10 minutes to listen about the PES services) to present the benefits of EO services. During these visits, the consultants should inform them about (i) services that are provided in employment offices; (ii) online services; and (iii) ALMP. Consultants have to take into consideration that in these visits they have to include businesses that have potential of using employment services (online or direct meetings). At the same time, consultants during the promotion should have into consideration business size in order to conduct the promotion of adequate services for the business. Larger businesses are more likely to use online services, whereas smaller businesses are like to use direct meetings such as meetings. At the end of the meeting, consultants should leave the contact information (e-mail address and phone numbers) for further communication and distribute promotional material that promote employment office services, multichannel services or different schemes of ALMP.

Information:

In order to promote employment services provided by PES for private sector, MLSW with EARK can organize events for announcing the best employer of the year that has cooperated with EO. MLSW together with EARK can establish a commission to set the criteria for selection of the best employer of the year, for example in categories of businesses that have generated most jobs, creation of new jobs in rural areas, integration of persons with high risk of becoming LTU, integration of youth in labor market, etc. Announcing the best employer can be organized in a ceremony with a presence of media and other important actor including business representatives, etc.

Other contacts with the employer:

Besides intensive visits in businesses during the promotion of PES services, consultants throughout the year, in coordination with the head of office, have to contact employers that announce job vacancies through daily newspapers or job portals (Kosova Job, Portal Pune, Duapune.com and other web pages such as Telegrafi, etc.) to present EO and PES services. The consultants are suggested to initially compare the requirements from the job vacancy announcements and the profiles of the registered unemployed in EMIS and present these outcomes to employers.

Moreover, consultants have to contact new employers to promote services and different measures of ALMP. ALMP contains different useful schemes for the new employer; therefore promotion of such schemes and EO services is necessary.

After these contacts, it is required from the consultants to continue with the communication with the employer through e-mail or phone. When the employer contacts the respective employment office through phone or e-mail and expresses the interest for EO services, the respective employment consultant responsible for the particular area, will request a meeting with the employer in his/her office or in EO to discuss in detail the interest of the employer.

After the employers have been informed regarding the services that PES provides, they can choose to use multi channel services or ask direct support from the consultant. The employer has to be registered in the online platform (EARK.rks-gov.net) in order to use the services that are provided through this platform such as registration of jobs, searching job seekers' profiles, reviewing application for the vacancy, establishing contacts with the job seeker, access to information on ALMP measures and direct application of ALMP measures. The online platform will include a guideline that will guide the employer on how to use these services. On the other hand, businesses that prefer using direct services from the consultant are advised in detail in the next step of the OM.

4.2. DIRECT SERVICE PROVISION FOR THE EMPLOYER



4.2.1. WAITING AREA

The first visit of the employer is a very important process for his/her relationship with the EO because it is his/her first contact with the PES. Therefore, the whole personnel has to be welcoming and professional in order to create positive impression for the employer.

Reception of the employer: When the employer arrives for the first time to employment office, initially he/she shall be guided to the waiting area. The information officer/receptionist welcomes the client, introduces himself/herself mentioning the name and the role, and asks for the purpose of the visit and whether he/she is existing client or visiting for the first time. The employer may visit the EO for two possible reasons:

- i. He/she can come to ask for employment services (job vacancy announcement or recruiting services);
- ii. To obtain information on online services or how he/she can benefit from ALMP measures.

For those that request services from the consultant – the information officer/receptionist will explain to the client that he/she will be referred to a consultant to get the necessary services.

For those that come to obtain information – the information officer/receptionist should direct or refer the client to the area in the office where this information is displayed. The information officer/receptionist should provide help if necessary in describing employment services and programs, admission criteria and application process, access to online services or to the official EARK webpage, etc. Lastly, he/she should inform the client on the EO registration process.

- **Before the meeting of the employer with the consultant:** the information officer/receptionist will ask from the client to wait in the waiting area until he/she checks and assigns a consultant for him/her. Assigned consultant has to come to the waiting area to greet the client personally or the client will be guided to consultant's office.
- **Appointing the meetings:** If all the consultants on duty are busy in meetings with other clients, the information officer/receptionist will appoint a meeting for the client in question in a near future.

All the main tasks remain the same for the information officer / receptionist when existing clients are visiting the EO. One of the changes for the existing clients is that the information officer / receptionist must check from EMIS who is the dedicated consultant for that employe.



The information officer / receptionist checks from EMIS for the dedicated consultant for the employer, asks the employer if the meeting has been appointed earlier by the consultant, and checks the consultant's agenda. If the dedicated consultant is not available in the office, the information officer / receptionist may direct the client to another consultant if the client agrees to such thing.



4.2.2. SERVICES FROM THE CONSULTANT


STEP 1: Registration

The employer registration process is conducted by employment consultant.

Receiving the client: The consultant in the beginning welcomes the employer and introduces him/herself mentioning the name and the role. The consultant must ensure and inform the client that their conversations are confidential and he/she will be the dedicated consultant for him/her in the coming meetings.

Information on employment services for the employer: The consultant should briefly explain the services that are provided in the EO (announcement of job vacancies, mediation, pre-selection services and selection for recruiting and access to ALMP measures, and MLSW resources).


Detailed registration interview: The detailed registration interview is conducted in order to collect the necessary information, to learn more about the employer, and to register the employer. During the interview, the consultant collects information about the employer such as: name of the employer, address, size of the business, economical activities based on NACE classification of economical activities, etc. This information is inserted into EMIS.

 The information requested by the consultant for the registration of the employer is registered directly into EMIS. Additional evidence may be necessary such as copy of business registration or civil company. Copies of these documents have to be kept in an appropriate place in EO.

Registered information must be updated regularly to ensure that registered clients have updated profiles.

STEP 2: Registration of New Jobs

Employers that are interested to announce job vacancies will be registered in EMIS.

 The information requested by the consultant for the registration of new job vacancies is registered directly into EMIS. This information include: short description of tasks, title of the position, title of the profession, qualification and necessary skills, employment conditions (ex. part time job or full time job, definite time contract or permanent, salary (optional), etc.). Titles of professions have to be registered into EMIS based on the system of classification of professions ISCO-08.



STEP 3: Mediation or Pre-selection for Recruiting Services

EMIS does the automatic mediation between the description of the vacancy that is registered in EMIS, and the profile of the unemployed inserted into EMIS. The automatic mediation between the job description and the profile of the unemployed is done by EMIS based on the following criteria:

- Qualification/ level of education
- Profession/title (based on ISCO-08)
- Job address
- Work experience
- Sector (based on NACE)
- Salary (optional)

The consultant later has to present and discuss with the employer mediation results. Enterprises with less than 50 employees, which face lack of capacities of human resources, are especially in need for bigger support in recruitment process, particularly in the phase of pre-selection of candidates for interview and selection of candidates to be hired.

In order to provide quality services in pre-selection of candidates for interview, the consultant has to go beyond automatic mediations to analyze requirements presented in the job vacancy and review the profiles of the unemployed that resulted from the automatic matching. Furthermore, the consultant has to contact the candidates to check their readiness to apply for this position.

Alternatively, the consultant may organize a meeting between the employer (in the presence of the consultant; or between the consultant if required so by the employer) and all the candidates at the same time in EO for pre-selection of candidates for interview. The employer or the consultant in the joint meeting may present the necessary requirements and competencies for the position, while the candidates will have the possibility to answer employer's questions as well as make additional questions to the employer.

The consultant, if required by the employer, may at the same time conduct the pre-selection of candidates for interview by preparing a list of criteria for pre-selection together or with the consent of the employer. These pre-selection criteria include: qualification, work experience, skills, motivation, etc. Afterwards follows the ranking of candidates based on set criteria.

STEP 4: Services of Selection of Candidate for Recruiting

With the request from the employer, the consultant in the EO or in employer's office can organize the interviews for the final selection of candidates for recruiting. This service includes at least these elements:

- i. Preparation of questions for the interview (a list of questions; a model of a list of questions is attached to **Annex 3**),
- ii. Preparation of a plan for interviews, and sending invitations to or calling candidates for interview;
- iii. Preparation of a list of criteria for evaluation of performance of candidates during the interview.

If the employer is not satisfied with the pre-selection and selection of the candidates because none of the candidates fulfills the criteria from the job vacancy announcement, the consultant, based on the availability of funds of ALMP, can provide as another option the access to ALMP measures such as on-job-training of the potential candidates in order to meet employer's requirements.

Information:

MLSW and EARK are engaged to work towards equal opportunities in employment services provision. EARK, during the employment mediation, is obliged to treat without any discrimination based on ethnical background, gender, age, religion, political opinion, color, or any other form of discrimination that is covered by laws and other practices. MLSW at the same time is engaged to provide equal opportunities for men and women, and all the communities in Kosovo. In EO all efforts will be undertaken to ensure equal opportunities for women and men. Therefore, there will be efforts to meet the target that 40-50% of employment service clients are women. MLSW and EARK will also increase their efforts to ensure participation of at least 10-15% of employment service clients from different minority communities. There will be increased efforts for inclusion of beneficiaries of social assistance as well as persons with disabilities. However, it must be emphasized that the provided support for different categories does not constitute discrimination, as stipulated in Article 4 and Paragraph 1 of the regulation of PTAP, because of the temporary nature of the interventions.

5.0

**WORK FLOW SCHEMES AND
DIFFERENT RESPONSIBILITIES
OF EMPLOYMENT OFFICE
PERSONNEL**

5.1. DIFFERENT RESPONSIBILITIES OF EMPLOYMENT OFFICE PERSONNEL

During the provision of services for the registered unemployed person

Information official / receptionist

- Welcomes the client in the waiting area;
- Directs the client to receive the necessary help;
- Directs the client that is interested to obtain information about EO services in the part of the office where such information is displayed;
- Provides descriptions for employment services and programs; as well as admission criteria, application processes, and requested help to complete the application;
- Provides access to computer and official EARK webpage for those that want to receive online services;
- Appoints meetings between the client and the consultant;
- Updates and maintains information and material that are located in the waiting area to enable easy access to all the available information;
- Ensures appropriate distribution of job vacancy announcements and training opportunities in the announcement board, and updates this information;
- Provides clients quick and accurate responses;
- Monitors the flow of clients in the office;
- Provides administrative support for preparing meetings, seminars and other events;
- Assists in other fields of work, as required.

Employment consultant:

- Welcomes the client and provides information on employment services;
- Interviews the unemployed in order to register him/her in EMIS and to identify the main obstacles for employment;
- Directs the unemployed with low risk of becoming LTU to self-service instruments, guides him/her to activate/use social networks and research the labor market in order to contact directly the relevant employer for finding a job;
- Provides to the unemployed with medium risk of becoming LTU employment consultation services;
- Undertakes the mediation process and directs the client to the appropriate job offers;
- Contacts potential candidates and refers them to job vacancies;
- Follows the application process of candidates;

- Provides help on job searching skills based on the needs of the unemployed which includes: job searching techniques, activation of social networks, and application for a job;
- Provides information on labor market in local and national level as well as information on trainings;
- Provides intensive consultation services for the unemployed with high risk of becoming LTUs;
- Provides career consultations helping the unemployed set the interests, expectations and skills for identifying possible options for an occupation;
- Assesses the needs of the unemployed and accordingly develops IEP, addressing the barriers for finding a job;
- Reviews implementation of IEP and provides support while undertaking measures specified in the IEP;
- Motivates the client during the whole job searching period.

Head of Employment Office:

- Organizes and monitor office actions;
- Oversees activities of the staff on daily, weekly, and monthly basis to ensure that provided services are in accordance with the OM;
- Monitor meeting agendas to ensure maximum efficiency;
- Treats client's complaints and takes action to solve every kind of complaint;
- Drafts working plans for the staff to provide services and reviews the progress in regular intervals;
- Ensures that EMIS is uses efficiently by staff during service provision;
- Carries out the role of quality assurance in provision of EO services and supports the staff in their tasks.

During the Service Provision for the Employer

Information official / receptionist

Same responsibilities as shown above.

Employment consultant:

- Organizes visits to businesses regularly during the promotion of services;
- Contacts employers that announce job vacancies;
- Contacts employers to promote EO services and ALMP;
- Maintains communication with employers through e-mail or telephone;
- Welcomes employers in the EO and provides information on employment services;
- Carries out the registration of employers in EMIS;
- Registers job vacancies in EMIS;
- Provides mediation services in accordance with requirements from the job vacancy announcement and with profiles of the unemployed;
- Provides quality services of pre-selection of candidates for interview based on employer's request;
- Organizes interviews for final selection of candidates for recruiting with request of the employer.

Head of Employment Office:

Besides the responsibilities from above, the Head of Employment Office:

- Actively promotes the role of EO to business associations as well as to main employers.

6.0

ANNEXES

ANNEX 1: NEW REGISTRATION FIELDS IN EMIS:

Fields in EMIS	Contents	Guiding questions for the consultant
Education		How is your education related to your existing and/or desired professional experience?
Working experience	<p>Employment commencement and termination date/</p> <p>Profession/</p> <p>Economical activity/ economical sub-activity/</p> <p>Institution/ Employer's name / Employer's address/ Employer's contact information /</p> <p>Job tasks and responsibilities</p> <p>Reasons for leaving</p> <p>Technical skills</p>	<p>Could you describe shortly your working experience?</p> <p>What is the reason for losing the job/ changing the job / unemployment?</p> <p>What technical/professional skills you have obtained in the industry?</p>
Trainings		What skills and abilities you want to advance further?
Ready for work	<p>Ready for work – those that are ready to accept the job immediately</p> <p>Not ready for work – those that are not ready to accept the job immediately</p>	Are you ready to start immediately the work that may be offered by EO?
Active in the labor market	<p>Active in the labor market - those that have been seeking for a job in the last 3 months</p> <p>Semi active - those that have been seeking for a job in the last 6 months</p> <p>Non-active - those that have not been seeking for a job in the last 6 months</p>	<p>When have you undertaken any step to find a job?</p> <p>What steps have you undertaken to find a job? How did you look for a job? When was the last time you applied for a job?</p>

Motivation for work	Totally motivated	How important is for you finding a job? Would you consider accepting a job that may be offered by EO that does totally correspond to your profession? Why not?
	Not totally motivated	What is the most important thing for you when deciding whether to accept a position or not?
	Unmotivated	Are you ready to work in shifts/ in a business that is further from your living place/ in a business that requires you to use own vehicle, etc?
Evaluation of job-seeking skills	Job-seeking skills	What steps you may undertake to find a job? Have you informed anyone that you are unemployed? Do you still keep in touch with former employers, professors, colleagues, etc
	Activation of social networks	Do you have a written CV? Motivation letter? If yes, check the CV whether it complies with the described forms.
	Preparing a biography / CV and motivation letter	Have you had any job interviews in the past? If yes, describe your experience: how did you prepare for the interview, how did you dress for the interview, how you behaved (the greeting, asking questions, etc.). If not, what do you think is important during an interview?
	Preparation for a job interview	
	Market research and phone calls	Do you know how to search for information on the businesses you are interested about? Who will you contact in those businesses? How will you start a conversation, for example, with a director of a business you are interested about? How will you introduce yourself
Other obstacles for employment	Age Mobility Language Chronic diseases Alcoholism Domestic violence Ethnicity	Are there any obstacles that would prevent you from finding a job?
Salary (optional)	Specify the salary (optional)	What is the salary level that you are ready to accept?

The consultant may ask additional questions (ex. Is there any other relevant issue that you may wish to share with me? Do you have any other question? etc.).

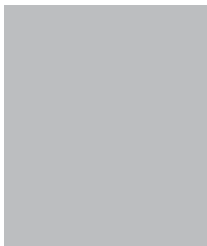
ANNEX 2: SAMPLE CV





Curriculum Vitae


Replace with First name(s)
Surname(s)

PERSONAL INFORMATION





 Replace with house number, street name, city, post-code, country

 Replace with telephone number

 Replace with mobile number

 E-mail

 State personal website(s)

 Replace with type of IM service Replace with messaging account(s)

Sex Enter sex | Date of birth dd/mm/yyyy | Nationality

APPLICATION FOR PREFERRED JOB

Replace with job applied for / position / preferred job / studies applied for / personal statement (delete non relevant headings)

WORK EXPERIENCE

[Add separate entries for each experience. Start from the most recent.]

Replace with dates
(from - to)

Replace with occupation or position held

Replace with employer's name and locality

Replace with main activities and responsibilities

Replace with type of business or sector

EDUCATION AND TRAINING

[Add separate entries for each course. Start from the most recent.]

Replace with dates
(from - to)

Replace with qualification awarded

Replace with EQF (or other) level if relevant

Replace with education or training organization's name and locality (if relevant, country)

- Replace with a list of principal subjects covered or skills acquired

Personal skills

Mother tongue(s)

Replace with mother tongue(s)

Other languages

UNDERSTANDING

SPEAKING

WRITING

Listening

Reading

Spoken interaction

Spoken production

Enter level

Enter level

Enter level

Enter level

Replace with name of language certificate. Enter level if known.

Enter level

Enter level

Enter level

Enter level

Replace with name of language certificate. Enter level if known.

Levels: A1/A2: Basic user - B1/B2: Independent user - C1/C2 Proficient user
Common European Framework of Reference for Languages

Communication skills

Replace with your communication skills. Specify in what context they were acquired. Example:

- good communication skills gained through my experience as sales manager

Organizational / managerial skills

Replace with your organizational / managerial skills. Specify in what context they were acquired. Example:

- leadership (currently responsible for a team of 10 people)

Job-related skills

Replace with any job-related skills not listed elsewhere. Specify in what context they were acquired. Example:

- good command of quality control processes (currently responsible for quality audit)

Digital competence Replace with your other computer skills. Specify in what context they were acquired. Example:

- good command of Microsoft Office™

Other skills Replace with other relevant skills not already mentioned. Specify in what context they were acquired. Example:

- carpentry

Driving license Replace with driving license category/-ies. Example:

- B

ADDITIONAL INFORMATION

Publications
Presentations
Projects
Conferences
Seminars
Honors and awards
Memberships
References

Replace with relevant publications, presentations, projects, conferences, seminars, honors and awards, memberships, references. Remove headings not relevant in the left column.

Example of publication:

- How to write a successful CV, New Associated Publishers, London, 2002.

Example of project:

- Devon new public library. Principal architect in charge of design, production, bidding and construction supervision (2008-2012).

ANNEXES

Replace with list of documents annexed to your CV. Examples:

- copies of degrees and qualifications;
- testimonial of employment or work placement;
- publications or research.

ANNEX 3: POSSIBLE QUESTIONS FOR THE UNEMPLOYED PERSON TO PRACTICE BEFORE THE INTERVIEW

Tell me about yourself?

What were you doing on your last job?

What are your qualifications?

Why should we hire you?

Why are you interested about this job?

Why do you want to work here?

What do you know about the activities of our business?

What are your strong points? What are your weak points?

What are your plans for career – how do you see yourself after 3 years?

Describe a situation where you have solved a problem which you are proud about?

What do you expect from your supervisors?

Do you know how to... (questions regarding specific job tasks)?

How long you are planning to stay in this work?

Has your job ever been terminated? Why?

Why have you had so much (or so little) jobs/working experience?

Are there any issues worth mentioning with regard to your health or other impediments?

Are you ready to work extra hours?

What languages do you speak?

Why did you quit your last job?

When are you ready to start working?

ANNEX 4: SELF-ASSESSMENT INSTRUMENT

Annex 4.1. Identification of personal characteristics

Personal information	First name			
	Last name			
	Personal ID Number:			
Data				
<ul style="list-style-type: none"> Your main personal characteristics <p>Think about your most important characteristics which may have impact on your job selection, and check them. You can check more than one characteristic, but not more than four:</p>				
Fast learner		Persistence		Accuracy
Reliable		Accountability		Self-confidence
Quality of work		Organizational skills		Creativity
Leading - leadership skills		Good physical condition		Flexibility
Outgoing		Self-initiative		Positive orientation
Independent at work		Intellectual challenge		Agility
Safety at work				
Write down few other characteristics of yours specified in the list above:				

Annex 4.2. Discovering points of interest

Identify all the activities you think you like to do and check (X) them in the right-hand column. For each square, total the checks and circle the letters with the highest scores.

R		I	
Make mechanical repairs Organize a hunting, camping or fishing trip Plant a garden Use metal working or machine tools Take a woodworking course Work on a car Set up a computer system		Find solutions to complex problems Apply math to practical problems Study scientific theory Take a physics course Work in a research lab Take a statistics course Solve technical problems	
Total		Total	
A		S	
Convert an idea or story into a play or for the theatre Play in a band, group or orchestra Create portraits or photographs Read or write poetry, novels Take a course in interior, or other design Act in a comedy or play		Work for charity Take a self-improvement course Study psychological theory Train others to do a job or obtain a skill Settle arguments between others Teach in college or public schools	
Total		Total	
E		C	
Learn strategies for success in business Supervise the work of others Participate in a political campaign Operate your own business or service Attend a sales meeting Make decisions		Take an inventory of supplies and products Operate a computer Check paperwork or products for errors or flaws Keep records of expenses Write business letters Perform calculations in bookkeeping or business	
Total		Total	

Source: ILO, *The Manual for Assistance in Searching for a Job* (Corbanese & Rosas)

Read the descriptions of the personality type for which you have the three highest scores. Having into consideration the abovementioned examples, select three working profiles that would interest you.

Realistic	Investigative
<i>A unique realistic personality has mechanical and athletic abilities. S/he enjoys working outdoors, with tools and machines. S/he generally prefers to work with objects more than with ideas or people.</i>	<i>Investigative people usually have mathematical and scientific abilities, enjoy working alone and like to solve problems. They generally favor working with ideas and things more than with people</i>
Competencies: Repair furniture; use woodshop power tools such as power saws, lathes or sanders; read blueprints; make simple electrical repairs; make simple plumbing repairs; change car's oil or tire; make scale drawings.	Competencies: Use a computer to study a scientific problem; interpret simple chemical formulas; understand the half-life of a radioactive element; use algebra to solve math problems; describe the function of the white blood cells; use logarithmic tables; perform a scientific experiment or survey
Example of jobs: Carpenter, woodworker, mechanical repairer, electrician, plumber, car mechanic, textile worker, tailor, dentist, aircraft pilot, police officer, engineer, power plant operator, geologist, veterinary.	Example of jobs: Computer programmer, biologist, mathematician, radiologist, pharmacist, dentist, safety engineer
Artistic	Social
<i>This type of personality enjoys creating original work and has a good imagination. S/he usually enjoys working with ideas more than with things.</i>	<i>A person with social skills is interested in human relationships and likes to help others with problems. S/he likes to work with people more than with things.</i>
Competencies: Write a speech; write advertising copy; sketch people so they can be recognized; design an advertisement; create an artistic representation; act in a play; decorate a suite of offices; do a painting, watercolor or sculpture.	Competencies: Help others; explain things to others; coach others; entertain others; give advice; make people feel at ease; talk with all kinds of people; Teach others; lead discussions
Example of jobs: Writer, journalist, restorer, ceramist, pastry chef, advertiser, model maker, type copyist, painter, musician, music teacher, illustrator, singer, language teacher	Example of jobs: Nurse, police officer, fire worker, cosmetologist, social worker, elementary school teacher, political scientist, occupational health and safety inspector, librarian, counselor, psychiatrist, occupational therapist
Enterprising	Conventional
<i>Enterprising people have leadership and speaking abilities, are interested in economics and politics and like to be influential. They like to work with people and ideas more than with things.</i>	<i>This personality type has clerical and arithmetic ability, prefers working indoors and likes to organize things. S/he enjoys working with words and numbers.</i>
Competencies: Lead people; measure own performance; motivate others; able to deal with difficult people; manage a sales campaign; organize the work of others; able to sell; speak in public; plan a strategy to achieve goal.	Competencies: Gather information over the phone; file correspondence and other papers; post credits and debits; keep accurate records of payments or sales; use a computer; write business letters; arrange for a business meeting.
Example of jobs: Sports instructor, salesperson, purchasing agent, real estate agent, manager, administrator, public relations officer, lawyer, judge	Example of jobs: office clerk, bookkeeper, transport operator and mover, secretary, administrative assistant, computer operator

Source: ILO, *The Manual for Assistance in Searching for a Job* (Corbanese & Rosas)

If the client and the consultant have not identified yet any occupation, the consultant may also submit the following form for the client to fill out.

• Why type of work you would like to do?
Check the works that you are interested about. You may check more than one response.

Work with clients		Office work		Manual work	
Team leader		Research, analysis and interpretation of information		Operator of machinery	
Tourism services		Intellectual work		Charity work	
Work with numbers		Work in the field		Flexible work	
Sales		Work outdoors		Work in the field of culture, media, arts	
Personal services (hair dresser, stylist, bodyguard)		Teaching		Creative work	

Write down other types of works that have not been specified above.

ANNEX 4.3. JOB SKILLS

Required skills to carry out a job – read the descriptions of different skills and rank them between 1 for the skills that you do not possess at all and 5 for those that you possess at high level:

Basic Skills:		
Type of Skills	Definition	Ranking (1-5) 1 the lowest rank, 5 the highest rank:
Writing:	Write ideas accurately with proper grammar, spelling, and punctuation; check, edit, and revise a written text for accuracy	
Reading:	Identify relevant details, facts, and specification; locate information in books/manuals, from graphs; find meaning of unknown words	
Mathematics:	Use numbers, fractions, and percentages to solve problems; use tables, graphs, diagrams, and charts; use a computer to enter, retrieve, change, and communicate numerical information; visualize an object by looking at a blueprint, drawing, or sketch; imagine how a system works by looking at a schematic drawing	
Vocational (or occupational) skills:		
Type of Skills	Definition	Ranking (1-5) 1 the lowest rank, 5 the highest rank:
Mechanical:	work by applying mechanical principles to practical situations using machines, hand tools, or equipment; project planning and design, construction, mining	
Artistic:	work in the entertainment or publishing industries (for example writing fiction or poetry; painting, sketching, creating computer graphics, singing, dancing, choreographing, composing, acting, directing theatre, movie, television, or radio programs)	
Scientific Skills:	working with chemicals, rocks, metals, mathematics, movement of the earth and stars, living organisms such as plants and animals; work in medical and research organizations	
Plant and Animal Skills:	work in farming, fishing, forestry, or horticultural businesses, (planning and scheduling, cultivating, mowing, irrigating harvesting crops), operating farm equipment, using handtools, applying pesticide and fertilizer.	

Protective Skills:	work in law enforcement, fire-fighting, guarding or protecting animals, property, or people, (guarding, reporting, patrolling, inspecting, investigating, searching, monitoring alarms), using and supervision of equipment (e.g., X-ray, metal detector).	
Industrial Skills:	work in a manufacturing setting to produce goods by operating machines, inspecting, managing inventory, weighing/measuring/sorting objects	
Sales Skills:	work in retail, wholesale, or outside sales (keeping accurate records, quoting prices, working with customers, marketing, handling promotions, trade shows)	
Service Skills:	work within the service industry; this may be in the field of hospitality, personal service, recreational service, food service, customer service	
Care Skills:	work with people to provide mental, social, physical, or vocational services (rehabilitating, nursing and performing patient care)	
Non- vocational skills:		
Type of Skills	Definition	Ranking (1-5) 1 the lowest rank, 5 the highest rank:
Communication:	Organize and communicate ideas clearly orally and in writing; select language and gestures appropriate to audience; listen to what a person says, noting tone of voice; respond in a way that shows understanding	
ICT skills:	the ability to use Information and Communication Technology (ICT) tools, work with hardware and software	
Problem-solving:	Recognize a problem; find a solution; determine how well the solution works; revise as needed	
Decision-making:	Identify goal(s); generate alternatives and gather information about them; choose best alternative; plan how to carry out choice	
Teamwork:	Cooperate with other people having different ethnic, social, or educational backgrounds; contribute to the work of a group of people with ideas and effort; do own share of work	

Source: ILO, *The Manual for Assistance in Searching for a Job* (Corbanese & Rosas)

Annex 4.4 Some skills for work

<p>People skills</p> <p>Help and care for others</p> <p>Manage conflicts</p> <p>Interview people</p> <p>Be kind and understanding</p> <p>Negotiate</p> <p>Show patience</p> <p>Be pleasant and sociable</p> <p>Supervise, teach/train</p>	<p>Manual skills</p> <p>Assemble kits</p> <p>Build or repair things</p> <p>Work well with hands</p> <p>Operate tools, machinery</p> <p>Use complex equipment</p> <p>Drive or operate vehicles</p> <p>Inspect and maintain equipment or vehicles</p>	<p>Data/information skills</p> <p>Manage money, make a budget</p> <p>Record facts, classify information</p> <p>Analyze data, audit and maintain records</p> <p>Pay attention to details</p> <p>Investigate and clarify results</p> <p>Gather information</p> <p>Research and write reports</p>
<p>Creative/artistic skills</p> <p>Write short stories or articles</p> <p>Express yourself through music, poetry or art</p> <p>Perform and act</p> <p>Use computer to create presentations</p> <p>Achieve high scores in games</p>	<p>Verbal/Communication skills</p> <p>Talk easily with others</p> <p>Express yourself clearly</p> <p>Create and talk about new ideas</p> <p>Be logical</p> <p>Work well with others</p> <p>Write clearly and concisely</p> <p>Speak in public</p> <p>Set up own networks</p>	<p>Leadership skills</p> <p>Make decisions</p> <p>Direct work of others</p> <p>Solve problems</p> <p>Motivate people</p> <p>Find agreement within a group</p> <p>Take risk when necessary</p> <p>Show self-confidence</p> <p>Organize/chair meetings</p>

Source: ILO, *The Manual for Assistance in Searching for a Job* (Corbanese & Rosas)

ANNEX 5: INDIVIDUAL ACTION PLAN

Personal information	First name
	Last name
	Personal ID number:
Date	

1. CLIENT’S TARGETED PERFORMANCE – SETTING THE GOALS

Long term professional objective	Example: Become biology teacher and get employed in a secondary school
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2. SKILLS (vocational and other)

Objective: (Which skills have to be developed and for how long)

ACTIVITIES (what has to be done?)	Responsible (for carrying out these actions)	RESOURCES (what information/documents/people/funds will I need to carry out the actions)	STARTING and FINISHING DATE	EXPLANATION (for successful completion of the action)

3. KNOWLEDGE (vocational and other)

Objective: (What knowledge has to be developed and for how long)

ACTIVITIES (what has to be done?)	Responsible (for carrying out these actions)	RESOURCES (what information/documents/people/funds will I need to carry out the actions)	STARTING and FINISHING DATE	EXPLANATION (for successful completion of the action)

4. Characteristics (to be discussed)

Objective: (Which characteristics have to be developed and for how long)

ACTIVITIES (what has to be done?)	Responsible (for carrying out these actions)	RESOURCES (what information/documents/people/funds will I need to carry out the actions)	STARTING and FINISHING DATE	EXPLANATION (for successful completion of the action)

5. SEARCHING FOR A JOB

Objective: (What actions have to be undertaken and for how long)

ACTIVITIES (what has to be done?)	Responsible (for carrying out these actions)	RESOURCES (what information/documents/people/funds will I need to carry out the actions)	STARTING and FINISHING DATE	EXPLANATION (for successful completion of the action)

6. SIGNATURES

Client's signature	Data:
PES consultant's signature:	Data:

Comments/notes:

