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RRITJE ALBANIA
COMPETITIVE ENTERPRISE DEVELOPMENT



USAID Albania Mission Director Visit MAS-TORR Company

Project Report Increase sales and jobs for MAS-TORR Company

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I. EXECUTIVE SUMMARY

IA. Relevance

MAS-TORR is a footwear production enterprise in the city of Korca since 1997. This year the company has received an additional order from a new buyer and needs to recruit and retain 10 additional staff to put the second production line into full production. Beside that they need to improve human resource policies and practices aimed at ongoing recruitment and retention of staff while increasing potential to expand sales and open an additional production line

The primary goal of the Rritje Albania Project is to increase sales and jobs through removing constraints to growth and enabling Albanian private enterprises to expand their businesses and improve competitiveness. This activity was designed to remove the constraint of an inadequate number of well trained and motivated employees at MAS-TORR who are needed for the company to complete existing orders, expand production, and increase sales and jobs.

IB. Description

The project had two major objectives, 1) to provide training and assistance to help MAS-TORR develop their Human Resources Management system such that in the future they will be able to systematically recruit new employees as needed and improve the human resource management capacity of the company for existing employees; and secondly identify and work with a local NGO and partners to strengthen the capacity for a business service provider to help companies recruitment new employees and provide pre-employment training for unemployed or newly employable job candidates.

Activities included:

- 1 Job Analysis and Job Description.
- 2 Advertising and Media Announcement
- 3 Selection Committee
- 4 Employee Candidate Selection process
- 5 Pre-Employment Training
- 6 Motivation Training
- 7 Pre-Employment Vocational Skills Training
- 8 Testing and Evaluation
- 9 Graduation & Employment Contract Signing

IC. Sustainability

One of the first and the most important pre-conditions for implementation of this project and its sustainability was to have a real partnership with the local community. Such a partnership was creating through the relationship and rapport between Tabita, MAS-TORR, and the Regional Employment Office. The synergy developed and positive working relationship developed at the

beginning of the project was very important for the successful implementation and follow up activities.

For this Reason TABITA was selected as the local NGO and business services provider to provide the support to MAS-TORR based on their proposal in response to Rritje Albania request for proposals to carry out the tasks identified above with MAS-TORR. This also met the objectives of the project to identify and develop the capacity of NGOs and business service providers so that activities could be sustained beyond the life of the project.

II. INTRODUCTION and OVERVIEW

IIA. Introduction

MAS-TORR is a footwear production enterprise in the city of Korca since 1997. The owner worked in the footwear factory in Korca since 1990 and currently rents part of the original footwear factory premises for the business. MAS-TORR produces footwear uppers using the fasson method for two buyers in Italy, using only one-and-a-half of the three available production lines. The factory is fully integrated and has equipment that attaches uppers to heels and can complete footwear products without additional processing needed in Italy or elsewhere. Although not ISO certified, the company has a quality control system based on raw materials coming from the buyers and product quality control during production as well as upon delivery.

MAS-TORR has received an additional order from a new buyer and needs to recruit and retain 10 additional staff to put the second production line into full production. Successful completion of this order could lead to additional orders for the April- mid August 2010- the high production season for the business. The owner/administrator faces difficulties finding and retaining staff for the production line that includes sewing shoe upper processes. Younger female staff who learn quicker have a lower retention rate, while middle-aged women who have never worked outside their homes before, take longer to train but are projected to stay longer. The Korce region also is a source of seasonal migrants to Greece, which has proven to be disruptive to the workforce of MAS-TORR.

The primary needs of MAS-TORR were to immediately recruit and train 10 additional staff, improve human resource policies and practices aimed at ongoing recruitment and retention of staff while increasing potential to expand sales and open an additional production line. MAS-TORR has the equipment and capacity to open a third line of production but will need an additional 28 staff members to open an additional line.

The list below represents some of the weak points that MAS-TORR faces today:

- High average of workers who drop out
- Untrained labor force and no professional procedures followed by administration to retain recruits; and
- Lack of a HRM system that can contribute to the management of the employees at MAS-TORR.

Some strengths of the MAS-TORR Company are:

- Cooperation with two Italian Companies which are well known in the Europe Market;
- The percentage of sales keep rating higher (no problem to sell products, the sales are guaranteed by contracts);
- Transparent financial system and formal documentation with the Tax office and local government; and
- More than 80% of the workers are woman (supporting this business means supporting gender issues.).

IIB. Scope of the project

The primary goal of the Rritje Albania Project is to increase sales and jobs through removing constraints to growth and enabling Albanian private enterprises to expand their businesses and improve competitiveness. The project objectives will be achieved through: strengthening trade and investment capacity; increasing enterprise productivity; and improving workforce development.

This activity was designed to remove the constraint of an inadequate number of well trained and motivated employees at MAS-TORR who are needed for the company to complete existing orders, expand production, and increase sales and jobs. The project had two major objectives:

- 1) to provide training and assistance to help MAS-TORR develop their Human Resources Management system such that in the future they will be able to systematically recruit new employees as needed and improve the human resource management capacity of the company for existing employees; and
- 2) to identify and work with a local NGO and partners to strengthen the capacity for a business service provider to help companies recruitment new employees and provide pre-employment training for unemployed or newly employable job candidates.

Tabita Foundation was selected as the local NGO and business services provider to provide the support to MAS-TORR based on their proposal in response to a Rritje Albania request for proposals to carry out the tasks identified above with MAS-TORR. This also met the objectives of the project to identify and develop the capacity of NGOs and business service providers so that activities could be sustained beyond the life of the project.

Tabita Foundation has Six years of experience in the area of development and is involved in Health Education, Employment and Income, Vocational Education, Water & Sanitation programs in Korça city and District.

In the field of Employment, Tabita is cooperating with different actors Regional Employment office, Vocational Schools, Chamber of Commerce, University of Korca and other NGO's that are of good experience in this field, bringing a wider and close cooperation for the development and improvement of services that are offered to beneficiaries.

VISSION: Building Pathways for Progress

MISSION: We envisage the improvement of the social and economical life of the people in need, by offering them education, rehabilitation and developing programs providing a safer future for them.

Final Goal

Doctrinal base:

Every men is created by God and has the equal right to live a good life having normal condition for living such as food, drinking water, cloths, house and health care.

A scope of work was developed in consultation with MAS-TORR for TABITA to provide assistance to MAS-TORR to:

- A. Recruit additional staff;
- B. Train employee candidates in work motivation and ethics in preparation for working at MAS-TORR; and
- C. Assist MAS-TORR develop a human resource management system and build the capacity by providing training and coaching of the HR Manager of MAS-TORR.

MAS-TORR agreed to identify a staff member to take on the responsibilities of carrying out the Human Resource Management system, to fully participate in the selection of candidates for employment, participate in the pre-employment training, and provide equipment, supplies and training for candidates as part of the pre-employment training.

The anticipated outcome of the support services provided by TABITA will increase the number of employees at MAS-TORR, pre-employment training will better prepare new employees for working at MAS-TORR, and there will be HRM guidelines and a system designed to meet the needs of MAS-TORR that is written and shared with employees to be sustainable. It is expected that the system developed will serve as a model for multiple clients as well.

A detailed description of the processes and systems developed are provided below.

III. Description of Activities

Activities were undertaken on parallel tracks, developing the human resources management system and processes while starting the recruitment and pre-employment training for new staff. Because a job description was needed to recruit new staff, the HRM assessment, development of a job description and announcement, and selection criteria for new staff candidates were undertaken immediately in parallel to planning for the new employee recruitment process.

This report is organized by describing the development of an HRM system at MAS-TORR, followed by a description of the new employee recruitment and selection process, a description of the pre-employment training system, and a description of the MAS-TORR HRM Toolkit, training and coaching with materials developed for MAS-TORR provided in the Annexes.

IIIA. HRM System Developed with and for MAS-TORR:

Tabita identified a Human Resources Specialist, Amelia Tola, to provide technical assistance and carry out the assessment of MAS-TORR HR needs, develop the tools and processes that MAS-TORR needed to implement an integrated recruitment and HRM system within the company, and provide coaching and mentoring to both the owner/general administrator and the Human Resources Coordinator. Rritje Albania staff requested that an existing staff member be assigned to coordinate and manage the human resource activities in support of the General Administrator/Owner and that there be a cost sharing arrangement between Rritje Albania, TABITA and MAS-TORR to carry out this project.

An assessment of MAS-TORR existing HRM policies and practices was made. The assessment was focused on identifying information and practices regarding:

- Organizational structure
- Internal regulations
- Division of tasks and responsibilities
- Workforce Problems / Issues faced in the past
- Human Resource Management function, processes, and structure
- Hiring process, steps, and documentation
- Selection process and documentation
- Orientation and Training
- Payment and Rewarding of employees
- Employee performance evaluation
- Termination of employment
- Social activities with employees

The assessment pointed out the need to establish HR policies and procedures which would set the framework for MAS-TORR operations and put them in writing to provide and reinforce with employees. The main focus of HRM at MAS-TORR was focused on hiring and retention of employees. The importance of appointing an HR Manager at MAS-TORR, who would coordinate the HRM activities and carry out the policies and practices in coordination with the General Administrator was emphasized and the Financial Manager was appointed and agreed to take on the HRM coordinating function from within the company.

The assessment also pointed out the need for MAS-TORR to identify ways of motivating and stimulating good performance from the employees. Performance based evaluation was introduced and is a new practice that will contribute to the improvement of quality production at MAS-TORR. Another important HRM function needed was to develop and formalize a systematic hiring process.

The policies and procedures documented are found in the Employee Orientation Handbook (Annex A) and in the Employee Contract (Annex B) which are further described in the last section of this report. Following is a description of the activities to recruit and train new employees for MAS-TORR

IIIB. Recruitment and Selection of new employees for MAS-TORR

MAS-TORR requested assistance and help in recruiting qualified new employees to expand production. The solution designed was to set up a systematic approach to recruiting and selecting new staff as well as providing candidates with pre-employment training in ethics, self assessment, and preparation for working in the MAS-TORR facility along with orientation to the workplace, footwear production skill development on site as part of the training process, as well as an opportunity for employment candidates to talk with current employees at the factory.

1. Job Analysis and Job Description.

The first activity in the recruitment process was having the HRM consultant, Amalia Tola work with the General Administrator, HRM coordinator, and line supervisors to conduct a job analysis and develop a job description (Annex C). The job analysis provided information on the tasks and skills needed to perform well and provided the basis for the job description developed. The procedures for conducting a job analysis are outlined in the MAS-TORR Human Resource Management Toolkit (Annex J).

2. Advertising and Media Announcement

The Job Description provided the basic information to develop and announce the new employee recruitment process with the media and with employment offices. A radio announcement was prepared by TABITA (Annex D) and was aired on the local Radio Emanuel that covers the whole prefecture of Korçë. The announcement explained the purpose of the project to fill 10 new jobs at the MAS-TORR company by the end of March 2010 with pre-employment training that was jointly funded by USAID and implemented by the Tabita Foundation, which shared in the costs along with MAS-TORR providing in-kind training and facilities for training.

The announcement included details and preferred selection criteria such as:

- Positions on the line, modeling and sewing for 10 women
- The preferred age from 20 – 40 years old,
- education of at least 8 years of school
- Starting date from 8-30th of January

This advertisement was on air throughout January, 2010.

This information on air was combined with information delivered by JBC and Employment Office. JBC office collects and up-date on regular basis the information about the vacancy jobs of the local business companies. Connects the jobseekers with the business, prepares the job description and offers trainings to the job seekers such as motivation, orientation to the market, training skills, and follow up. On this way JBC contributes in the local region to reduce the unemployment rate.

The above activities were implemented through two key partners: the Regional Employment Office and the Job and Business Center.

3. Regional Employment Office – Roles, Responsibilities, and Outcomes for Sustainability

One of the first and the most important pre-conditions for implementation of this project and its sustainability was to have a real partnership with the local community. Such a partnership was created through the relationship and rapport between Tabita, MAS-TORR, and the Regional Office of Employment. The synergy developed and positive working relationship developed at the beginning of the project was very important for the successful implementation and follow up activities.

The Regional Employment Office is one of the state institutions that the project team cooperated with in the field of employment. Continuing collaboration is focused on exchanging ideas on how to improve the working conditions in companies including labor rights, and legal contracts along with systematic recruitment of employees. The Director of this office was very supportive of this project, being present often at MAS-TORR Company and in meetings with project staff and TABITA and has often expressed his opinion in the media of the importance for this collaboration.

On 27th of January the first pre-interview presentation was organized in the hall of Regional Employment Office with 19 women participating and indicating an interest in finding a job at MAS-TORR Company. During the pre-interview meeting participants learned the purpose of the project through a question and answer open discussion. The pre-interview served as an opportunity to get to know more about the target group and their backgrounds with an exchange of ideas, questions, and/or concerns of each participant. The interview date to select the job candidates who would undergo training was set for 8th of February.

The interview selection questionnaire was developed from the job analysis and job description developed by the TABITA HRM Specialist, Ms. Tola.

4. JBC (Job and Business Center) of Tabita Foundation

JBC is an office of the Tabita Foundation that offers different services: information, orientation and motivation trainings) to unemployed people seeking jobs and strengthens participant institutions/ business by twinning the Companies, Tabita Foundation and Employment Office. JBC was started by TABITA in 2007 and aims to contribute to the qualifications of unemployed people, offering a variety of services to companies and Vocational schools to support the employment of job seekers and young people who graduate from vocational schools. It also supports low educated people, by orienting, motivating and training them to enroll and succeed in vocational schools for five months, placing them in companies for apprenticeships, increasing their chances to be employed or training them in the business fields, such as developing business plans and giving micro - credits to start their own business or expand one.

JBC is using a professional database with information of the companies/businesses established in the Korce and their profiles. With some of the companies, contracts are signed for cooperation to place people for apprenticeship during a period of time that has been approved by both parties

In the database, there is information on students graduating in vocational schools, and unemployed people who are seeking a job through JBC. Each job seeker that comes to the office is registered and directed to be part of the trainings that this office is offering. They are oriented on job possibilities, based on the database including files from both unemployed people and companies with their job vacancies available in the local labor market.

Between 2007 and 2009, more than 700 job seekers and 200 companies were registered in the JBC database. Current services offered through JBC include:

1. Information on Job Vacancies and Job Seekers
 - a. Registration for Job Seekers and Companies in the Database
 - b. Behavior competences test and Kit V test for new recruits
 - c. Job Content description
2. Information on Trainings
 - a. Motivation on Job training
 - b. Working/labor rights
 - c. Apprenticeship

Through the expanded capacity attained through this Rritje Albania Project new services to the businesses are being developed and include: 1) Systematic employment recruitment plans and assistance; and 2) Assistance to implement HRM systems through use of the HRM toolkit.

5. Selection Committee

The purpose of identifying and convening a selection committee was to have an open and transparent selection process for potential candidates for training and employment.

The Regional Employment Office, Tabita Staff, and the MAS-TORR Administrator were asked to and served on the selection committee. The selection committee members were provided with the job announcement, the job description and criteria for selection.

6. Employee Candidate Selection process

Selection process consisted on conducting a twenty minute interview with each candidate. On the 8th February JBC staff and MAS-TORR Director organized the Interview day to select 15 women from the target group who would be trained and prepared with skill and motivation training for the ten positions at the MAS-TORR.

Based on the previous experience, profile of work, the job analysis and the job description and the needs of MAS-TORR, basic criteria for selection (Annex E) were compiled along with the Tabita HRM specialist, and the Administration office of MAS-TORR. Interview questions using best practices of interviewing candidates from employment were also developed for the selection committee (Annex F).

The individual interviews were conducted one by one in the presence of the Selection Team, Director of MAS-TORR, and Tabita representative. Each member of the committee evaluated each candidate and the selection committee compared their notes from which 15 of the 19 women interviewed were selected as trainees and employment candidates.

Members of the selection committee reflected on the experience and provided feedback that included an appreciation for the professionalism with which the selection process was carried out on each of the steps and procedures. It was also noted that there was excellent collaboration among all of the members of the committee and their representative organizations. The pre-employment training procedures are described below.

IIIC. Pre-Employment Training

Pre-employment training was designed to accomplish three objectives: 1) Motivation training to prepare candidates for working including: self-assessment, motivation, and ethics training; and 2) knowledge of and practice using skills needed at the factory in the factory setting; and 3) provide an opportunity for candidates to meet MAS-TORR management, other workers, and become familiar with the factory set-up and operations.

Motivation Training

To motivate and train the 15 selected recruits for MAS-TORR to prepare them to be ready to work in the job for which they are selected. The motivation training program was developed and conducted by the JBC staff. It consisted of three training segments:

- Motivation Training -12 hours – 6 days, 2 hours per day
- Behavior Competence - 4 hours – 2 days, 2 hours per day
- Kit-V – 4 hours- 2 days, 2 hours per day

This training was useful to motivate women, helping them to identify who they are what they are able and can do, along with simulated job interviews. They exchanged thoughts and ideas and were encouraged and free to open their minds and speak their opinions. This provided the training staff with some insight to better understand the weak and strong points of the recruits and give the right advice and provide skill development to meet their needs. (See Annex H for outline and schedule of training).

The motivation training was combined with skill competency training at the Footwear Company to better acquaint them with the specific skills they will need on the job plus increase their knowledge and awareness of the working conditions and systems at the footwear factory.

Training organized each week included the following topics:

1. Who am I?
2. What do I want?
3. What can I do?
4. Why Applying for a JOB

Feedback from the participants included the following comments:

- Motivation trainings helped candidates get to know more about each-other and support each other through the training and in their new jobs;
- Helped them understand more about themselves in relationship to work and a job;
- A better understanding of the balance between what they can give and what they want and deserve
- Encouraged trainees to identify and address weak skills and characteristics;
- Provided candidates with new challenges and a sense of new possibilities.
- Helped several be more patient with themselves and the learning/skill development processes.

Pre-Employment Vocational Skills Training

The purpose of integrating vocational skills training at the MAS-TORR company into the motivation training was to provide training in the context of where they would be working to better understand both the work environment as well as the an opportunity to practice “on the job” skills they will be using as employees.

In this phase of training the recruits learned the competences for early processes of the sewing and modeling parts of shoes. Three supervisors of the lines trained 15 women for both processes (sewing and modeling). The performance of the new recruits was followed-up regularly by the General Administrator/owner and HRM Coordinator. The vocational training started on the 10th of February and finished on 29th of March a day before the graduation ceremony. 34 days of training were successfully finished by 10 recruit candidates.

Feedback from the participants and the General Administrator/owner included:

- Appreciation for the transparent treatment of all of the candidates for employment;
- Candidates felt the training was very helpful especially comparing the skills before and after the training to see how much they had learned in the process;
- The processes used and training serves as a real model to adapt by the company on how to recruit and train new line workers for MAS-TORR.

IIID. Testing and Evaluation

To complete the evaluation of each of the candidates for employment the training graduates were given two exams with results evaluated by the line supervisors. The first exam was conducted on the 8th of March (one month later after the vocational training started) the second one is done on 23rd of March. The exams were prepared by the supervisor and are based on the processes that the candidates learned during the vocational training at the company. The evaluation of the recruits has been done by the supervisors who reported the results to the General Administrator/owner.

On the 29th of March one final evaluation was conducted and as a conclusion of that evaluation an invitation for participating in the graduation ceremony was sent to the 10 candidates who passed the final exam. The other candidates who went through the training or who didn't finish the whole process of training or dropped out are being followed-up by Tabita through an exit interview and will be part of Tabita plan of finding new possibilities for them in other jobs through JBC and the Regional Employment Office.

IIIE. Graduation & Employment Contract Signing

The graduation ceremony ended the first phase of the project (training the new recruits). The ceremony has conducted at the MAS-TORR factory and all staff and line workers were encouraged and invited to attend. Invitations (ANNEX I) were sent to Rritje-Albania staff, Region of Employment Office, Dorcas Aid International Albania and Tabita's Director and to the local Media.

About 70 line workers participated in the ceremony. Representatives of the Rritje Albania and partner organizations and institutions expressed their positive opinion for the achievement of results. Training Certificates were presented to each New Employee by Tabita's Director.

The ten new employees signed legal job contracts with MAS-TORR as the final action of the first phase of the project as new employees of MAS-TORR. Local media covered this event with a video clip on file that includes a testimony from the MAS-TORR owner appreciating the processes and systems used throughout the process.

IV. The Human Resource Management Toolkit

The HRM Toolkit is a written document that documents the established policies, procedures and practices related to the management of the employees at MAS-TORR. Such practices are important to clarify the roles and responsibilities of each party involved; to identify ways to better manage the employees, motivate and incentivize them to offer the best for their company and provide consistent high quality work and productivity. The toolkit provides MAS-TORR management with the tools and processes needed to treat all employees equally and fairly and make them feel part of MAS-TORR.

In this context, Tabita approached the consultant, Amalia Tola, with a request to prepare a Human Resources Management Toolkit, which would become an important instrument of MAS-

TORR in the process of managing its employees. This toolkit was designed to help establish successful employment relationship among MAS-TORR employees and management.

The need for such toolkit was raised at a time when MAS-TORR has been facing difficulties with hiring and retention of employees. The toolkit was designed to help MAS-TORR in the process of hiring, retention, training and development of its employees, as well as establishing HRM policies and procedures.

The toolkit is organized into four chapters which cover the main components of HRM, and is prepared specifically for MAS-TORR needs. The chapters are:

Chapter 1

Hiring Process

Recruitment

Selection and Hiring

Orientation of new employees

Chapter 2

Employee Retention

Employee Recognition

Performance Management

Supervision

Termination of Employment

Exit Interviews

Chapter 3

Training and Development

Chapter 4

Human Resource Policies

Each chapter includes an introduction of the concept which is followed by the procedure and forms that may be used.

Methodology

The HRM Consultant, Ms. Tola, would complete her work in the period from January – March, 2010. The purpose of the assignment was to prepare a Human Resource Management Toolkit that would suit the needs of the MAS-TORR sh.p.k. and would set the framework for a better management of its employees. The implementation of the HRM policies and practices were designed to contribute to an increase in sales, provided that the quality and quantity of production grows as a result of better skilled and better motivated work force.

In order to get informed about the activity of MAS-TORR, its performance in the past, difficulties faced and needs for improvement, an initial assessment of MAS-TORR Human Resource policies and practices was conducted at the beginning of the assignment. The assessment was focused on internal regulations in order to understand the way MAS-TORR operates internally. This assessment involved reviewing internal documentation as well as interviewing the General Administrator and Finance Administrator who was recently assigned to cover also the HR Manager role.

The consultant had also meetings with the team of Competitive Enterprise Development Program as well as with Tabita throughout the assignment, in order to include their views and opinions throughout the process. Based on the assessment, and other information collected, a draft HRM Toolkit was prepared, was made available to both MAS-TORR, Tabita and Rritje Albania for comments and suggestions. A revised version was further discussed and finalized with MAS-TORR.

The final step concluding the development of the MAS-TORR HRM Toolkit was a handover workshop with MAS-TORR, aiming to train and coach the MAS-TORR Human Resource Manager, General Administrator, Production Manager and Line supervisors on for their important role in human resource management and therefore in the success of the company. The HRM Toolkit was prepared by the consultant in English and is in the process of being translated into Albanian. It will be used as a case study and model for the development of a multi-client toolkit.

IV. CHALLENGES encountered and LESSONS LEARNED

Throughout the process of developing the recruitment and training processes, the following observations were made by Tabita Foundation staff/HRM consultant and the MAS-TORR General Administrator/owner.

Pre-employment training:

- Because the target group is in need of income, and the training period takes about 7 weeks it is suggested that this period should be financed and somehow supported by the project or the company or by some combination of support.
- The current workers often were afraid of the new competition and tried to negatively influence and discourage the new recruits to make them drop out fast. It is suggested that the new group will be better supervised and protected from such influence.
- Supervisors on the other hand can also negatively influence the new recruits and the company must take into consideration preparing them for a proper communication with recruits and continuous mentoring. In the initial proposal for this activity, it was suggested that the supervisory staff be trained and additional existing employees be trained for mentoring new employees. This was dropped from the initial plan and should not have been. Perhaps it was necessary for the management to experience this negativity before understanding the need to help existing staff play a positive role in welcoming new staff. It is a relatively different concept that needs additional reflection and remediation.
- Consideration needs to be given to paying at least a “training wage” or fee to the new recruitments during the pre-employment training period.

Capacity building for TABITA

In addition to supporting the Rritje Albania client, MAS-TORR, this activity was designed to also build the capacity of a local NGO or Business Service Provider in the process. Toward that end, the Rritje Albania Team, Business Advisor, Andi Stefflanari, Workforce Development Advisor, Dr. Gwen El Sawi, and the Rritje Albania Monitoring and Evaluation/Communications Officer, Elona Toska, all played important advisory roles to Tabita and to MAS-TORR.

The goal was to develop and implement a holistic system that addresses the needs of not only MAS-TORR, but builds the capacity of partner organizations to carry on and sustain the activities after the project activity is completed. The Toolkit and the policies and practices outline in it are seen as a valuable tool to help: sustain recruitment processes that are open and transparent; develop synergistic partnerships with additional community based organizations; and serve as a model for replication with additional client firms.

The following comments are provided as the TABITA feedback on the experiences gained through managing this process with MAS-TORR in Korce:

- The implementation of the project increased the experience of Tabita in providing better services to businesses in the community.
- This activity created closer cooperation with Employment Office, MAS-TORR Company and JBC of TABITA.
- The performance of JBC has improved, gaining more experience in delivering services not only to other businesses that are already part of JBC platform but also to expand to offer additional services to other businesses through the use of the recruitment processes, use of New Employee Hand book and the HRM Toolkit)
- JBC staff involved in this activity also gained experience, understanding USAID processes for Employment, Reporting and Evaluation, dealing with the way new recruits need to be selected, oriented, motivated, trained and followed-up during the duration time of the project.
- Working and exchanging ideas with Rritje-Albania project staff has been another added value for Tabita with their coaching through each of the activity phases.

Replication and Scale Up

Replication of the Recruitment and HRM systems to additional companies will help Tabita provide better services and expanded services of the JBC office to support other organizations in different cities.

- a. Starting in June 2010, Tabita will enter discussion with a Berat Organization to train and help them, use the processes and systems to support a local company of a similar profile. JBC staff is able to share the experience gained from the Rritje Albania project, to train the staff of this organization and work with them to facilitate their services.
- b. Expansion to help additional companies in Korce. Tabita is using the similar experiences and processes for the Grand Hotel in Korce and is aiming to expand the number of other businesses interested to receive services from TABITA.

V. RECOMMENDATIONS and FOLLOW-UP

VA. Conclusions

- The implementation plan was successfully defined to achieve of objectives and a good will has followed the project by the participant
- The evaluation of recruits entering level has contributed for reviewing the training program and training methodology.
- The training in group and explanations given both by staff of Tabita and Company contributed to all participants on better understanding the Mas-Torr positions in the footwear industry in Korca.
- The methodology used in the trainings on Motivation and practice resulted very successfully, because it created the possibilities to motivate the group for three days at JBC office and to train them at Mas-Torr other three days, which helped them to understand their work, parts of the working processes that could be successful when everybody do its work and strengthening their relations between each other.
- Owners and managers can use toolkit on their own to improve practices in their company. The supervision on work, organization and working together on real everyday work give a high impact and was a good methodology on the job training.

VB. Recommendations

- The business need more time to reflect about the HRM or the Toolkit the goal is to develop useful tools that can be used by them.
- The supervisor of the business needs training on how to treat the new recruits.
- A presentation of the new recruits is necessary to the recent work-liners.
- Increased experience of Tabita providing better services is a very good opportunity for JBC office to expand the services for other businesses and to support other organizations in different cities. To use these gained skills, TABITA will enter in discussion with the Berat Organization to train and help them, use the processes and systems to support a local company of the same profile. The JBC staff is able to share the experience gained from the Rritje Albania project, to train the staff of this organization and work with them to facilitate their services.
- Expansion to help additional companies in Korce
- Tabita is using the same experience for Grand Hotel and is aiming to expand the number of other businesses interested to receive services from TABITA

VC. Follow-Up

- The new recruit will be followed continually every quarter of 2010 till April 2011 to evaluate the development on the new work profile in MAS-TORR.
- The new HMR toolkit will be evaluated every 6th month to see the impact on the business, and how the new system fit the business needs.
- By October 2010 MAS-TORR Company will start the second season of shoes production; 10 new recruits will be required and TABITA will assist implementing the HRM & the Toolkit.

VI. Annexes

- A. Employee Handbook**
- B. Employee Contract**
- C. Job Description**
- D. Media Announcement**
- E. Criteria for Selection**
- F. Interview Questions**
- G. Outline of Training conducted (Date, Topic Time)**
- H. Invitation for Ceremony**
- I. Ceremony Agenda**
- J. MAS-TORR HRM Toolkit**