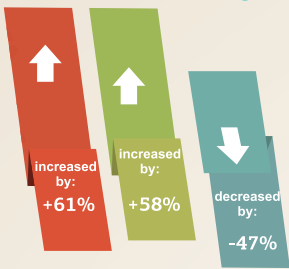
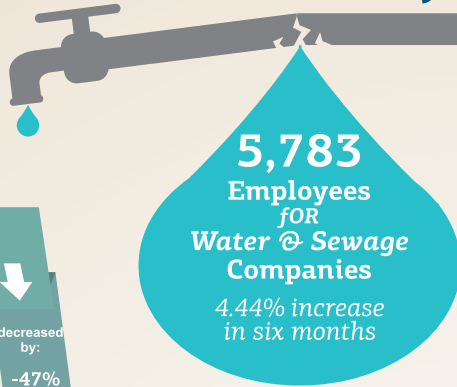


Workforce analysis of 57 Water & Sewage Companies July 2015

examples of staff variations



↑ **Mirdita** due to additional infrastructure works
 ↑ **Erseka** due to amalgamation
 ↓ **Puka Fshat** due to finance shortage

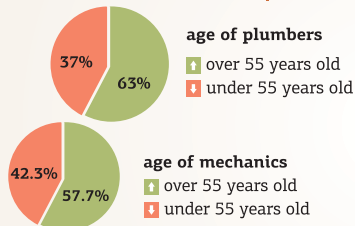


AGE / SENIORITY / QUALIFICATIONS

35% of employees are over 55 years old

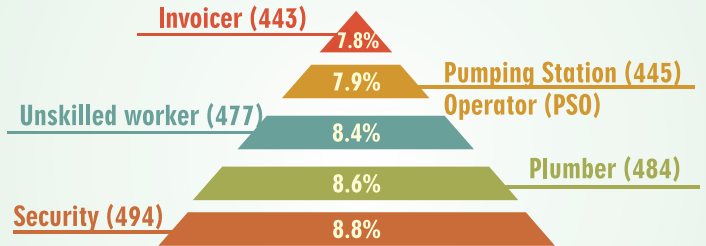


The **oldest positions** are plumbers, electricians, craftsman, pso, clorinating operators and mechanics



MAIN JOB TITLES / DESCRIPTIONS

More than 130 reported job titles.
 4,500 employees share 19 job titles
 The most frequent job titles are:



- 16 companies employ **no Security Agents**
- 28 companies employ **no PSO**
- 29 companies employ **no Invoicer**
- 16 companies employ **no PSO neither Invoicer**

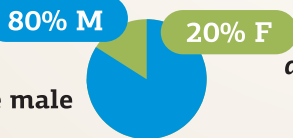
- There are **no data on qualifications** for 77% of employees
- 50% of employees trained in VET are **more than 55 year old**.

The **average age** is **48.2 years old**
 Novosele has highest average: 54.1 yo
 Puka Fshat has lowest average: 40.2 yo

distributing water is a man's work



80% of employees are male



are male...

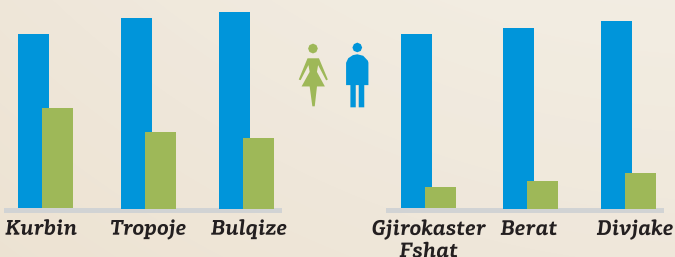
50.4% of current employees started to work with WS after 2011, as follows:



Companies employing... more women / less women

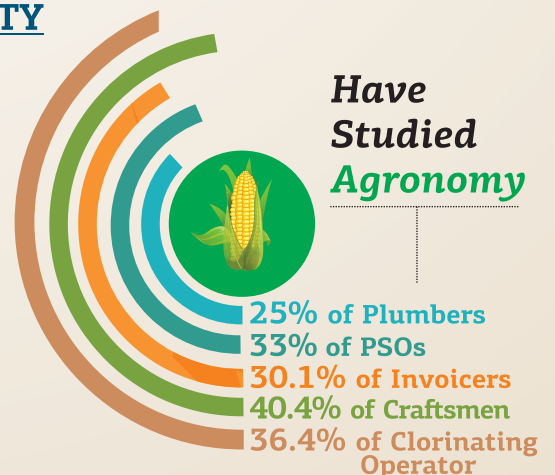
..more women:
Kurbin: 37.6%;
Tropoje: 35.7%;
Bulqize: 35%
 are situated in the North

..less women
Gjirokaster Fshat: 6.3%;
Berat: 7.8%;
Divjake: 8.3%
 are situated in the South



CURIOSITY

20% of employees have studied **Agronomy related subjects**



COMPANY PATTERNS

The **bigger** and the **more urban** they are, the companies **look alike** regarding their internal organization and impact of HR in their technical profile @ financial results.

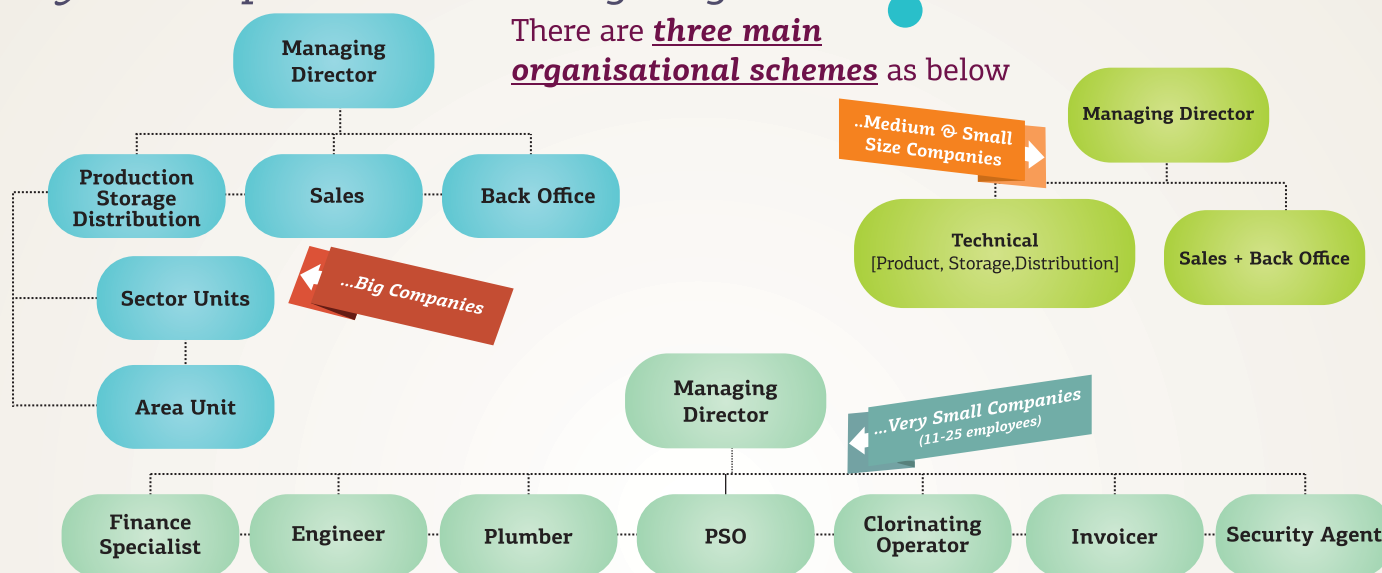


For **medium-size and small companies**, there is **no connection** amongst the labor costs and the technical @ demography or financial parameters.



INTERNAL ORGANISATION

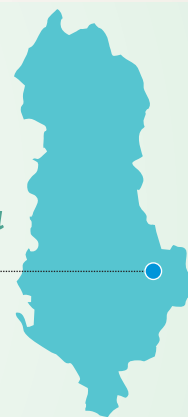
Only 27 companies have an organogram



KORCA WATER & SEWAGE COMPANY PROFILE: MAIN FEATURES

- TORs for each position and/or job title
- Clear intra-departmental procedures and relations with other structures horizontally and vertically
- There is a horizontal delegation of tasks for each employee
- There are only seven professional categories
- Strategic importance given to internal communication, and motivation of employees
- In-house training and out-of-country conferences and training
- Modern physical infrastructure
- Problematic mid-term financial structure due to very high debt load

Korca



RECOMMENDATIONS

- **Improve financial accounting @ reporting:** ✓ Install accounting software (if possible MIS software as well) and train people to use it; ✓ provide external certified accountant to close the Financial Statements for Fiscal Year 2015, audit them all and publish them;
- **Improve transparency:** prepare simple web-sites for W&S companies that do not have one;
- **Establish unified system of W&S workforce metrics regarding the:** ✓ workforce availability; ✓ workforce profile; ✓ workforce mobility; ✓ workforce capability; and, ✓ workforce satisfaction;
- **Select @ support best-performing W&S companies** to create best example and spread it through: ✓ gradual adaptation; ✓ centralized monitoring; ✓ and exchange of experience.
- **The restructuring should be done on a one-by-one basis;**

