

Struggling to recruit? Learn from effective practices

25 October 2024

09:00 - 12:30 CEST

Brussels, Belgium



Welcome and introduction

Bénédicte Paviot
Journalist

→ Live webstream

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Cosmin BOIANGIU

ELA Executive Director



Ivailo KALFIN

Eurofound Executive Director



Mario NAVA

Director General DG EMPL, European Commission



Company practices to address labour shortages: Lessons from Eurofound research

Tina Weber
Research Manager, Eurofound

→ Live webstream

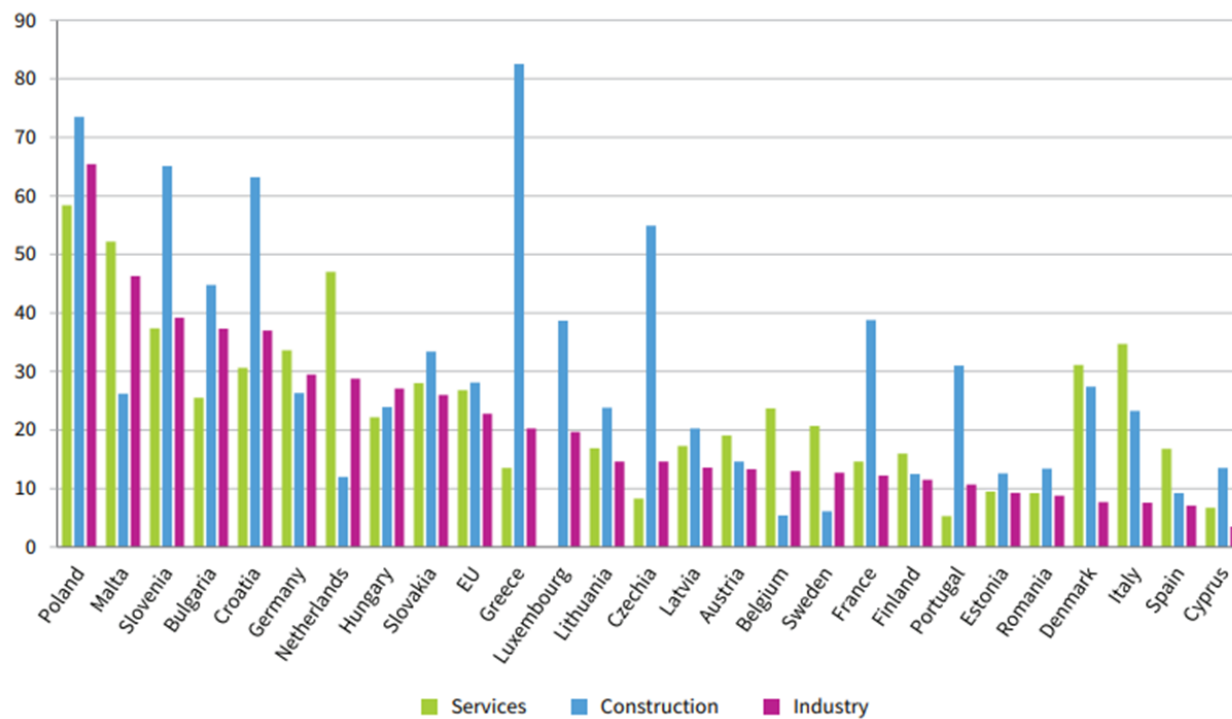
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Scale of shortages faced by employers

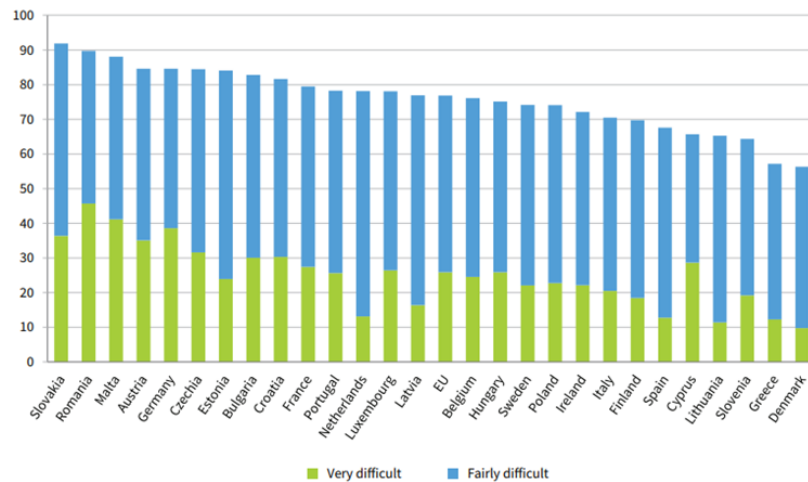


Labour as a factor limiting production/service delivery (Q1 2024)

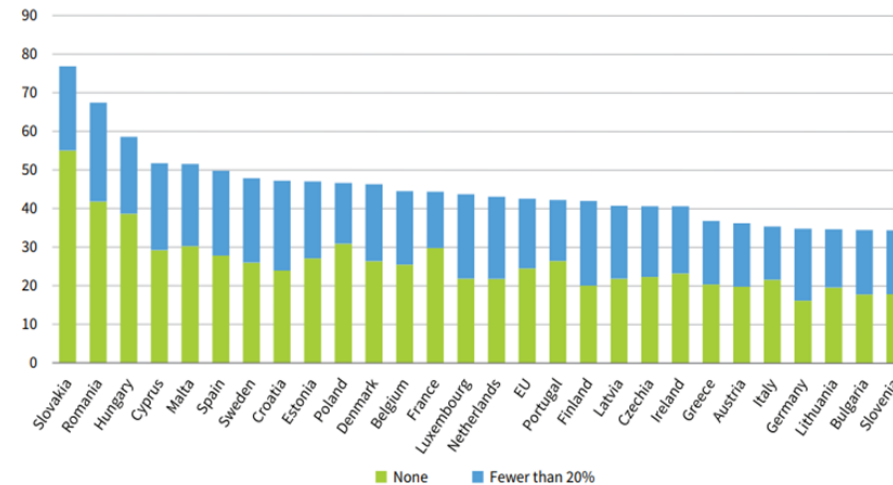


Challenge of find employees with the right skills (ECS, 2019)

Challenge to find employees with the right skills



Newly recruited employees having none or less than 20% of required skills

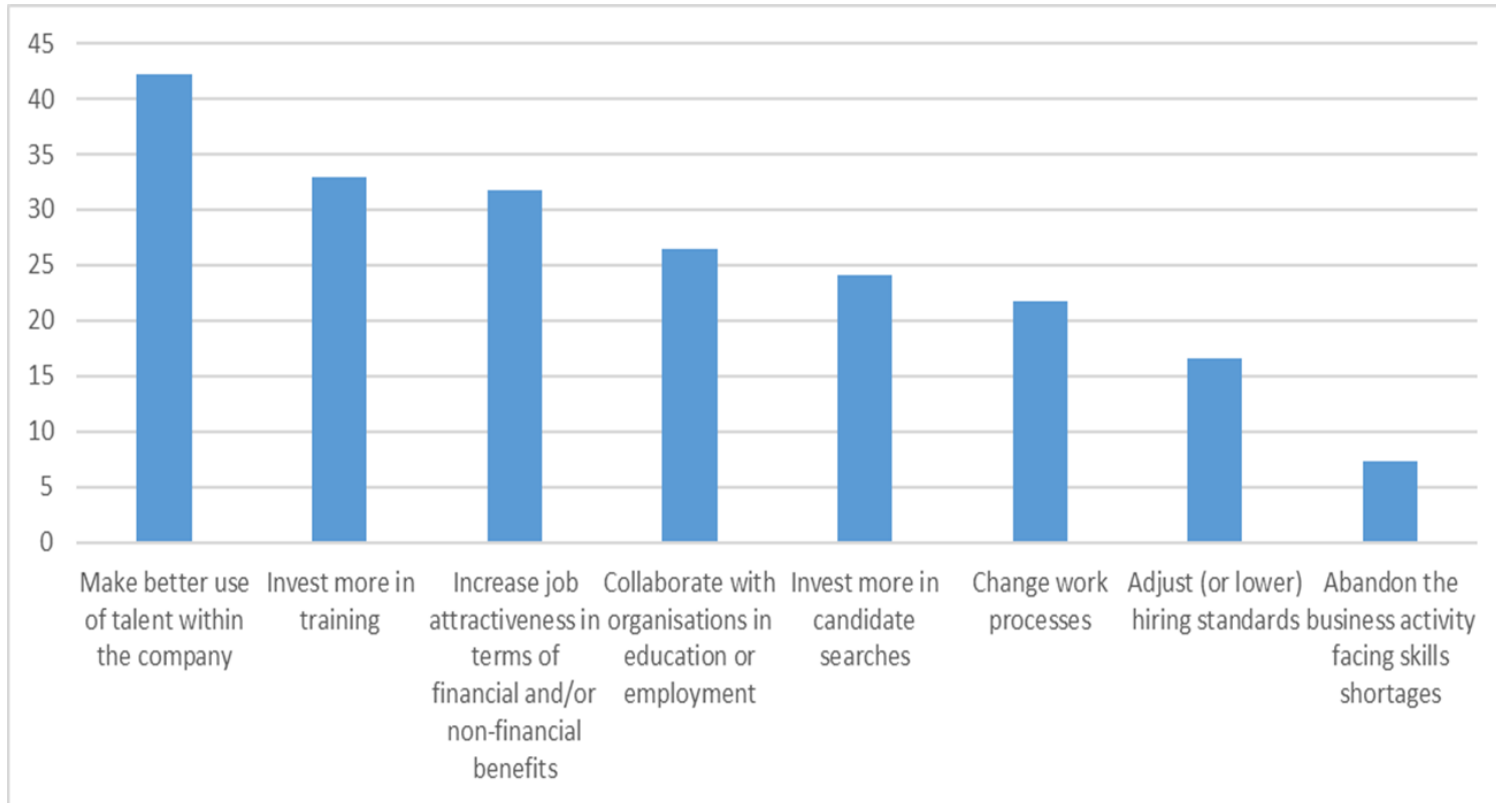


Measures taken by employers to address shortages



Measures taken by SMEs when faced with skill shortages

(Eurobarometer 529, 2023)



Improve the match between supply and demand

Addressing shortages starts with retention:

- Investing in ongoing training and delivering clear career pathways
- Improving working conditions and the working environment

Offering initial training and enhancing collaboration with education and training providers:

- Financial and practical support and delivery of initial training
- Working with schools, vocational and tertiary education providers to support curriculum development and raise awareness of employment opportunities
- Providing on the job training and work experience



Enhanced recruitment strategies

Increasing use of:

- Targeted recruitment
- Social media
- Employee referral programmes
- Adjusting job specifications to emphasise soft skills
- Close collaboration with PES employer services
- Geographical expansion of recruitment territory



Increase attractiveness of work and workplaces

Can be achieved in various ways:

- Improving pay and non-wage benefits
- Offering support with mobility and housing
- Enhancing working conditions, such as
 - Flexible working
 - Working time reduction
 - Better working environment and social support
 - Improved occupational safety and health

Target underrepresented groups

Capitalise on labour market slack:

- Market careers to address gender imbalance
- Support the integration of migrants
- Offer adapted workplaces for persons with disabilities
- Deliver support services to overcome barriers to employment



RESEARCH REPORT



Employment and labour markets
**Measures to tackle
labour shortages:
Lessons for future policy**



RESEARCH REPORT



Employment and labour markets
**Company practices to tackle
labour shortages**



Thank you
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Successful practices to address labour shortages: company cases

→ Live webstream

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Successful practices to address labour shortages: company cases presentation

- **Na Františku hospital Prague**
Jana VÁŇOVÁ and Yvona VLČKOVÁ
- **Cyprus Public Transport**
Christina KOKKINO
- **Love Carpe Diem, Croatia**
Bojana KULIS BUBALO

Hospital Na Františku, Prague, Czech Republic

History

Founded in 1354, the "670th anniversary

The oldest continuously operating hospital in Europe

Important persons supporting the performance: Ferdinand II, Empress Maria Theresa, Emperor Joseph II, Emperor Franz Joseph, Ferdinand de Este, T. G. Masaryk, E. Beneš, Pope Pius XI and others

In 1847 - the first amputation of a leg under general ether anaesthesia in Europe and the second worldwide (brother Celestine Opitz)

In 1965 - establishment of the first inpatient anaesthesiology and resuscitation department in Czechoslovakia

From 17th century - the hospital has been conducting clinical trials of medics from the Prague Medical Faculty of Charles University



Hospital Na Františku, Prague, Czech Republic

Present

The teaching of medics at the hospital is still carried out in cooperation with the Faculty of Medicine of the Charles University.

In 1992 change of entity to municipal contributory organization, founder Municipal district Prague 1.

From 1997 continuous modernization and reconstruction is ongoing.

In 2018 renewal of management headed by a new director

- stabilization of the personnel and financial situation
- modernization of the medical facility through EU funds in the amount of 4 550 000 EUR (cca)
- financial support from the founder for the operation, repairs and equipment of the hospital



Hospital Na Františku, Prague, Czech Republic

Employees possibilities:

- management, administrative positions, working (blue collar) professions
- **Healthcare and medical professions in:**

Emergency

Orthopaedics

Internal Medicine

Gynaecology

Surgery, plastic surgery

Radiodiagnostic Department

Clinical Biochemistry and Haematology

Emergency dental care

Rehabilitation & Physical Medicine

Care for the long-term sick

Multidisciplinary intensive care unit

Anaesthesiology and Resuscitation

Clinical Pharmacy



Hospital Na Františku, Prague, Czech Republic

Employer

Healthcare and medical professions (state of art):

2017 – shortage of medical staff, also within the Czech Republic

Main reasons:

- * the consequences of changing education (especially in case of nurses)
- * disadvantageous salary conditions – favourable situation for foreign, faculty or private hospitals

2018 – personnel stabilisation

Main reasons:

- * new conception of the hospital
- * ensuring financial stability with the support of the founder
- * ability to compete on salary, salary increases

2019 - 2020 – COVID 19

* **personnel stagnation** despite staff sickness and reduced hospital performance



Hospital Na Františku, Prague, Czech Republic

Employer

Healthcare and medical professions, personnel situation:
2021 - till now

– personnel increase, increased interest in working at the hospital,
number of employees 450 internal and 90 external

Main reasons

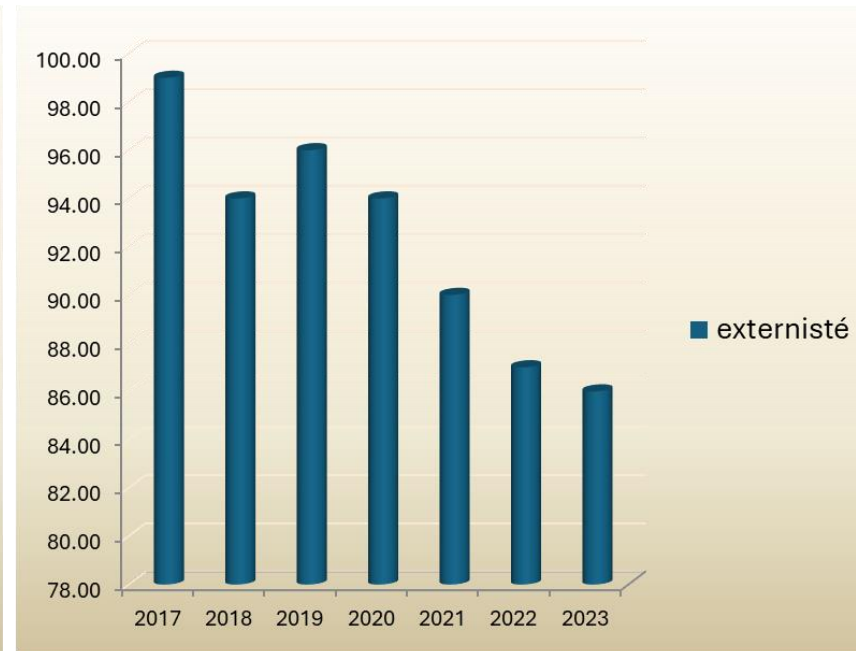
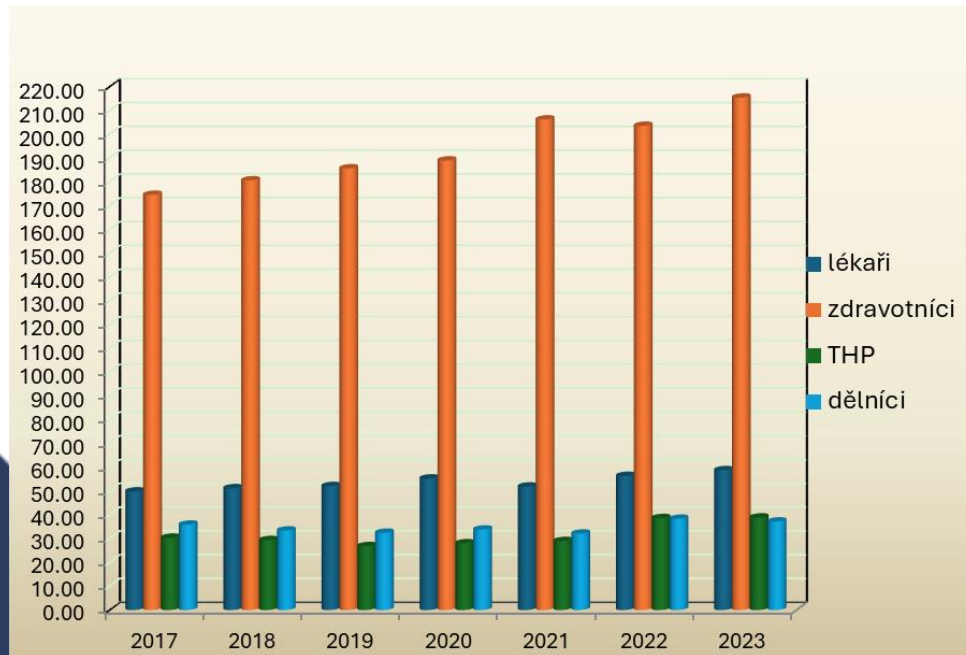
- * improvement of the economic situation after COVID 19
- * expansion of specialist outpatient clinics
- * increase in operational activity
- * working environment modernization
- * investment in instrumentation (modern high-level equipment, CT (computed tomography), ECHO (echocardiography) ...



Hospital Na Františku, Prague, Czech Republic

Employer

Employment 2017 - 2023



Hospital Na Františku, Prague, Czech Republic

Employer

How we offer jobs?

Internal pages: hospital webpages, FB, Instagram

External sources:

- webpages of jobportals JOBs, prace.cz ...
- printed media – focus on the region Prague, central Bohemia, but also Czech Republic

Recommendations from our employees, friends, colleagues, lobbying potential employees/professionals.

What works the most?

The best way how to attract applicants is a good reputation as an employer!!!



Hospital Na Františku, Prague, Czech Republic

Employer

Reasons why to work at Hospital Na Františku:

Work in an accredited medical facility with **the most modern equipment** and **family atmosphere** in a **quiet part of the historical centre** of Prague

Doctors have the opportunity to complete the basic strain and specialization (attestation) within the hospital as an accredited workplace

Accommodation from the founder Prague 1:

- * **Full equipped dormitory** – 18 employees
- * **Service apartment** for the duration of the employment relationship, employee prices (approx. 40% of the market price) - used by 32 employees.



Hospital Na Františku, Prague, Czech Republic

Employer

Another motivation, incentives:

- **Parking** possibility within the hospital (city center)
- **High quality food service** (lunch/dinner)
- **Very good salary conditions**
- **Professional and personal growth and education** (courses, seminars, professional conferences, ...)
- **Reimbursement of costs for further training**

Regular **events for employees** – in a form of thanks and appreciation (Christmas concert, boat trips on Vltava river, meetings with director and founder representatives, ...)



Hospital Na Františku, Prague, Czech Republic

Employer

Another motivation, incentives:

- 10% discount on goods in the inpatient pharmacy and medical supply store
- 10 % discount on accommodation in OREA hotels
- Employee price in Mariánské Lázně hotels (Spa resort)
- Part-time work according to employee needs, especially for employees with young children

Psychological support

- Financial consulting



Hospital Na Františku, Prague, Czech Republic

Employer

Good Trade Union organization, Collective Agreement:

Employment legal advice

Employee protection - compliance with legal standards

Contractual amounts of fringe benefits

Direct Collective Agreement benefits:

- * Contribution to pension insurance
- * 23 hours of free time above regular holiday
- * life and work anniversary reward
- * contribution to cultural events



Thank you

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LOVE CARPE DIEM

PAST - PRESENT - FUTURE

- CROATIAN COMPANY IN FULLY PRIVATE OWNERSHIP
- TEAM WITH OVER 30 YEARS OF EXPERIENCE IN TOURISM
- PROVIDES SERVICES FOR HOTELS AND RESORTS

INTRODUCTION

- EMPLOYING APP 500 PEOPLE IN SUMMER SEASON / APP 100 IN WINTER SEASON
- JOB POSITIONS: TOURIST ENTERTAINERS, HOUSEKEEPING STAFF, CLEANERS, ADDITIONAL STAFF FOR KITCHEN, CERTIFICATED STAFF FOR WELLNESS AND SPA CENTRES
- OVER 50 HOTELS IN CROATIA
- SLOVENIA, AUSTRIA (POSTED WORKERS), SE ASIA (IN COOPERATION WITH PARTNER COMPANY WHICH PROVIDES SERVICES ACCORDING OUR STANDARDS)
- FRENCH STANDARD - COOPERATION WITH AGENCIES - ANIMATION CLUBS IN 6 COUNTRIES)
- EMPLOYING PEOPLE FROM EU, BUT ALSO 3RD COUNTRIES



TOURISM ENTERTAINMENT

- cooperation with various hotels, tourist resorts, camping villages and agencies
- flexibility in approach
- kids and family hotels, adult only hotels, luxury hotels, club agencies
- all sorts of specialised programs designed according partner needs
- search for talents who speak native German, Italian, French, Polish, Czech,...
- certificates for kids care (nannies), fitness trainers, yoga & pilates teachers, performers, artists, circus artists, dancers...
- FROM 2005 - 2013 BIGGEST SELECTION IN TOURISM IN CROATIA



SUCCESSFUL

COOPERATIONS



- HZZ - CROATIAN GOVERNMENT EMPLOYMENT SERVICE
- EURES
- UNIVERSITIES
- OFFICES FOR NATIONAL MINORITIES
- INTERNET MARKETING
- MUSIC, LANGUAGE, TOURISM AND ART SCHOOLS
- COOPERATION WITH EDUCATIONAL INSTITUTIONS (ORGANISING EDUCATION OF OUR STAFF ACCORDING NEEDS - CERTIFICATION OF NANNIES)

NEW SERVICES



- ON REQUEST OF PARTNER HOTELS, WE STARTED WITH ORGANISATION OF OTHER HOTEL DEPARTMENTS
 - EMPLOYING PEOPLE FROM THAILAND, BUT ALSO SOUTH AMERICA AND EU
 - PARTNER COMPANY IN THAILAND WHICH ORGANISES EDUCATION ACCORDING EU HOTEL STANDARDS
 - MEMBER OF NEW CRO-THAI CHAMBER OF ECONOMY
 - MEMBER OF CROATIAN EMPLOYERS' ASSOCIATION
-
- TECHNICAL AND ADMINISTRATIVE CHALLENGES

OUR CHALLENGES

- SHORTAGES OF STAFF - SPECIALLY IN SECTOR OF TOURISM ENTERTAINMENT
- SPECIAL REQUIREMENTS WHEN IT COMES TO SKILLS OF WORKERS
- POSTING WORKERS TO OTHER COUNTRIES / MEMBERS OF EU
- EMPLOYING PEOPLE FROM EU / 3RD COUNTRIES WITH NO VISA REQUIREMENTS / 3RD COUNTRIES WITH VISA REQUIREMENTS
- FOLLOWING AND PROVIDING HELP TO WORKERS FROM APPLICATION START TILL ARRIVAL TO CROATIA
- PROVIDING HELP AND ASSISTANCE IN LEGAL MATTERS (WP AD VISAS IF NEEDED, OIB (CRO TAX NUMBER), OPENING BANK ACCOUNT ...)
- DISLOCATION OF DESTINATIONS WHERE WE WORK

HOW WE ASSIST

OUR WORKERS?

1

MARKETING, APPLICATION, SELECTION, LEGAL PART (CONTRACTS, SOP)

2

ONLINE EDUCATION, VIDEOS, PREPARATION BEFORE ARRIVAL TO DESTINATION

3

ON THE JOB EDUCATION, EXPERIENCE, POSSIBILITY OF SEASONAL OR WHOLE YEAR-ROUND EMPLOYMENT

ACCOMODATION, FULL BOARD, SALARY ACCORDING PREVIOUS OR DEVELOPED SKILLS, KNOWLEDGES

4

PROVIDING HELP AND ASSISTANCE IN LEGAL MATTERS (TAX NUMBERS, OPENING BANK ACCOUNT ETC)

5

FEEDBACK AFTER THE SEASON - POSSIBILITY OF LONG-TERM COOPERATION AND ADVANCEMENT

6



QUESTIONS...

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ZAGREB, CROATIA

THANKS FOR
WATCHING



How EURES can help employers to find workers

Robert KOMAROMI

Seconded National Expert, ELA

Astrid SOSTMANN

Expert, EURES Germany

→ Live webstream

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The EURES story is ...



EURES works in close cooperation with employers

- Advertise jobs
- Find candidates
- Contact jobseekers
- Financial support for moving abroad through EURES Targeted Mobility Scheme (EC DG EMPL instrument)



EURES services in numbers

- Over 1 000 EURES staff and more than 270 organisations in 31 countries
- 3 million jobs posted on the EURES portal
- Number of EURES portal visits (unique page views): over 25 million
- European (Online) Job Days – about 30 events per year with 20 000 jobs and more than 50 000 jobseekers



EURES services to employers – some examples

AT-FR: cooperation with tourism schools in France for internship placement in Austria

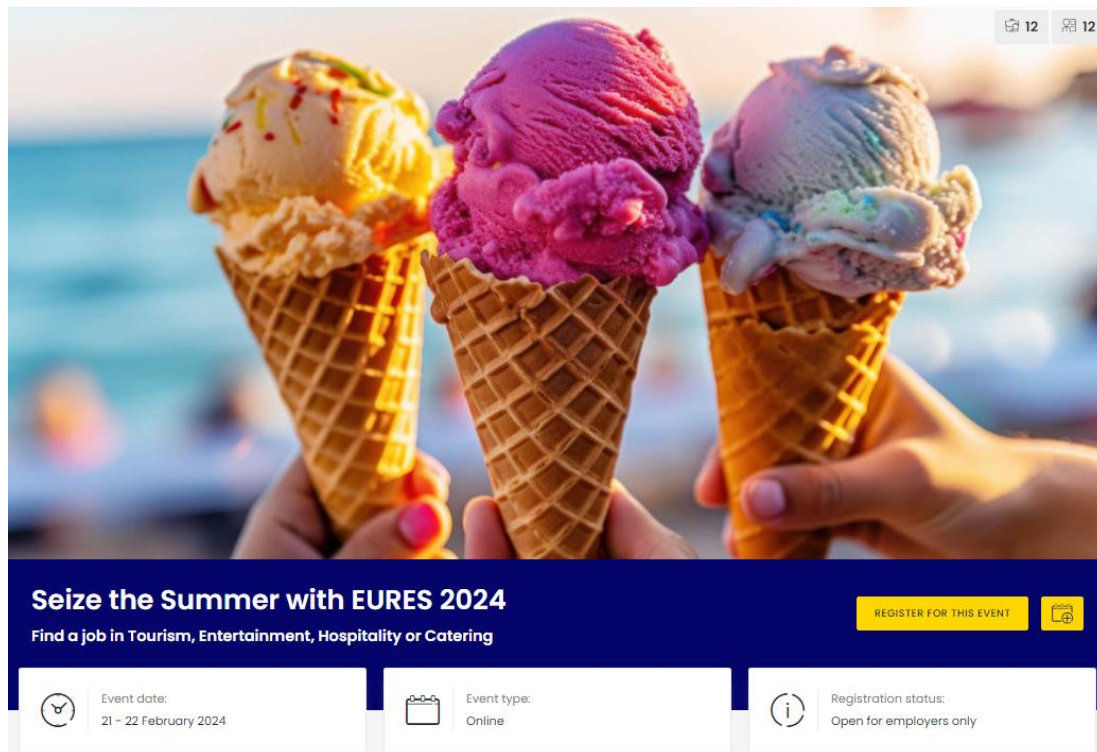
BE Wallonia: specific job day for the gaming sector, surplus in Wallonia - shortages in MT, DE, CZ

IE: EURES Key Account Managers to assist employers

EE: recruitment projects for ICT companies



European (Online) Job Day – HORECA focus



The screenshot shows a promotional banner for an event. The banner features a close-up photograph of three hands holding ice cream cones with different flavors: vanilla, pink, and rainbow. Below the image is a dark blue bar with the text 'Seize the Summer with EURES 2024' and 'Find a job in Tourism, Entertainment, Hospitality or Catering'. To the right of this bar is a yellow button that says 'REGISTER FOR THIS EVENT' and a small icon. Below the banner are three white boxes with icons and text: a calendar icon for 'Event date: 21 - 22 February 2024', a calendar icon for 'Event type: Online', and an information icon for 'Registration status: Open for employers only'.

The event is exclusively focused on HORECA employers based in Croatia, Cyprus, France, Greece, Italy, Malta, Portugal, Slovenia, Spain.

COFFEE BREAK



Expected labour shortages in the future and how to support employers to cope

→ Live webstream

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Expected labour shortages in the future and how to support employers to cope

Michael FREYTAG

Public Affairs Manager, World
Employment Confederation

Valentina GUERRA

Director, Social Affairs &
Training Policy, SMEunited

Arne FRANKE

Chair of migration and mobility
working group,
BusinessEurope

Irma VIJVERBERG

Head of EURES NCO, The
Netherlands



Questions & Answers

Bénédicte Paviot
Journalist

→ Live webstream

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Closing

Bénédicte Paviot

Journalist



Cosmin BOIANGIU

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LUNCH



Thank you

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