

# Recognizing and addressing the workforce issues: the perspective of Tirana Water and Sewerage Utility



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# Service Area

The municipality of Tirana is divided in 13 administrative units and the city of Tirana itself in 11 districts. Figure 1 shows the area serviced by UKT and Figure 2 the 11 districts of the city of Tirana.





# Strategic Objectives

## **Main goals of the City**

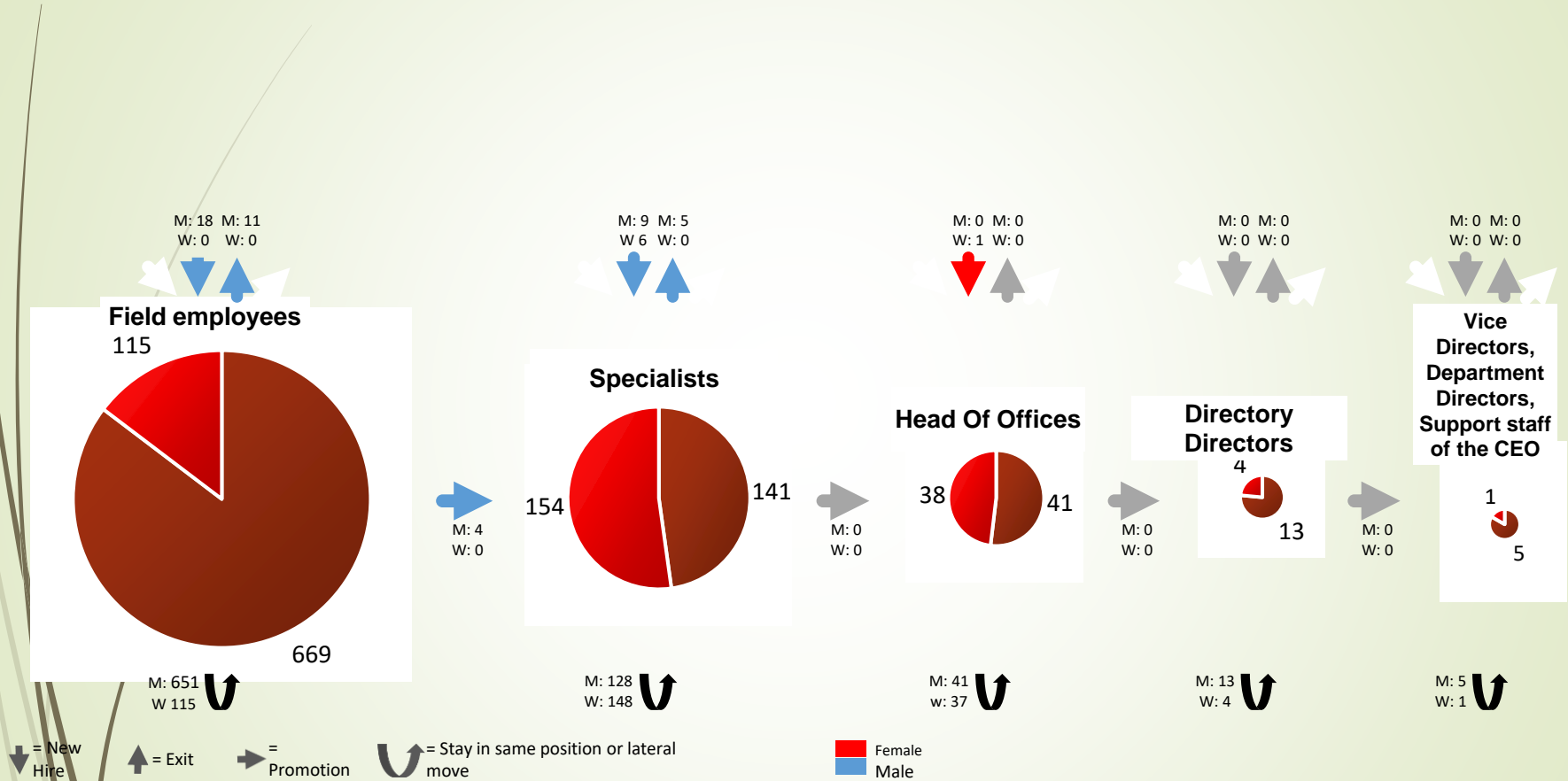
- 24/7 water supply service

## **Current Strategy of UKT**

- Service continuity and reduction of NRW
- Increase the Water and Sewerage coverage of the City
- Increase the collection rate & financial performance
- Development of digitalization & “asset management” concept
- Development of human capital

# CAREER TRANSITIONS CHART

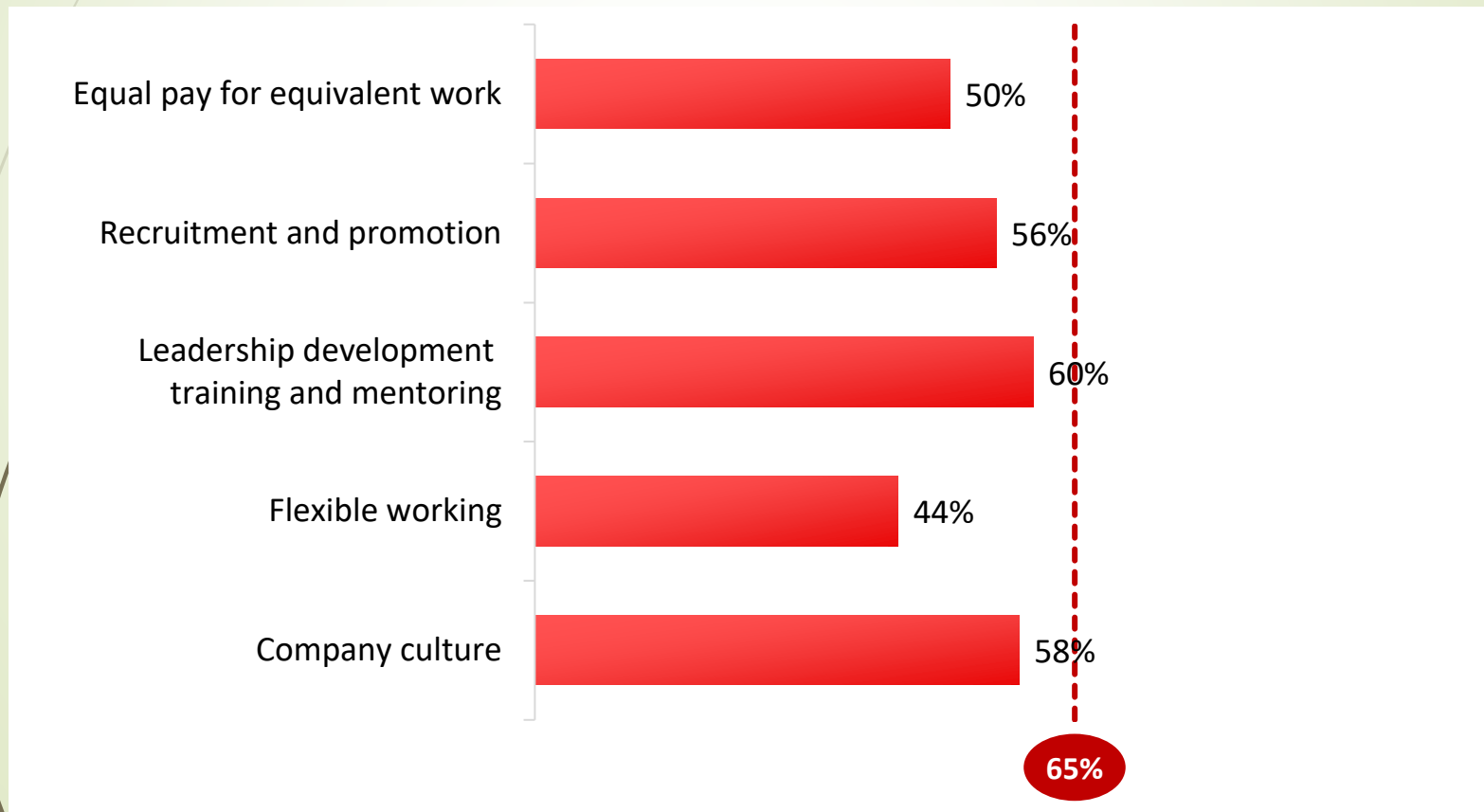
Absolute numbers



# EFFECTIVENESS OF POLICIES AND PRACTICES



The effectiveness of policies and practices to ensure equitable career flows is below the EDGE Standard of 65% in all of the five areas of analysis.



## PROPOSED ACTIONS (Edge Assessment)

- Set targets or objectives for the gender composition by management level and have an action plan in place on how to meet the targets/objectives.
- Conduct yearly gender pay gap assessments which cover base salaries, but also bonuses and other cash benefits by using a regression analysis.
- Ensure that all candidates for management positions (from junior to top management) are systematically interviewed by both male and female managers.
- Set targets for gender composition of top talent and ensure that both men and women are equally represented in the top talent population at every level of responsibility in the company.
- Set up formal sponsorship programmes for men and women and measure their effectiveness in terms of the rates of promotions of men and women mentees.

# ACTIONS TAKEN SINCE EDGE ASSESSMENT FOR TIRANA

- Objectives for the gender composition by management level set in the revised Business Plan 2020-2024 consisting on developing policy specifically for gender.
- Discussion with one private University to conduct yearly gender pay gap assessments by using a regression analysis.
- Candidates for management positions (from junior to top management) are systematically interviewed by both male and female managers.
- Dedicated partly budget for sponsorship programme for men and women to follow advanced studies in the water sector.

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# INTERNSHIP PROGRAMS

UKT has signed 4 internship programs since year 2010 with:

- Albanian Association for Water and Wastewater (SHUKALB)
- Faculty of Civil Engineering
- Polytechnic University
- Ministry of Education and Sports

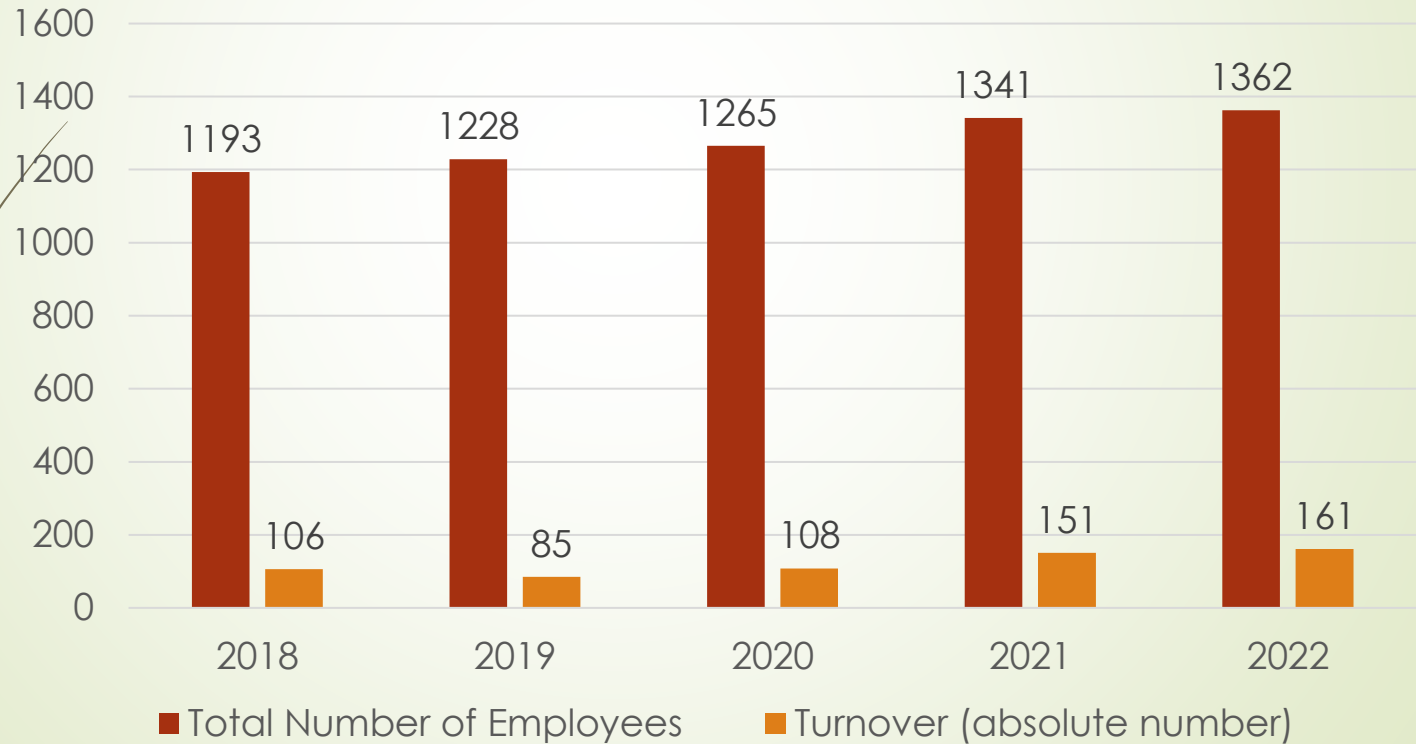


# Workforce data at a glance (2022)

General HR Information	Total number of employees		Managers	
	Men	Women	Men	Women
Total number of Employees	960 <b>(70%)</b>	402 <b>(30%)</b>	176 <b>(75%)</b>	60 <b>(25%)</b>
Recruited from outside the institution	100 <b>(63%)</b>	59 <b>(37%)</b>	5	5
Promoted from inside the institution	8	7	8	7
Left the institution	101 (10.52%)	47 (11.69%)	9	4

# Workforce data 2018-2022

Turnover in absolute number 2018-2022



# SWOT Analysis



## Strengths

- Staff capabilities meet currently the needs for delivery of essential water services
- Dynamic environment (average age 40 years old)
- Good potential for competences upgrade
- Good education and experience

## Weaknesses

- Extra efforts to manage quite a number of employees due to lack of digitalization processes and increased service area (territorial reform)
- Lack of training programs developed by the institution itself and lack of a certification development program.
- Lack of leadership training.

## Opportunities

- Dedicated digital employee program.
- Mentorship programs.
- Cooperation agreements with higher education institutions for internships and mutual research.

## Threats

- Higher paid jobs in other sectors in local market.
- More competitive jobs in the external market (EU countries).

# Next steps

- Implementation of Cooperation agreements with higher education institutions and SHUKALB for internships and mutual research for attracting youth.
- Basic Gender Training to remove internal gender biases and discrimination.
- Gender segregated data be further improved.
- Exchange of experiences at horizontal level (among Water utilities) on developing Gender Agenda.



Thank you for your attention!

