



Using of Skilled Labour in Enterprises

Report

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Introduction

During the period of December 1-18 AS Emor conducted a survey about using skilled labour in bigger enterprises in Estonia.

Purpose of the survey was to find out enterprises' needs, assessments and behaviour in recruiting/hiring skilled labour and front-line staff, also their expectations towards vocational schools, their suggestions concerning regular and additional training of skilled labour. Besides that the existence and opinions about vocational requirements and standards in enterprises was determined.

The survey was ordered by foundation Eesti Kutsehariduse Reform. The ownership of the survey results belongs to the client.

Description of methodology is brought out in the first part of the report while the results are presented on graphs with short comments in the second chapter.

I Methodology

1.1. Sample

Target group of the survey was formed of bigger enterprises in Estonia, total of 604 enterprises from different fields and regions.

The sample of 300 enterprises was drawn from the united database of Estonian Enterprise and Business Register. The target group was formed of top 500 enterprises with bigger turnover and top 104 enterprises with bigger number of employees, total of 604 enterprises. Systematic random sampling from the database, which was sorted according to 13 fields of activity and 4 turnover groups, was used to draw the sample.

Out of 300 enterprises in the main sample 55 were replaced during the fieldwork. The reasons for replacement were as follows:

- 29 times the respondent refused;
- 22 times the suitable respondent in the enterprise was not available;
- 4 times the enterprise had changed its address.

Total of 373 enterprises were contacted within the main sample and additional one.

1.2. Fieldwork

The fieldwork was carried out by Emor interviewers as face-to-face interviews. In case the respondent didn't have enough time for the interview at the agreed appointment, the questionnaire was left in the enterprise and the interviewer picked it up later.

The respondents in the enterprise were people, who are responsible for recruiting and training of skilled workers. Most often this person was an employee from personnel department (personnel manager, head of personnel department). The respondents according to their job title are brought out on graph 1.

1.3. Data processing

SPSS for Windows ver. 6.1 was used for data processing.

When interpreting the data and making conclusions statistical error of the sample must be taken into account. The table of statistical error limits with the probability level of 95% is presented considering the total universe and most often appearing sample groups.

Statistical error limits

Share of responses Sample size	50%	45% 55%	40% 60%	35% 65%	30% 70%	25% 75%	20% 80%	15% 85%	10% 90%	5% 95%
10	31,0%	30,8%	30,4%	29,6%	28,4%	26,8%	24,8%	22,1%	18,6%	13,5%
30	17,9%	17,8%	17,5%	17,1%	16,4%	15,5%	14,3%	12,8%	10,7%	7,8%
50	13,9%	13,8%	13,6%	13,2%	12,7%	12,0%	11,1%	9,9%	8,3%	6,0%
75	11,3%	11,3%	11,1%	10,8%	10,4%	9,8%	9,1%	8,1%	6,8%	4,9%
100	9,8%	9,8%	9,6%	9,3%	9,0%	8,5%	7,8%	7,0%	5,9%	4,3%
150	8,0%	8,0%	7,8%	7,6%	7,3%	6,9%	6,4%	5,7%	4,8%	3,5%
200	6,9%	6,9%	6,8%	6,6%	6,4%	6,0%	5,5%	4,9%	4,2%	3,0%
300	5,7%	5,6%	5,5%	5,4%	5,2%	4,9%	4,5%	4,0%	3,4%	2,5%

1.4. Team

The survey was completed with the help of:

Contact person of the Client:	Tiina Annus
Survey plan and report:	Auni Tamm
Sample:	Helje Proosa
Fieldwork co-ordination:	Helje Proosa
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II Findings

Before we start analysing the results some explanations to the sample - why the sample consisted of bigger enterprises in Estonia.

As the results of the qualitative research showed representatives of bigger enterprises were better informed and their requirements towards hiring skilled workers and front-line staff were more clear. They also had a more clear picture of their company's personnel policy and requirements set to that. This is the reason why especially bigger enterprises, who have modern machinery and equipment and who are quite often leaders in their field of activity, need to and on the other hand they have the possibility to co-operate with vocational schools. To determine this willingness and readiness for co-operation was also one of the main goals of this research.

2.1. Characterisation of enterprises participated in the survey

Profile of respondents is brought out on graph 2.

As we can see almost half of the bigger enterprises are located in Tallinn, while in most of other regions their distribution is rather equal. Somewhat more of them are located in Virumaa (17%).

Three quarters of interviewed enterprises have a foreign partner.

At the same time 44% of enterprises deal with foreign markets through their production/services.

80% of the companies have more than 100 employees.

Regular staff

Total number of regular staff in interviewed enterprises is 106 300. Taking into consideration that these 300 companies were selected on the basis of random sampling among 604 companies, we may claim that the approximate number of employees in the target group is over 200 000, which is about one third of employees in whole Estonia.

This is also confirmed by the comparison of number of employees of all companies (604) and interviewed companies (300).

Seasonal and contractual workers

In addition to regular staff there are 9000 contractual workers, which expanded to the whole target group is approximately 18 000.

So the interviewed group represents more than on third of Estonian labour force.

Hiring of skilled workers, front-line staff in enterprises

In the interviewed enterprises the number of regular skilled workers is 70 760 and front-line workers 15 260. In addition to that there is 3000 seasonally hired skilled workers. This makes the total of approximately 89 000 skilled workers in the interviewed enterprises, which makes 178 000 skilled workers in the whole target group.

This is somewhat less than half of skilled workers and front-line staff employed in Estonia.

So in spite of the small share (over 2%) of the target group (bigger enterprises) among all Estonian companies it represents a significant share of employed skilled workers and front-line staff.

According to the main field of activity almost all more common fields in Estonia were represented. The division of companies according to the main field of activity is brought out on graph 3.

2.1.1. Widely spread vocations in Estonian enterprises

On graph 4 are brought out the most common vocation and three most commonly spread vocations in enterprises. In general this division reflects the structure of the field of activity of interviewed companies.

More common are these vocations, especially among the three most widely spread ones, which are more universal, used by enterprises from different fields of activity.

2.2. Situation on labour market in case of recruiting/hiring skilled workers

Lately it has been discussed, that insufficient selection of skilled workers is becoming one of the severe problems of the economy. Representatives of the bigger enterprises were asked to assess how they see the situation, whether they have had problems in finding / hiring skilled workers.

31% mentioned, that the selection is sufficient and they have no problems with hiring skilled labour, half of respondents said that they have some problems and the rest of 20% claimed that they have serious difficulties in finding skilled workers and there is almost no selection (see graph 5).

These assessments don't differ according to number of employees in the company, field of activity, turnover, ownership nor marketing region of the production / services. The greatest difference came out in case of enterprises from South-Estonia out of whom one third mentioned that they have difficulties in finding skilled labour.

Most of all enterprises are in the need of skilled workers of so called universal vocations, which are common in many fields of activity, not the ones, which are most common in their enterprise. For example welders, sales personnel, electricians, locksmiths (see graph 6).

2.2.1. Forecast concerning the change in the number of skilled workers during the next years

Less than one third of the enterprises have the development plan forecasting changes in the number of skilled workers for the next years (see graph 7). This means that most of enterprises operate on the basis of momentary needs and no long-term plans concerning the personnel are made.

In spite of that 37% of the respondents predicted the growth in the number of skilled workers, 18% predicted a decrease and 35% were on the opinion that the number of skilled workers will remain the same. In case of this last group their need of skilled workers depends most of all on the renewing of the current personnel and in case of 13% it is connected to restructuring the company. 10% of the interviewed enterprises were not able to answer this question since the need for skilled labour depends also on general economic situation, signed contracts, etc. See graph 8.

2.2.2. Sources used to find skilled labour, choice criteria

Various sources used to find skilled labour are brought out on graph 9. The most common seems to be the so-called “passive version”, where applicants come to ask for work themselves. Rather common are also newspaper ads and recommendations of a current employee.

Only less than one third of the companies uses so called formal sources like employment agencies or vocational schools.

Choice criteria

We may assume the reasons for this kind of behaviour, when we look at the criteria, which are considered important in case of a candidate.

Graph 10 summarises the requirements set to the candidate and how they are checked.

Majority - 89% - takes into account candidate's previous work experience, existence of a vocation certificate (67%) and qualification certificate (53%).

In order to see the suitability of a candidate the employers prefer to interview (82%), only 14% uses tests. Under other were mentioned knowledge of foreign languages, computer skills, personal characteristics and references.

Assessing the importance of various factors (graph 11), the most significant was considered to be previous work experience, followed by certificate of attending a school or course, first impression of a candidate. School diploma and references were considered relatively less important.

Under other factors were mentioned candidate's motivation, willingness and readiness to do the work, communicational skills, wish to learn and develop.

If the respondent was given a choice between five candidates to the most common vocation in his/her enterprise the graduate of a vocational school

was preferred predominantly. Practical worker without any vocational certificate was a second choice and an employee from the same company, but without speciality was chosen third. See graph 12. This result refers to the fact, that though employers would like to hire people with practical experience, vocational certificate is still valued. Besides that some rather common vocations (drivers, electricians, locksmiths, etc.) require a vocational certificate.

2.2.3. Experiences and practice in hiring skilled labour

The situation in labour market is also characterised with the number of candidates out of whom the employer starts to select a future employee. The average of 5,3 candidates is interviewed. Most often this number is between 3-5 (graph 13). This shows, that free labour is available. On the other hand, these particular people might not suit the company.

Lack of experience in the field, frequent changing of previous jobs, notes and comments in the job record and not trustworthy personality were the most often brought out reasons for candidate's unsuitability. If we add negative testimonials from previous employers, bad living habits, problems with law and alcohol to the unreliable personality then we can see that personality problems seem to be the main reason for not hiring a candidate.

All this might also be the main reason for using probation period regularly, when hiring skilled workers (see graph 15). Only 5% of the respondents claimed that they use it rather rarely.

The length of a probation period in majority of bigger enterprises is four months. Only 1% uses one month long probation period (graph 16).

The fact that in quarter of enterprises 20% of hired new staff turns out to be unsuitable in spite of the selection process, confirms the rightness of a probation period. See graph 17.

Importance of personal characteristics is once again stressed by the reasons for firing employees during the probation period (graph 18). Unsuitable personality was brought out much more often than the lack of skills, knowledge or qualification. It is rather understandable as work skills are easily learned with a help of experienced employees while it is very hard to change a personality.

These problems were related to unsuitable employees, who were forced to leave during the probation time, the next section describes employers assessments to the hired skilled workers (graph 19).

Assessments to the quality of labour, its various aspects

Assessing the frequency of various problems in case of new employees the respondents brought out almost equally the lack of ability or want to work intensively and the lack of speciality knowledge. Somewhat less was mentioned that quality requirements are not fulfilled, rest of factors were brought out by fewer number of enterprises.

2.3. Enterprises' involvement with vocational schools

2.3.1. Coming to work straight from a vocational school

Though in big enterprises, who quite often are the leaders in their field of activity, works a significant share of skilled workers, only 60% of enterprises have hired vocational school graduates during the last two years. Comparing all the hired people, the share of vocational school graduates is rather small - only in 8% of enterprises the share of graduates is over 30% among all the hired new employees (graph 20). This kind of results shows that most of big enterprises manage rather well without any involvement with vocational schools.

2.3.2. How informed are enterprises of vocational schools and assessments to schools

The respondents were asked to name vocational schools from where they have hired graduates to their main vocation and also to other vocations in their enterprise. 40% of enterprises did not mention any schools in case of main vocation and 67% didn't bring out any in case of other vocations. Most enterprises have experiences with only one vocational school in case of the most common vocation.

To the question, in which vocational school is the main vocation for their enterprise taught besides the ones from where you have hired graduates 78% was not able to answer and 89% was not able to name any schools where other vocations used in the enterprise are taught.

This kind of results shows that enterprises are not informed what vocational schools offer.

57% of the respondents brought out positive experiences with one or other vocational school, which is only 3% less of all the schools, who had hired graduates (graph 22). Positive comments were made about total of over 50 vocational schools. Only 7% brought out negative experiences and the total number of mentioned vocational schools was 16. So every enterprise who mentioned negative experiences brought out only 1-2 vocational schools.

2.3.3. Assessments to vocational school graduates

The enterprise representatives were asked to assess various aspects in case of vocational school graduates and tell if they correspond to the requirements set in their enterprise. The results are brought out on graph 23. As we can see almost one third of enterprises was unable to give any assessments, because they don't have experiences.

When theoretical knowledge and readiness to do the work are mostly assessed as corresponding to requirements, needs, then negative assessments are prevailing in case of practical work skills and knowledge

of foreign languages. These were assessed to be insufficient by quarter and one third of all respondents.

When the respondents were asked to mention spontaneously the biggest shortcomings of graduates then 27% brought out the lack of practical skills. To practical skills we may also add lack of vocational skills (5%) and poor knowledge of new technologies (5%) and so we may claim that 37% brought out something concerning practical work. Attitude towards work, discipline problems were brought out by 14% and other factors by 17%.

2.3.4. Big enterprises as practice partners for vocational schools

One of the possibilities to improve students' practical skills, to bring them up-to-date is to send them on the practice into some operating enterprise. Graphs 24 and 25 give an overview of enterprises' experiences with trainees.

A rather big share of companies have been in touch with vocational schools through trainees. Only in 27% of enterprises there have been no trainees during the past two years.

The biggest share of companies (47%) sees an agreement between vocational school and enterprise an ideal variant of taking trainees, 37% thinks that students themselves must take an initiative to find a practice spot. Much smaller share of respondents thinks that an enterprise or speciality union should take the initiative (graph 26).

In assessing the importance of various factors in organising a practice (graph 27) the respondents brought out more often negotiations with vocational schools, signing a co-operation contract between school and enterprise. Less than half of enterprises considered important supervisor's participation on the behalf of a vocational school and 36% valued compensation pay to the company.

Almost half of the respondents were positive about taking trainees in the future, one third agrees to take trainees on certain conditions. See graphs 28 and 29.

Under those conditions were mentioned enterprise's own need for skilled labour, agreement contract with a vocational school, that the trainee remains to work for the company if he/she is suitable. 15 companies considered the paying of a compensation rather important, participation of a school's supervisor was mentioned by 11 schools and 6 schools were ready to take trainees only on the suitable time for them.

The main reason for not taking any trainees was that the enterprise doesn't need them (see graph 30).

The respondents were on a rather doubtful position about hiring lecturers or teachers from vocational schools for summer period in order to inform them of enterprise's needs (graph 31). Only one third of companies considered it possible. The main reasons for negative attitude were that it is not necessary, there is no vacancy, lack of supervisors or money, etc.

2.4. Training of skilled workers in enterprises, additional training

As we saw from the results before, graduates from vocational schools is by far not very considerable source for finding skilled labour in big enterprises. Recruiting “ready-made” and qualified skilled labour is a difficult job to do and might not succeed every time. One of the methods to ensure success is to train skilled workers itself in the enterprise (graph 32). Training of skilled labour on its own is even more popular than hiring vocational school graduates - correspondingly 67% and 60%.

The situation, where enterprises train skilled workers themselves is considered acceptable only by 37%, 28% sees it as an urgent necessity and 29% is convinced that training should be given in vocational schools (graph 33).

At the same time additional training, which should be naturally organised on the initiative of a company, is organised in 51% of companies. Principles of additional training are defined in 47% of enterprises. See graph 34.

The most common way of organising additional training is that it is held in the enterprise and teachers are current employees of the enterprise (graph 35). The least used method for additional training is courses in vocational schools, which is used only by 17% i.e. 50 companies.

At the same time vocational schools are definitely seen as the first possible partner to organise additional training (graph 36). Besides the possible partners brought out on the graph the respondents also mentioned learning centres, similar enterprises and companies importing technologies they use.

We can see different attitudes towards the present time and the future in case of recruiting skilled labour on graph 37, where are brought out sources for finding skilled workers currently and possibly in the future.

To solve the problem half of the respondents hire already experienced labour. 29% trains the necessary skilled workers on their own and for only 7% vocational schools are the main source for hiring skilled workers.

Out of 25 interviewed construction companies 20 (80%) hires experienced labour. Out of 9 companies involved in finance and insurance 7 teach its employees themselves. 100% of companies in the field of healthcare hired vocational school graduates, this was also the main source for companies in the field of transport and retail.

The picture is totally changed, when we look into the future - as the main source to get skilled workers in the future is hoped to be vocational schools. Only 17% sees still themselves training skilled workers in the future and among them are mostly financial and insurance companies and enterprises, who need some very specific vocation.

Based on that we may claim that bigger enterprises place rather big hopes on vocational schools in the future. They are seen as main establishments in training and educating skilled workers as organising additional training. Also the fact that out of 300 interviewed enterprises half of them left their contact data confirms that they are willing to co-operate with vocational schools.

2.4.1. Attitudes towards privatisation of vocational schools

37% of enterprises was not able to answer the question about their attitude towards the privatisation of the vocational school, where the most common vocation for their company is taught. Most of all these were the companies, who didn't have experiences with vocational schools.

Comparing positive and negative attitudes there are 15% of respondents more in favour of privatisation (graph 38).

The most often mentioned possible prospects in privatisation of vocational schools were enterprises, who need labour, speciality unions (graph 39). Under other were brought out Employers' Union (Tööstajate Keskkliit), private individuals, school employees.

2.5. Vocational requirements and standards

Some questions in the survey concerned also existence of vocational requirements and standards, need for them and their actual functioning.

Graph 40 reflects the existence of main vocational requirements and descriptions in the enterprises. We may say that in most of enterprises exist vocational descriptions or are set basic requirements for main vocations, in over quarter of companies are determined both, vocational descriptions and requirements. Only 12% mentioned that they don't have any standards for main vocations.

In most cases the standards have been developed on the initiative of the enterprise based on experience or previous existing ones (graph 41). Relatively small number of enterprises have used the help of other similar Estonian or foreign company, total of 51 enterprises.

Concerning the need for vocational standards the opinions are divided quite equally. 34% prefers one single system of standards in the whole state, 26% is in favour of developing standards in co-operation with similar enterprises and 36% considers it sufficient, when standards are set on the enterprise level. See graph 42.

Majority - 62% - is on the opinion that set standards should be mandatory.

Less than third of interviewed enterprises thinks that the system of vocational standards brings definitely along higher quality of production / services, easier hiring procedures and higher qualification of labour. Less than half of enterprises considers all this probable. See graph 43.

Conclusion

Based on the results of interviewing bigger Estonian companies we may bring out the following main points:

1. 604 bigger enterprises in Estonia make up 2% of the total number of enterprises. At the same time they employ one third of all employees and 50% of skilled workers and front-line staff. Based on that we may consider these enterprises the main partner for vocational schools in training skilled labour.
2. Assessing the problems with finding / hiring skilled labour 19% mentioned that there is almost no selection, 50% claimed that there are some problems and 31% considered the selection sufficient.
3. Looking at enterprises' behaviour in hiring skilled workers, we may say that they are focused on hiring experienced workers with vocation certificate. If this kind of labour is not available, experienced practical worker without the certificate is preferred.

4. One of the most used source to hire skilled labour is to answer walk-in applicants offers (69%).
5. The average of 5,3 candidates is interviewed to hire a skilled worker.
6. The reasons for rather weak involvement with vocational schools may be that enterprises are not informed of what is offered and on the other hand some negative experiences with graduates they have hired so far.
7. The biggest shortcomings of vocational school graduates are the lack of practical skills and poor knowledge of foreign languages.
8. Almost three quarters of bigger enterprises have taken trainees. 80% is positive about taking trainees in the future as well. The attitude is by far not so positive about hiring teacher for the summer period - only one third considers it possible.
9. So far finding a practice spot has been the duty of the trainee. In the future the enterprises would like to see vocational school taking bigger initiative - they would like to see an agreement between a school and enterprise.
10. In organising practice, enterprises consider important negotiations with schools and signing an agreement. Company's own need for skilled workers is also taken into account and the fact that the trainees will remain working for this company if they turn out to be suitable. 15 enterprises brought out the compensation pay for taking trainees.
11. So far enterprises have hired more experience labour or trained skilled workers on their own. 67% has been training skilled labour in the enterprise. Though this was considered acceptable only by 37%, other saw it as an urgent need (28%) and thought that this is vocational schools' job (27%).
12. Enterprises see that this kind of situation in case of vocational schools cannot last for long as vocational schools are seen as the main source for finding skilled labour in the future. Preparation of labour, that

corresponds to the enterprises' needs assumes more active participation of enterprises and especially vocational schools.

13. Vocational schools are seen as more active partners also in organising additional training in the future.
14. The respondents were also asked about their attitude towards privatisation of vocational schools. 38% were positive about this, 24% were on a negative opinion and 37% didn't have an opinion. Possible prospects in privatisation were considered enterprises, who need labour (38%), speciality unions (28%).
15. Majority of enterprises was positive about developing vocational requirements and standards. 62% mentioned that the set standards should be mandatory while 34% were on the opinion that they should be set on the basis of recommendation.

Appendix

Open answers

Question 107

- We want to get young specialists, who are willing to do the work. Accepting conditions should be more strict.
- There should be more vocational schools preparing lathe operators, milling machine operators. For some reasons vocational schools are not teaching these vocations. There is a great demand for them.
- It would be very good if the vocational education reached the same level with employers, which means that students are taught, what employers need today or tomorrow.
- We are in great demand for printers.
- Teachers in vocational schools should improve themselves all the time. They should be evaluated on some kind of basis and these grounds should be set by the state. For example: teachers in vocational schools are not aware of constantly changing cosmetic products.
- If the state doesn't start to invest into modern preparation of vocations, we will never reach the level of our neighbours. We would like to have more trained metal workers.
- I wish that fishing industry has more trained labour.
- Vocational schools might co-operate with enterprises, when doing their schedules and study programs.
- I wish that they would prepare and train labour according to our profile, even time to time.
- We would like to have more furniture joiners, repairmen, locksmiths (for modern machinery), electrician-(gas)welders (with higher qualification), installers of wood processing tools, tinsmiths. The qualification of graduates doesn't correspond to the enterprise requirements.
- Materials and technologies used in vocational schools should allow education and training, which corresponds to the enterprises' qualification requirements and needs. Salaries in vocational schools should attract best specialists in the field.
- We are in great need for sober welders and locksmiths.
- Young specialist, who has graduated from vocational school should have more practical skills.
- Questions should have been defined better. Lot of them are uncertain and coincide.
- Government should pay more attention to vocational and special secondary schools.
- Vocational schools haven't shown any interest towards actual needs. Nobody has asked for suggestions how to improve study programs or organise practice.
- Vocational schools don't train the kind of labour we need.

-
- This important work should be more active.
 - They should send information about training of skilled workers. This kind of information would be very necessary to know by quarters for example, what kind of courses and where are organised.
 - Co-operation between schools and enterprises in order to train qualitative future skilled workers. Teacher should know what enterprises need and require.
 - Why don't they allow to use ship repairmen with high qualification from other countries like it is done in Western-Europe. We practically don't have this kind of preparation at all.
 - The questionnaire didn't have much in common with our specific field of activity.
 - Better study programs, vocational education reform. To train skilled workers, who correspond to the qualification requirements of European Union. To solve the problems with staff in vocational schools.
 - Young people should have this wish to study the vocation.
 - Potential of vocational schools and its teachers is weak. They should develop a person in a vocational school. Suitability for the vocation should be determined when the applicant is accepted in school.
 - This certain questionnaire is not suitable for our enterprise "Perioodika".
 - In 1998 we are in great demand for trained labour.
 - This work should be co-ordinated with the Ministry of Education.
 - To prepare more specialists corresponding to our needs.
 - Vocational schools should pay more attention to selecting applicants.
 - Vocational schools should specialise.
 - Better communication between schools and enterprises. Schools should know what enterprises need.
 - Our need is very specific, but we are interested in vocations close to ours.
 - We are interested in the results of this survey. We would like to ask for the feedback.
 - Basic training in the field of sales.
 - In order to avoid over-production the demand in Estonia should be followed.
 - Union of Construction Companies is trying to organise some additional training as well.
 - Training depends on international requirements.

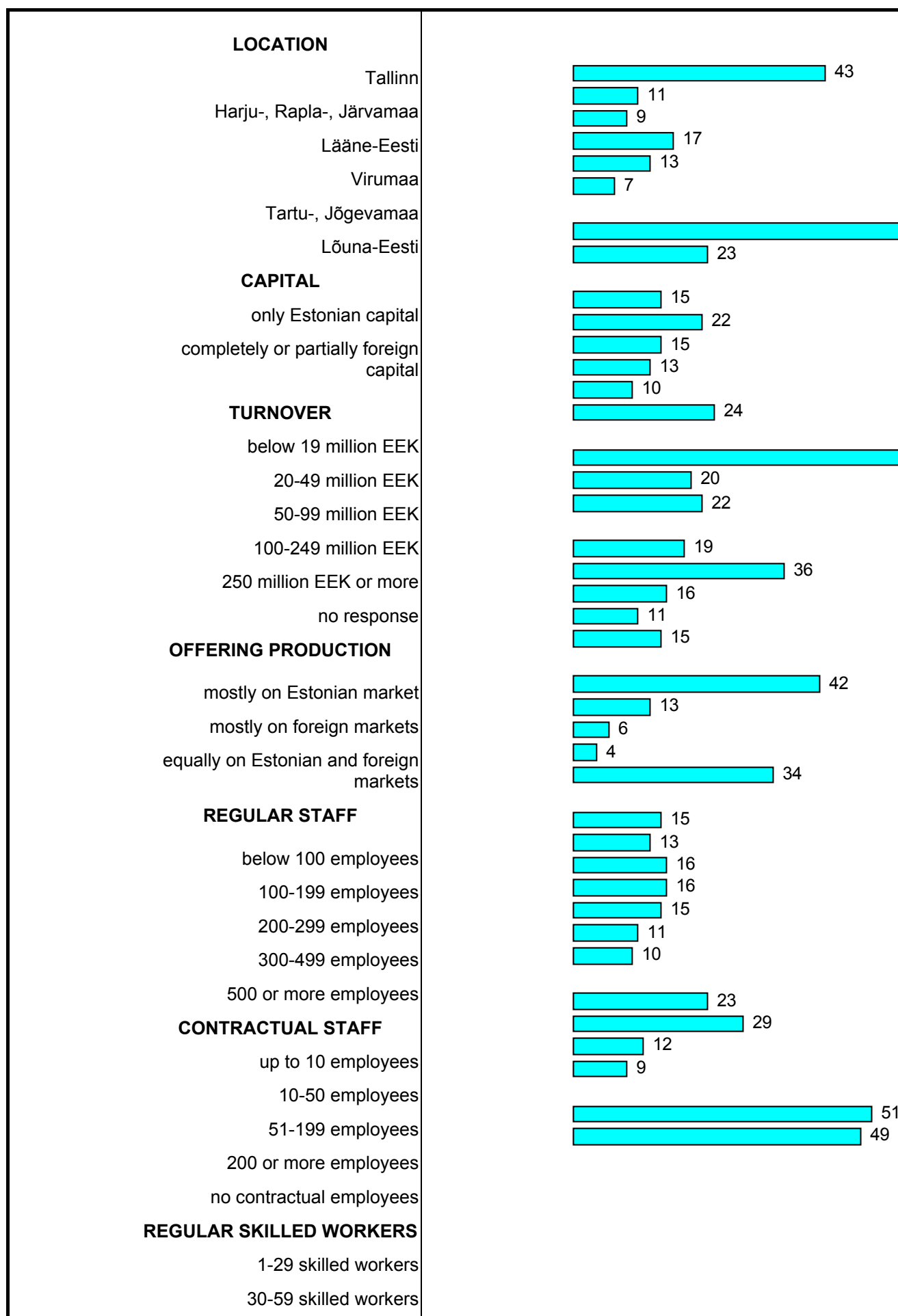
-
- To create a base for training chemistry specialists.
 - Prestige of vocational education is very low. We need public propaganda to improve the image of skilled workers.
 - Teachers' salary should be raised.
 - More repair and technical personnel should be trained.
 - We would like information about the results of the survey.
 - Experience is a result of practical work.
 - Questions should be based on the assumption of enterprise's field of activity.
 - More attention should be paid on safety measures.
 - It is cheaper to train them on its own.
 - To train more meat processing specialists.
 - Professional training programs are needed.
 - Middle level training on the necessary level is insufficient.
 - Vocational schools should train necessary staff for us (sales agents, sales representatives, sales secretaries). Right now we do it ourselves.
 - We train them on our own depending on our needs.
 - Where is old and good Sidekool (communication school)?
 - In our company no training of skilled workers takes place outside the house.
 - The labour is stable for years. They have experience, skills.
 - We train in our company.
 - Training should be state-owned. Schools' practice should be more effective, they should communicate more with enterprises to find out the actual needs. To ensure a workplace for a student in the same enterprise, where he/she was on practice.
 - Young persons attitude towards life should be more serious.
 - Longer practice period.
 - To create a specific training centre for marine enterprises, where we are able to get well-trained skilled workers.
 - The level of vocational school graduates is weak, no practice experience.
 - We would like highly qualified specialists from vocational schools.

- Practice period should be longer.
- More attention should be paid to practical skills.
- We are satisfied with the level of Narva Kergetööstuskool.
- Selection of trainees.
- Courses to unemployed fish processors should be organised.
- Communication between the enterprise having trainees and a vocational school should be better.
- These problems should be solved by the government.
- Training on our field of activity is missing in Estonia.
- Lack of knowledge in Estonian language.

Graph 2

**Profile of companies interviewed
in the survey**

(%)

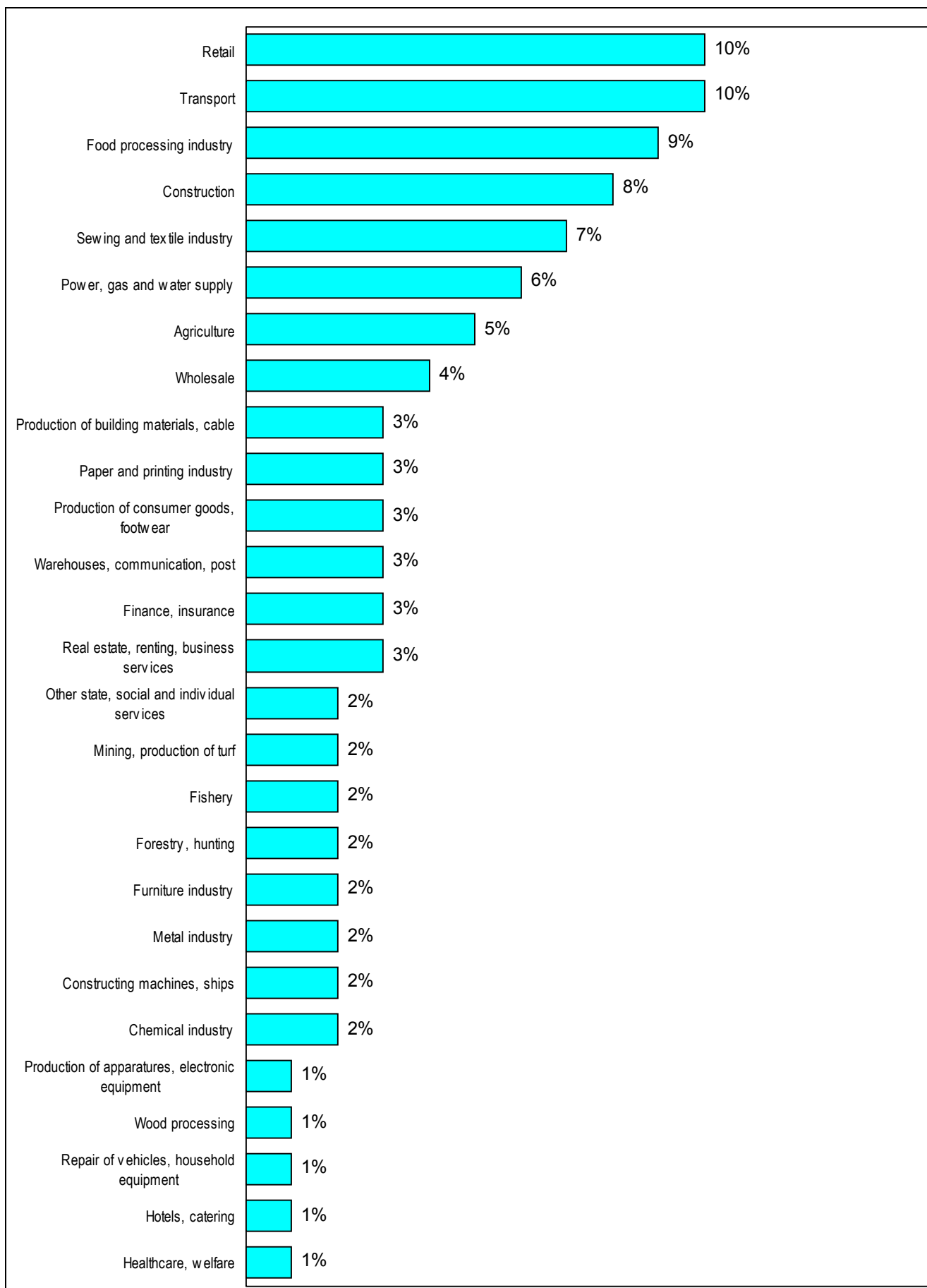


60-99 skilled workers	
100-149 skilled workers	
150-249 skilled workers	
250-499 skilled workers	
500 or more skilled workers	
REGULAR FRONT-LINE STAFF	
1-9 front-line employees	
10-49 front-line employees	
50-149 front-line employees	
150 or more front-line employees	
HIRING OF SEASONAL STAFF	
hires contractual skilled workers seasonally	
doesn't hire contractual skilled workers seasonally	

Graph 3

Division of companies according to the field of activity

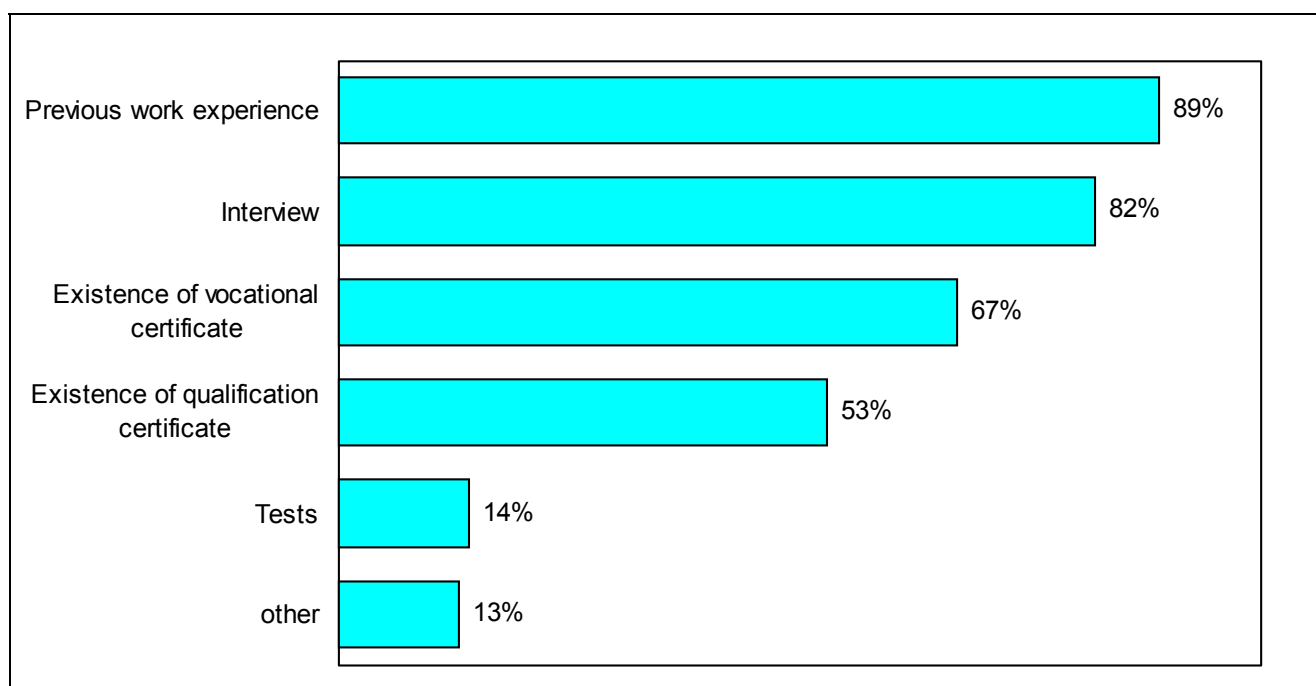
(% of all respondents)



Graph 10

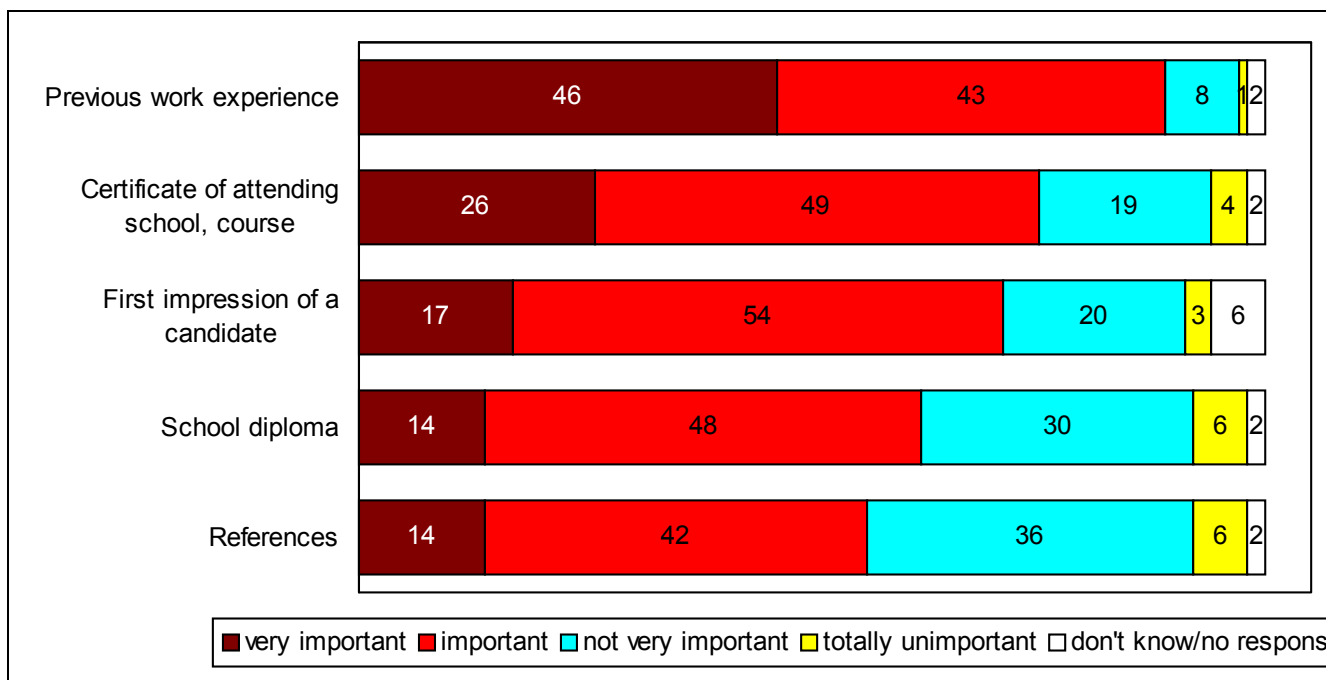
Considered factors, when choosing candidates

(% of all respondents)

**Graph 11**

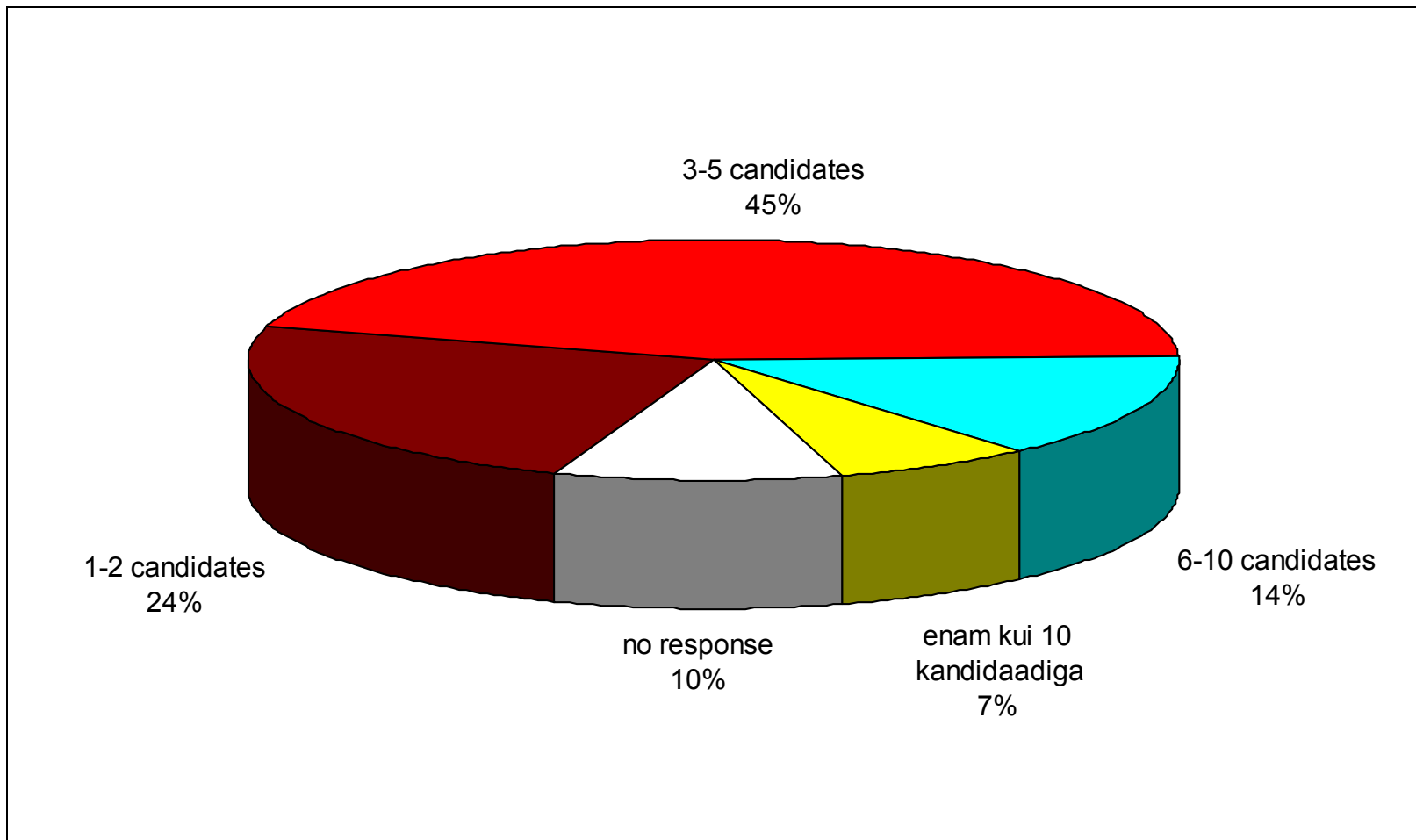
Importance of various factors, when choosing skilled labour

(%)



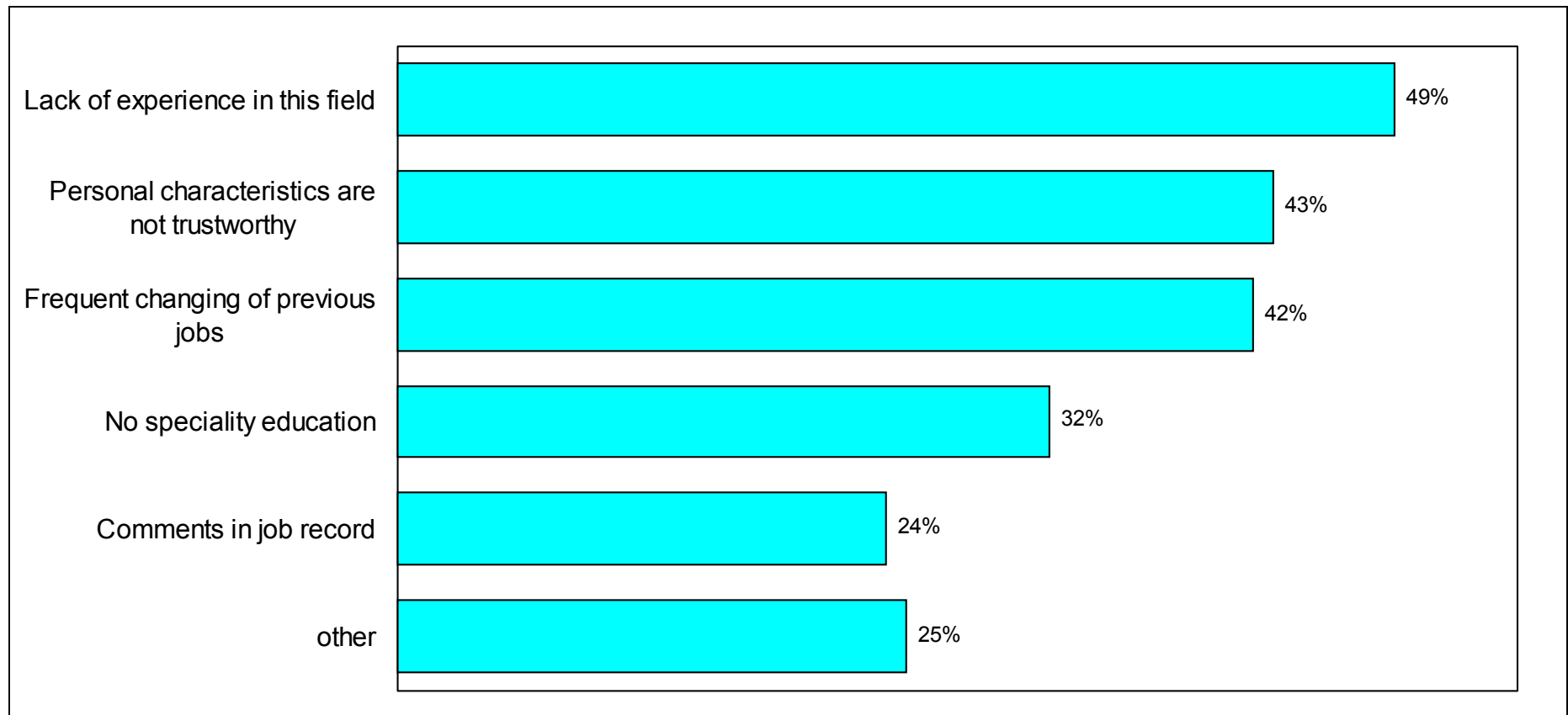
**Number of candidates interviewed, when looking
for a skilled worker**

(% of all respondents)



More frequent reasons for candidates' unsuitability

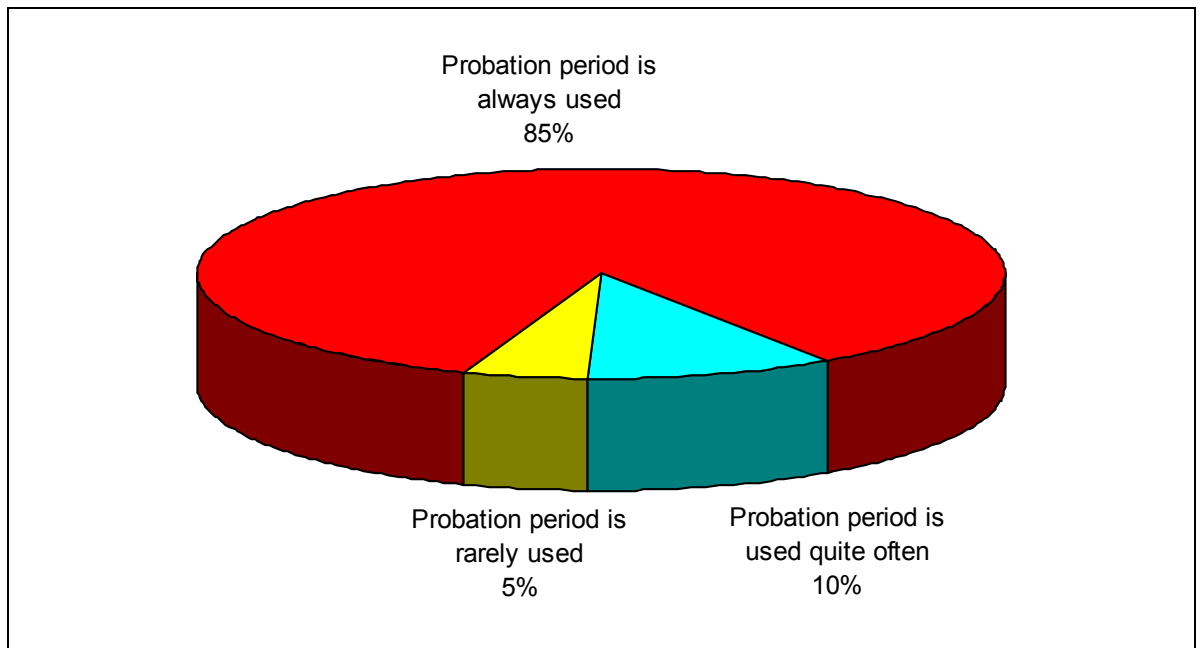
(% of all respondents)



Graph 15

Using of probation period

(% of all respondents)

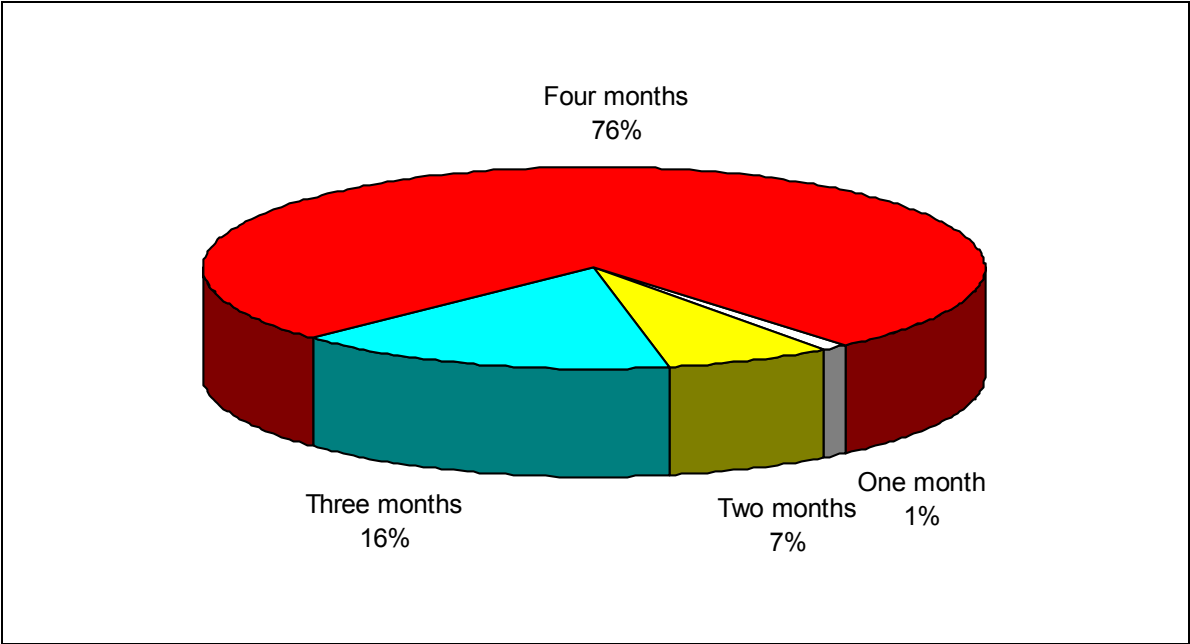


Graph 16

Length of a probation period

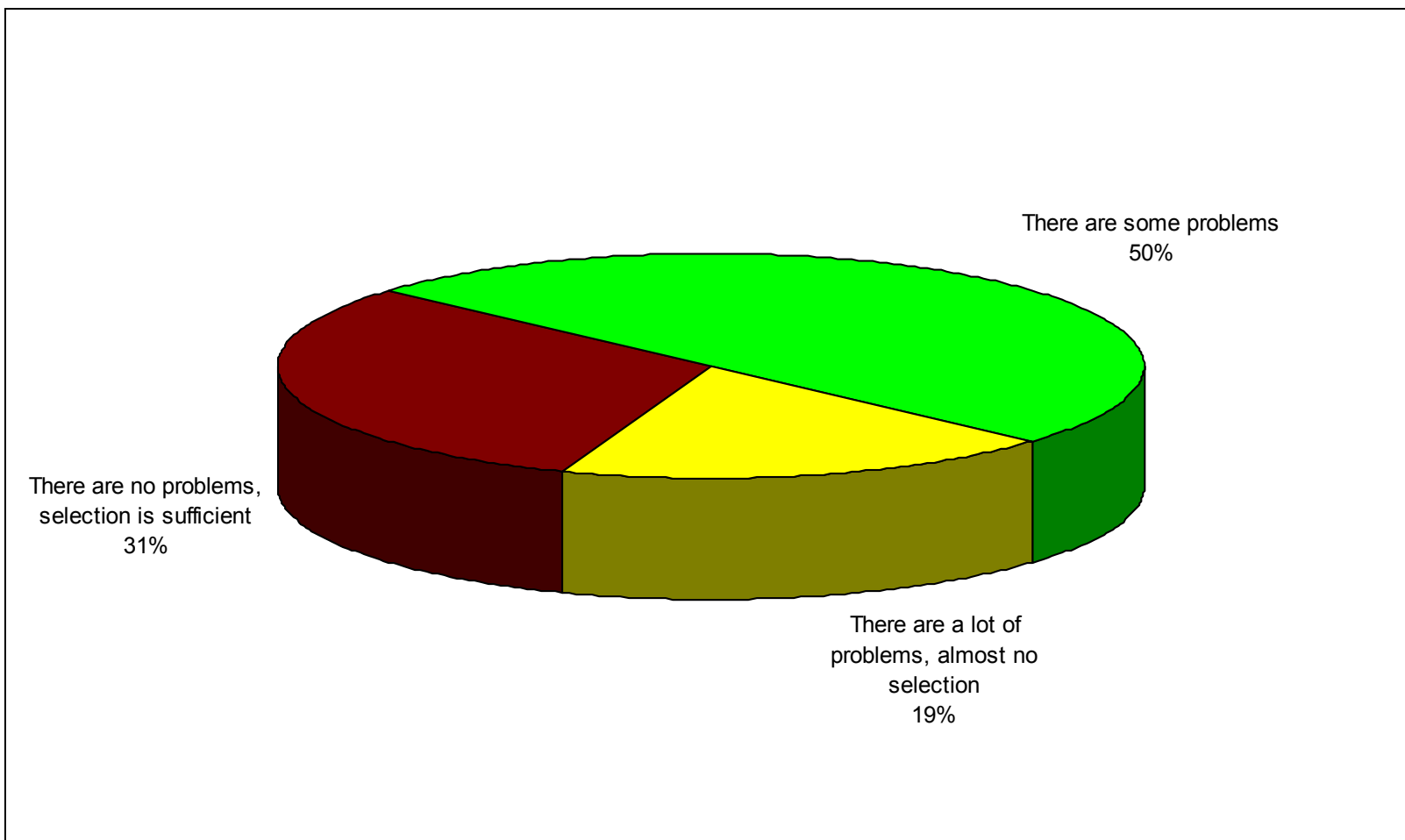
(% of these companies, where probation period is always or often used)

(N = 284)



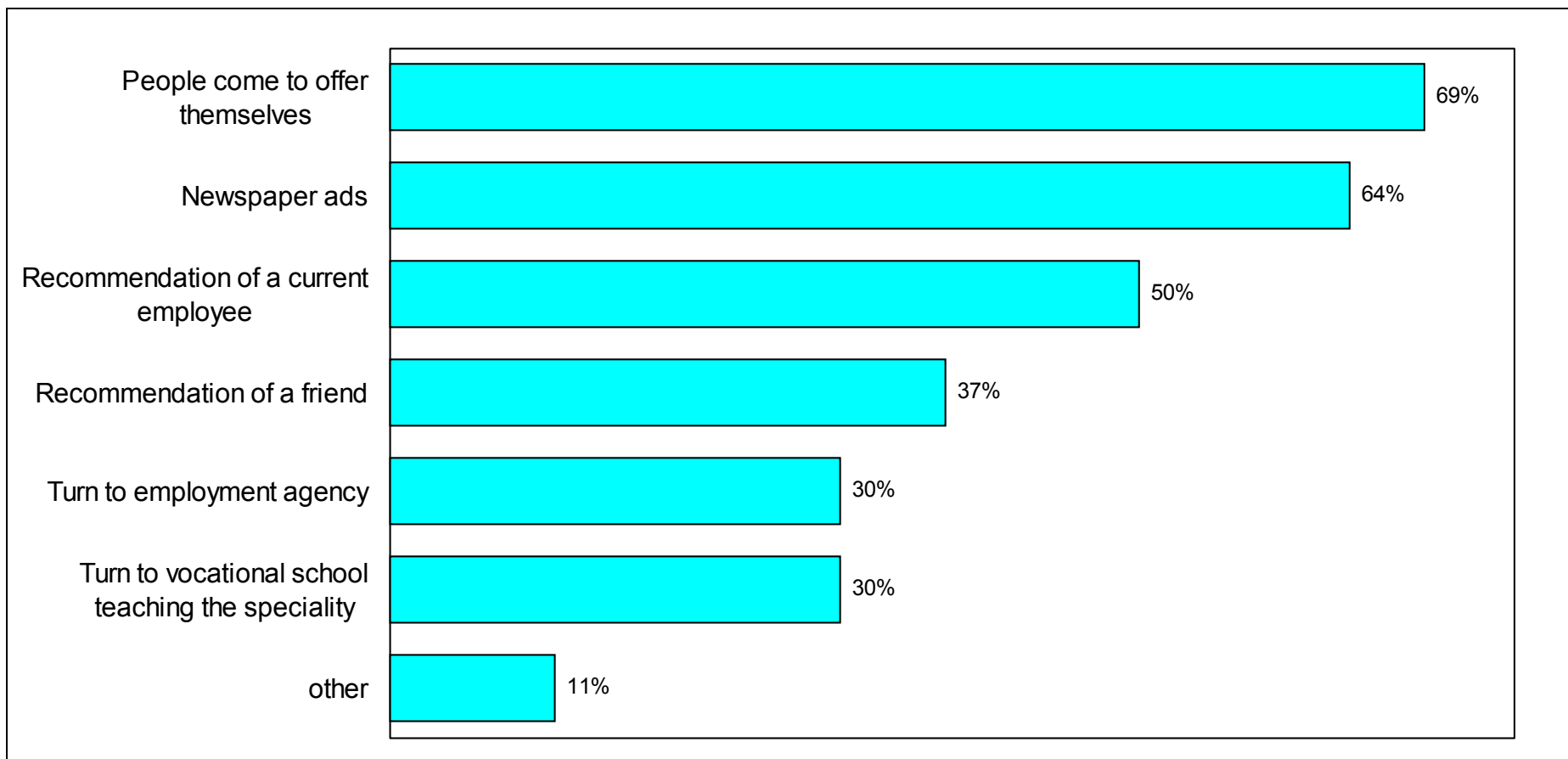
Are there problems with finding/hiring skilled labour

(% of all respondents)



Sources used to find skilled labour

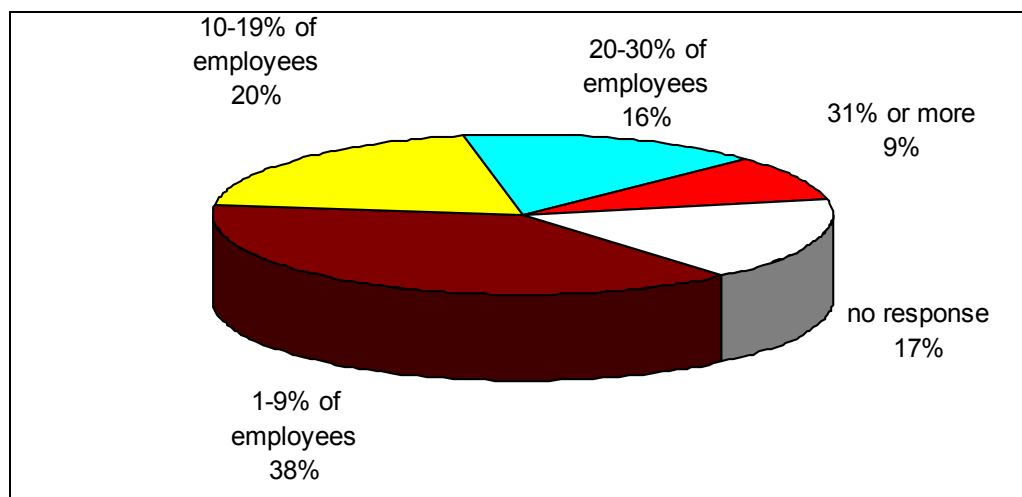
(% of all respondents)



Graph 17

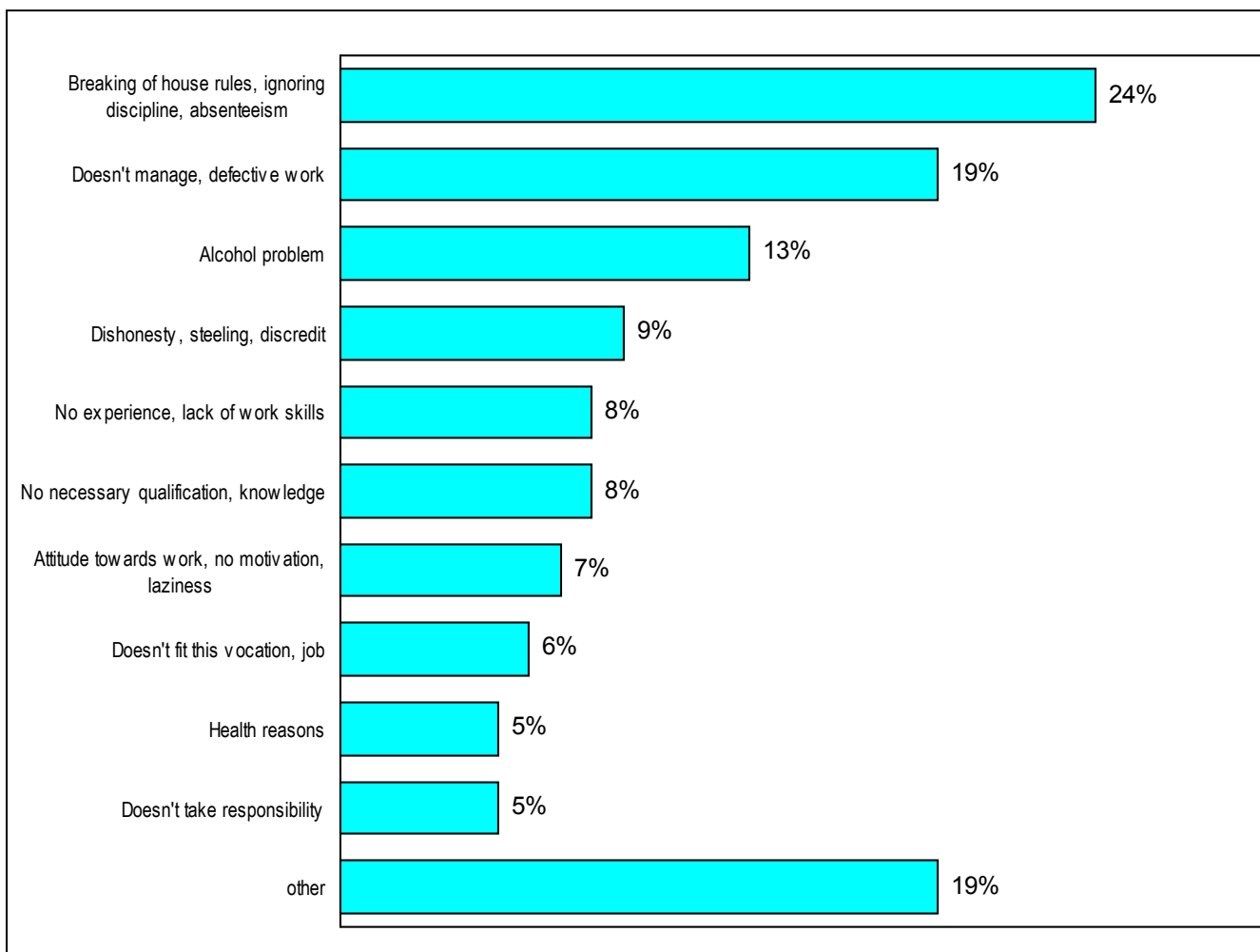
Share of new employees, who turn out to be unsuitable

(% of all respondents)

**Graph 18**

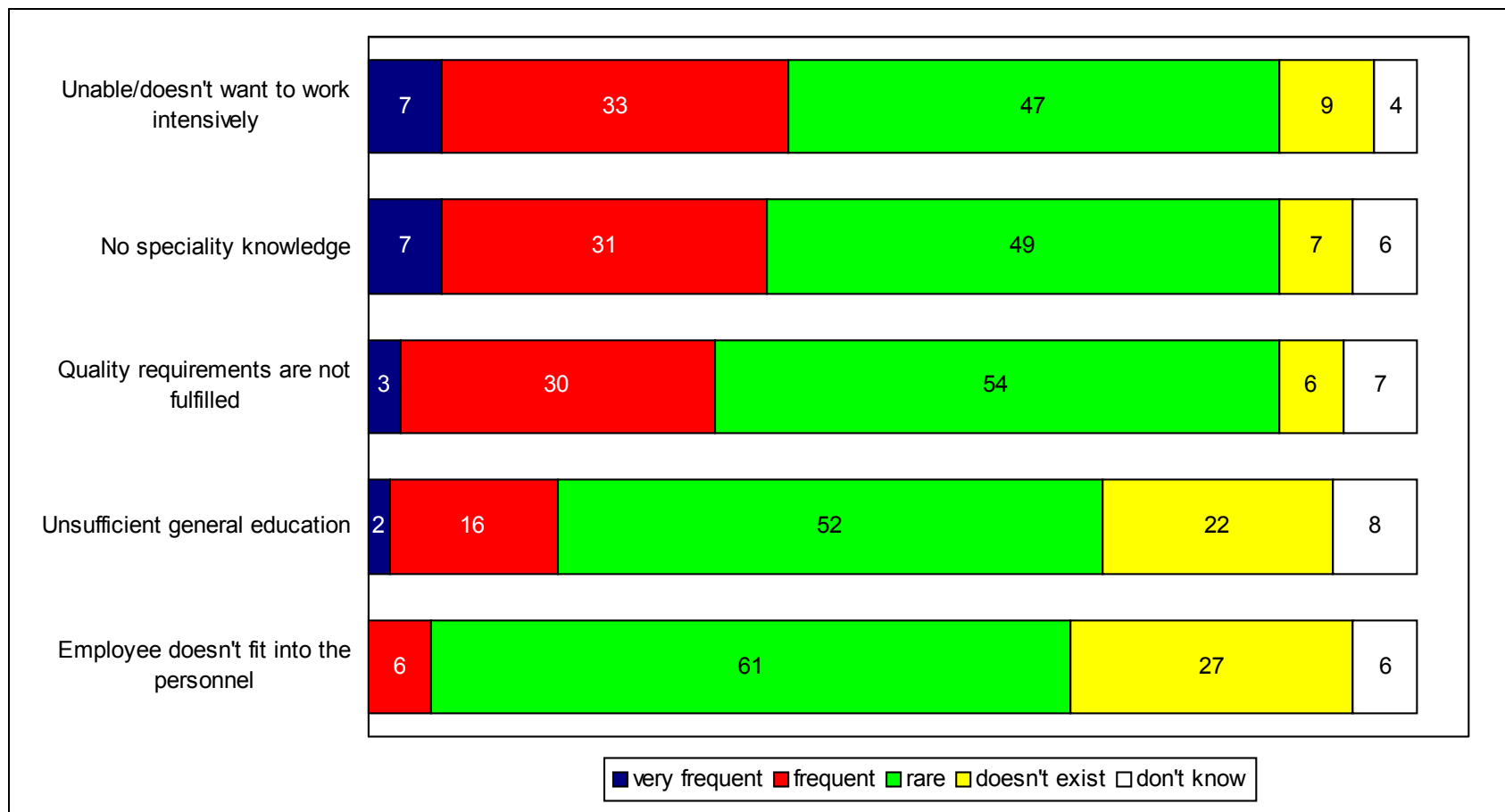
More frequent reasons for unsuitability

(% of all respondents)

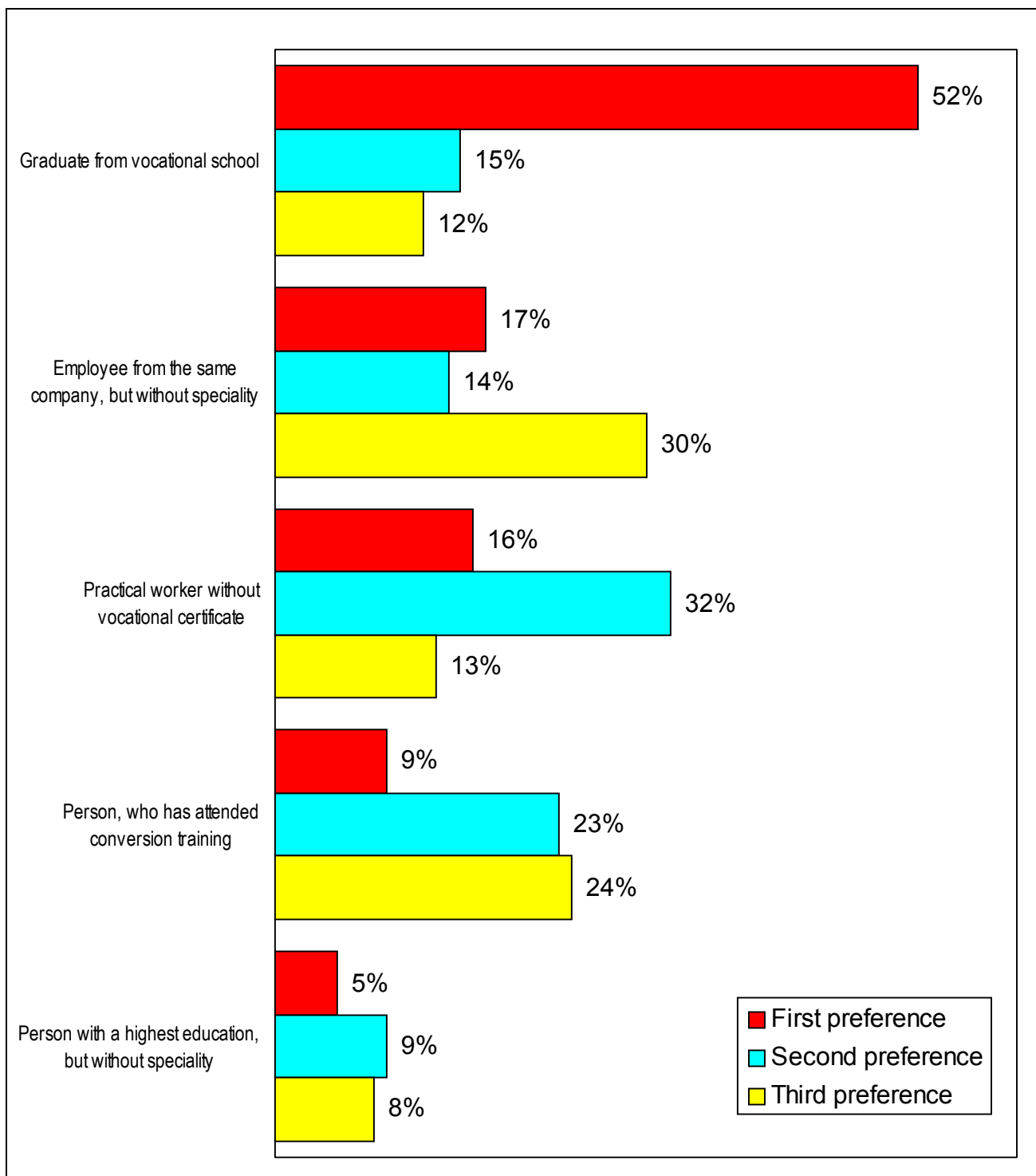


Frequency of various problems in case of new employees

(%)

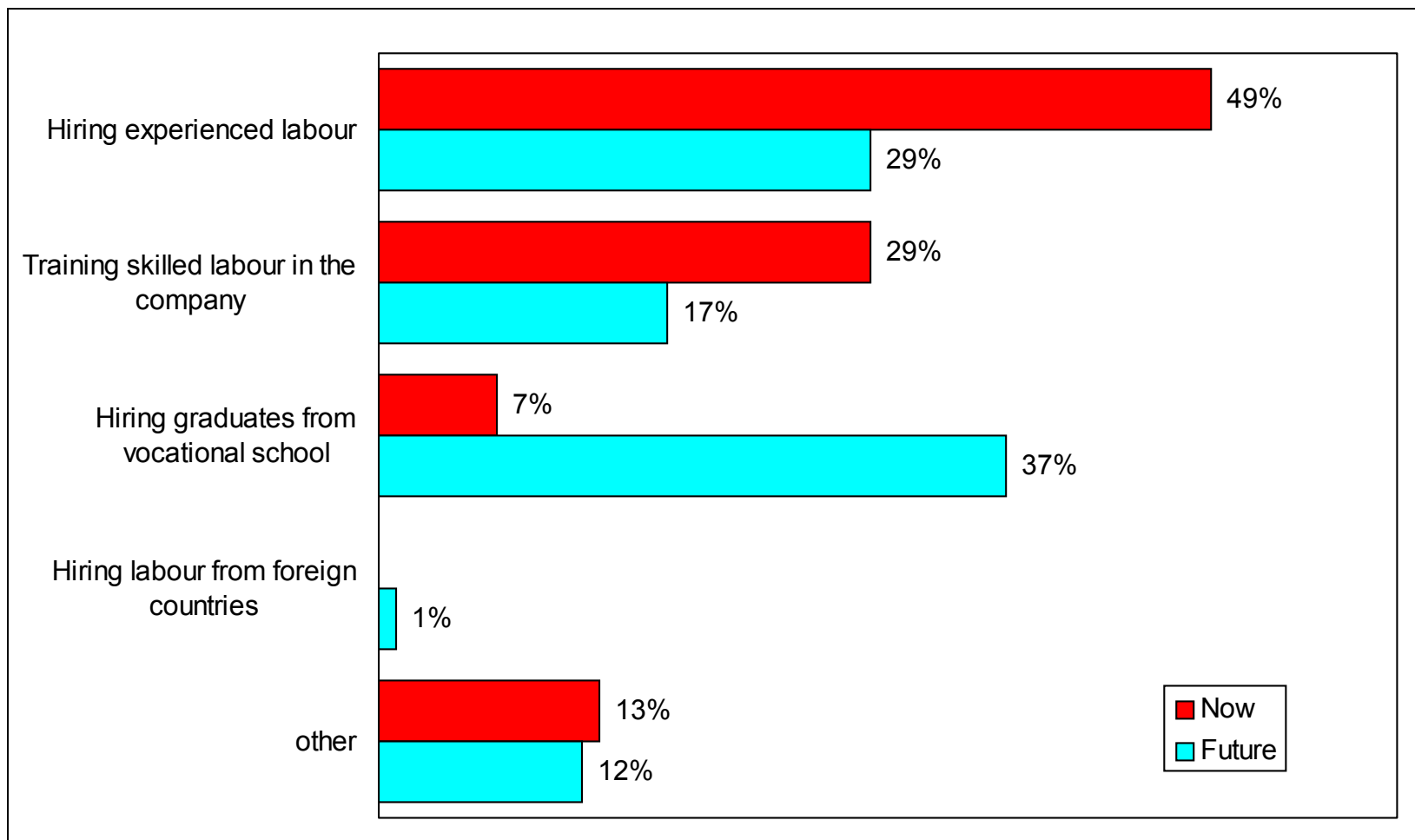


**Preference of a candidate for the position
of mainly used skilled worker
(% of all respondents)**



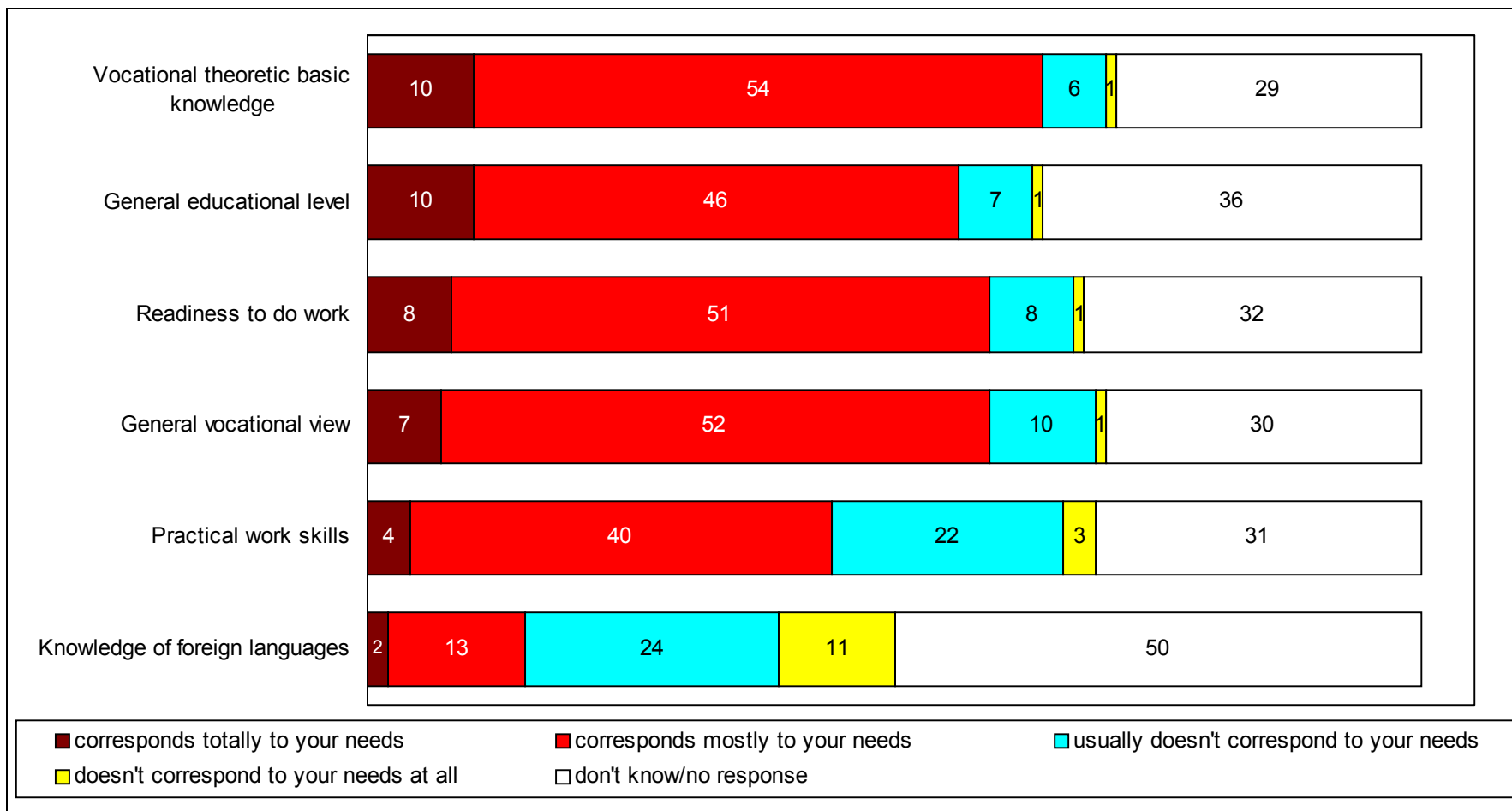
Mostly used possibilities to hire skilled labour now and in the future

(% of all respondents)



**Satisfaction with graduates from vocational school, which
teaches main speciality for your company**

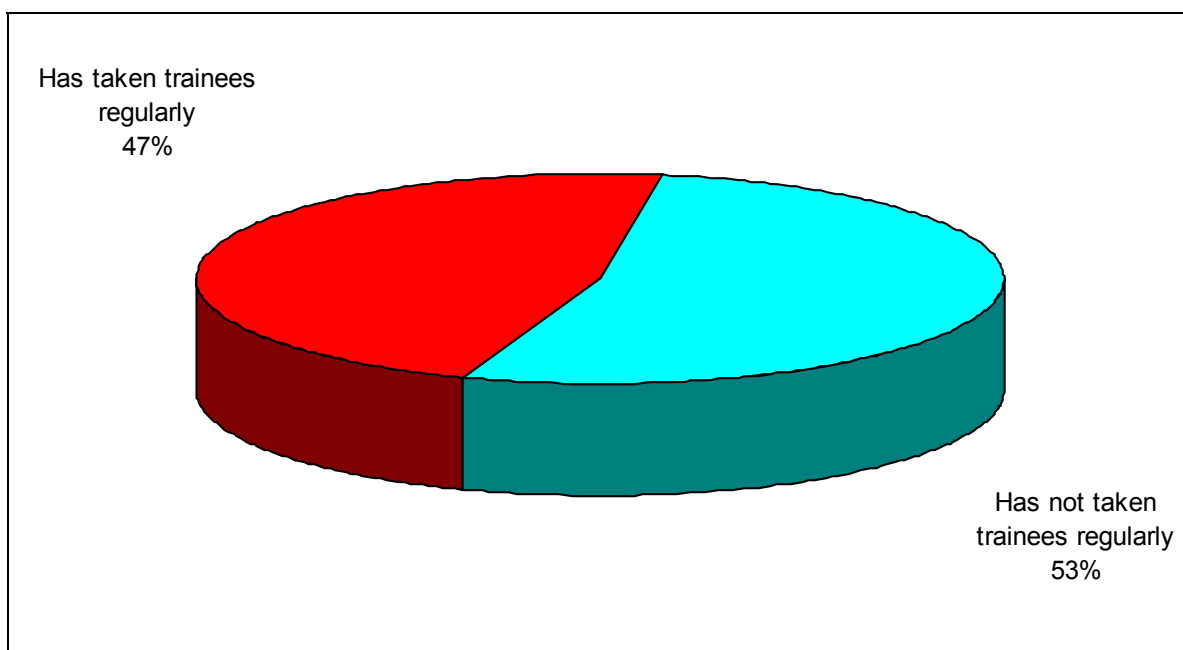
(%)



Graph 24

Taking trainees regularly

(% of all respondents)

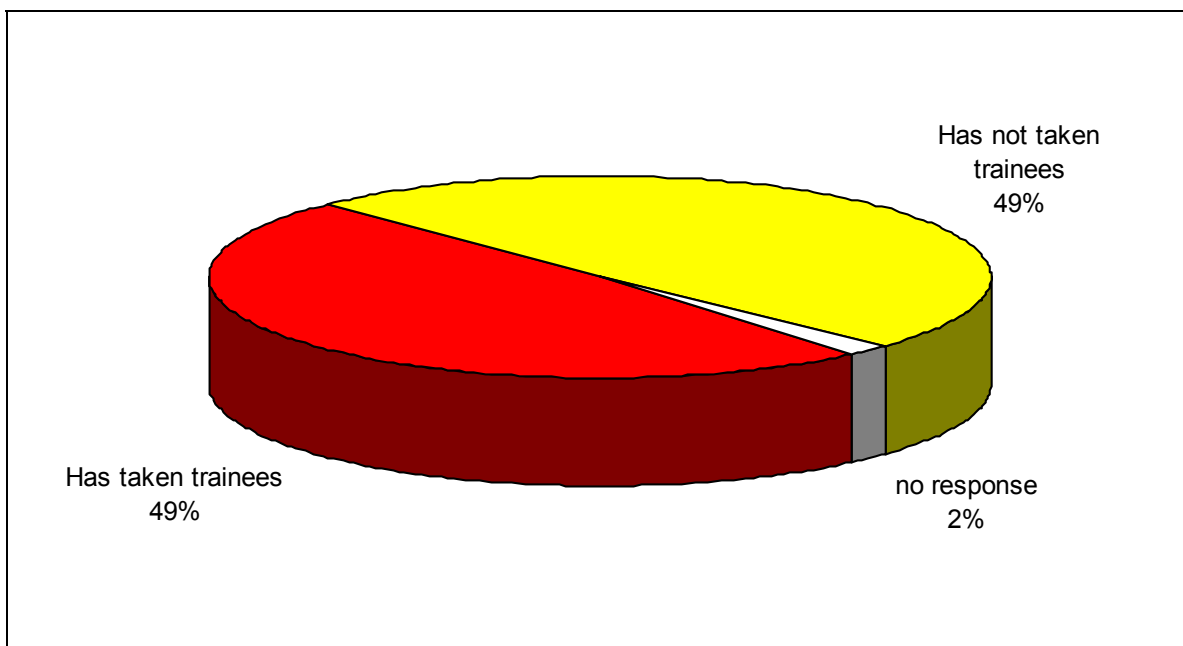


Graph 25

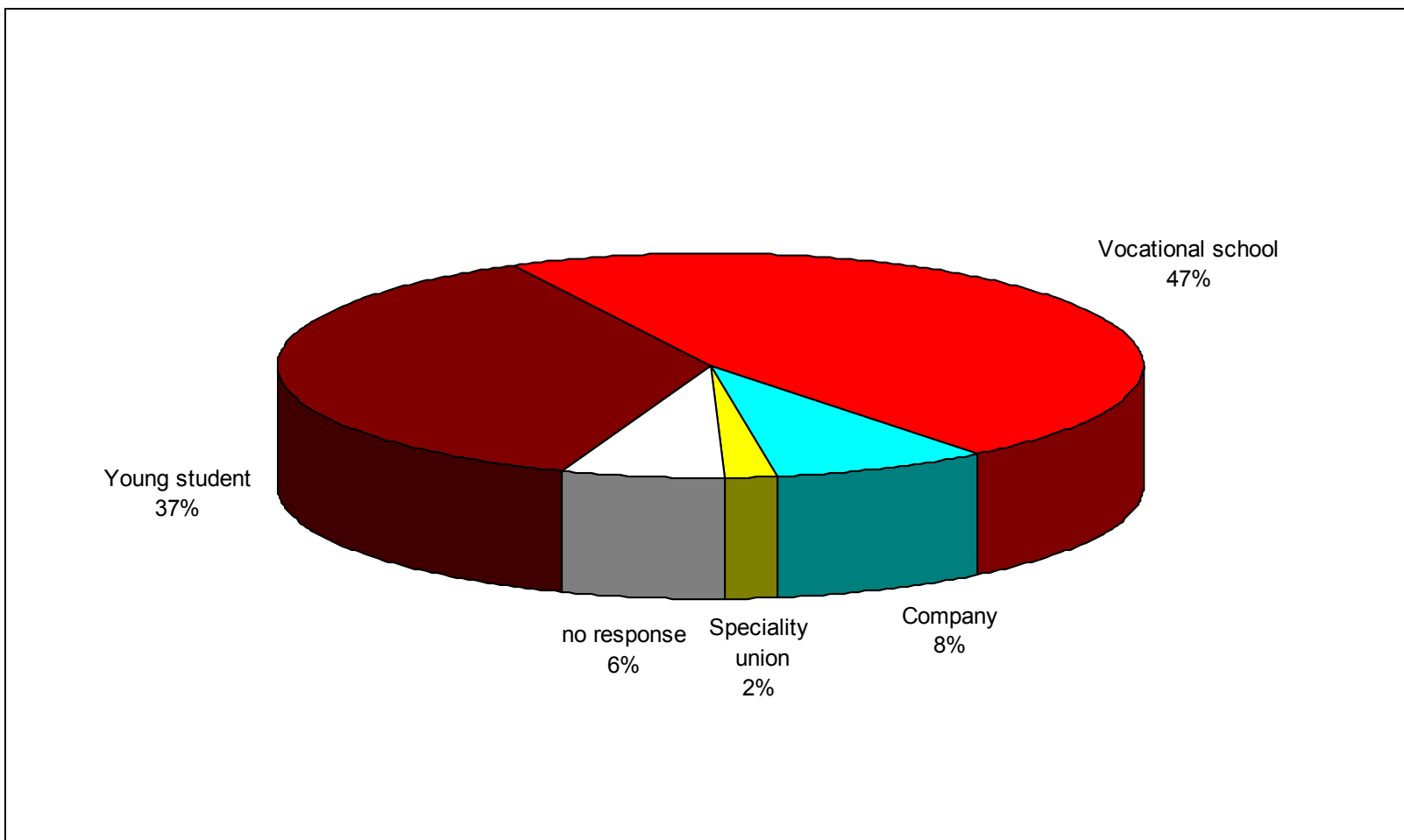
Whether there have been trainees in the company

**(% of those companies, who don't take trainees
regularly)**

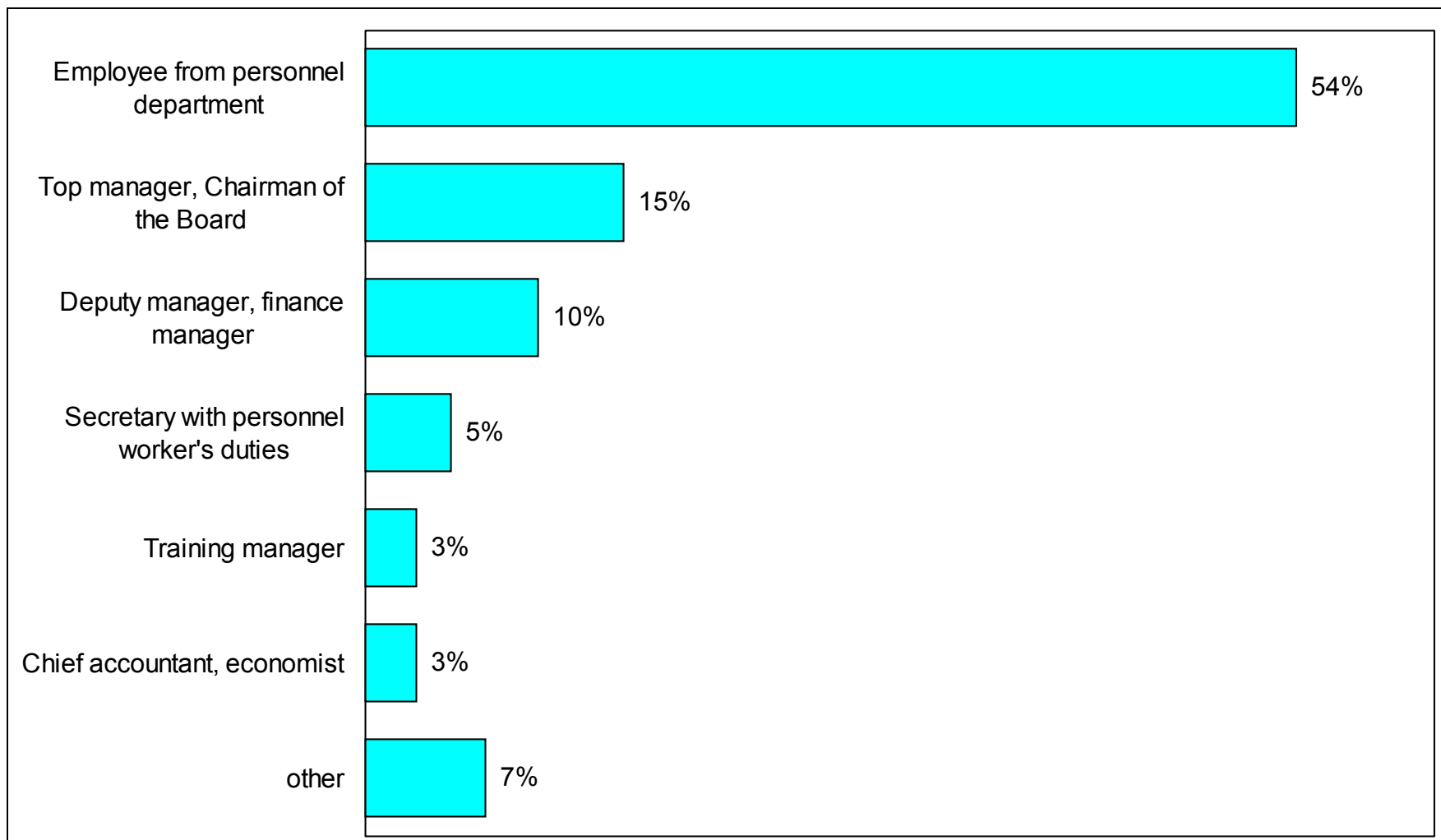
(N = 158)



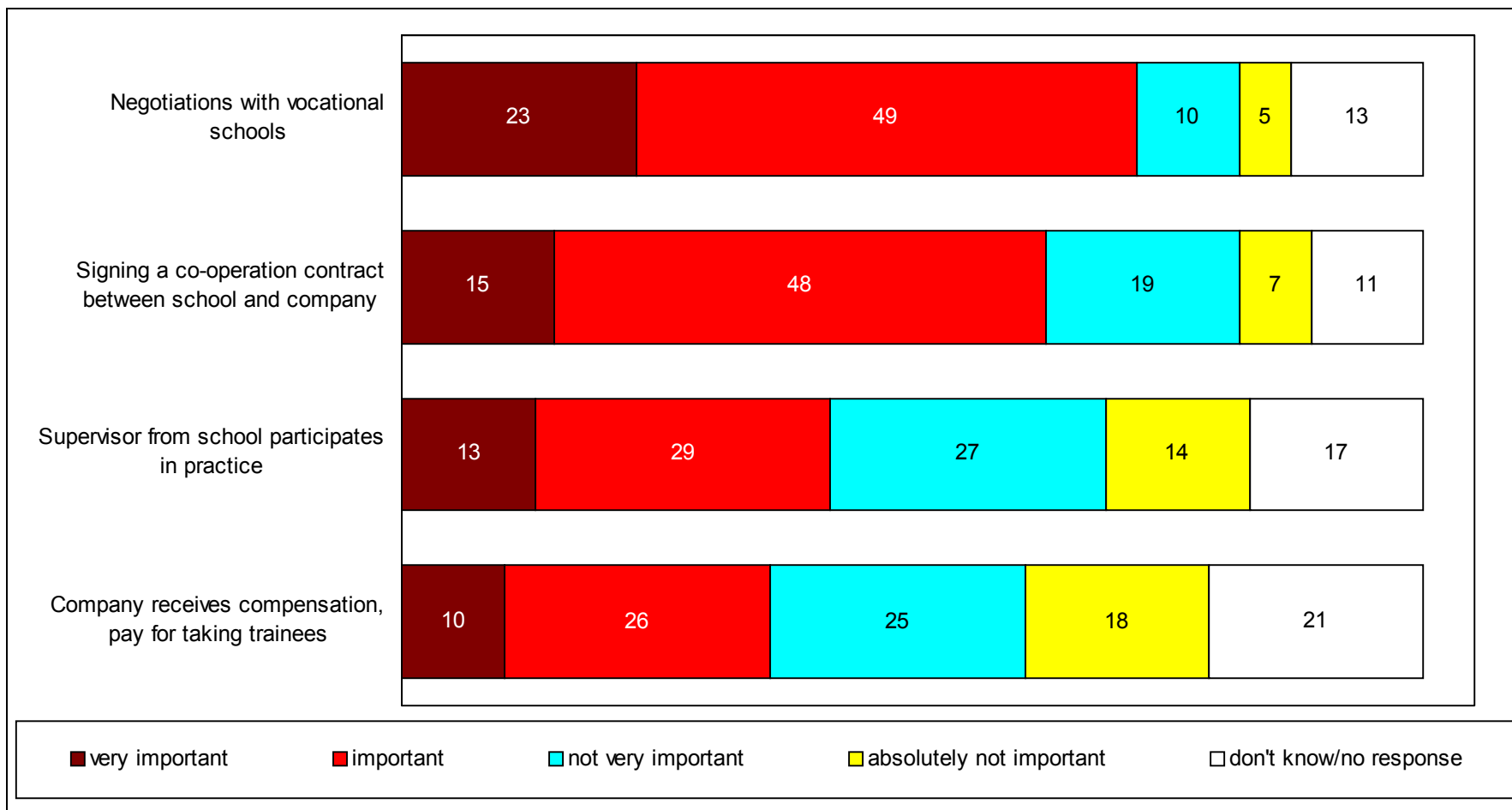
Who should have the main initiative to take trainees
(% of all respondents)



Job title of a respondent
(% of all respondents)

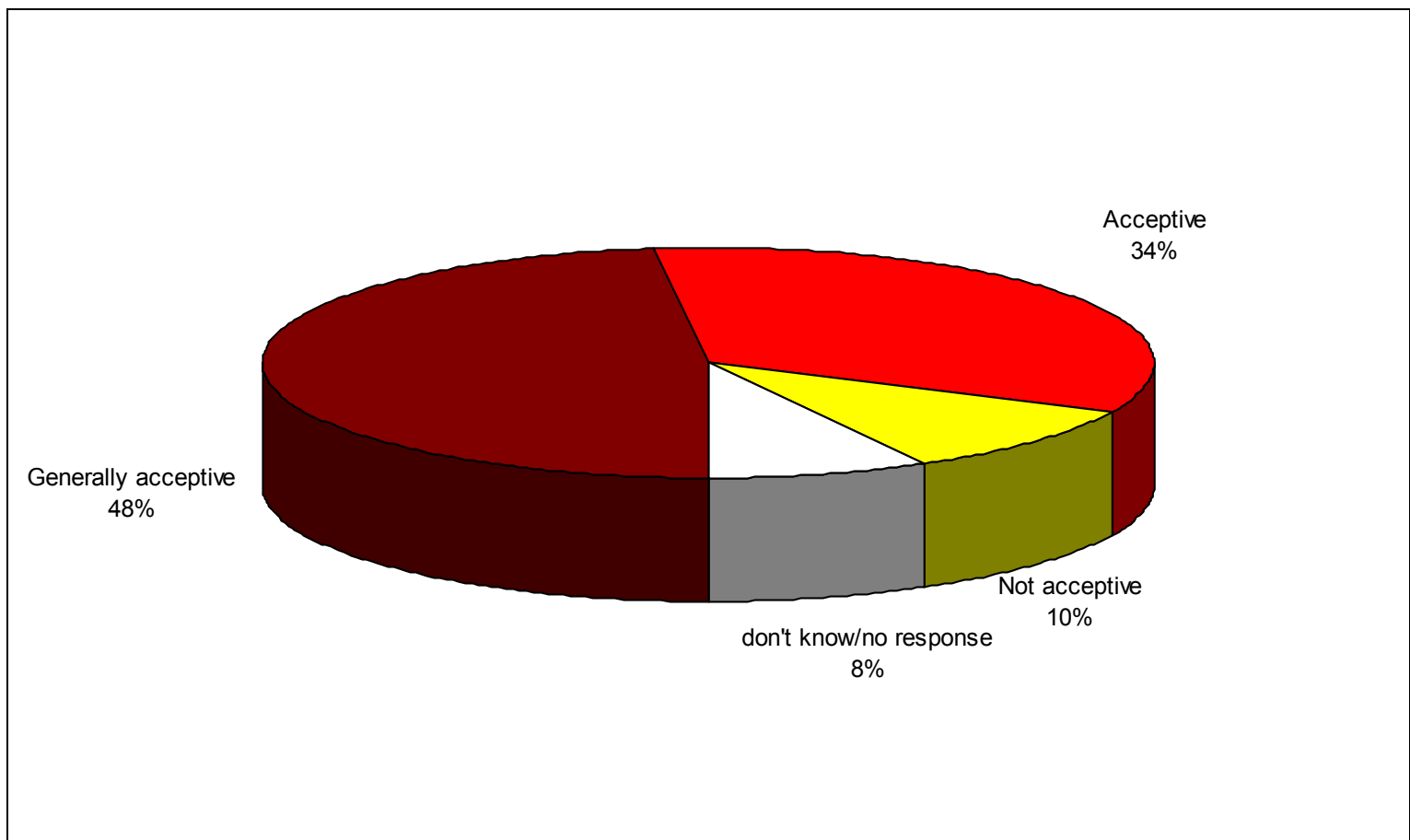


Importance of various factors when taking trainees
(% of all respondents)



Attitudes towards taking trainees in the future

(% of all respondents)

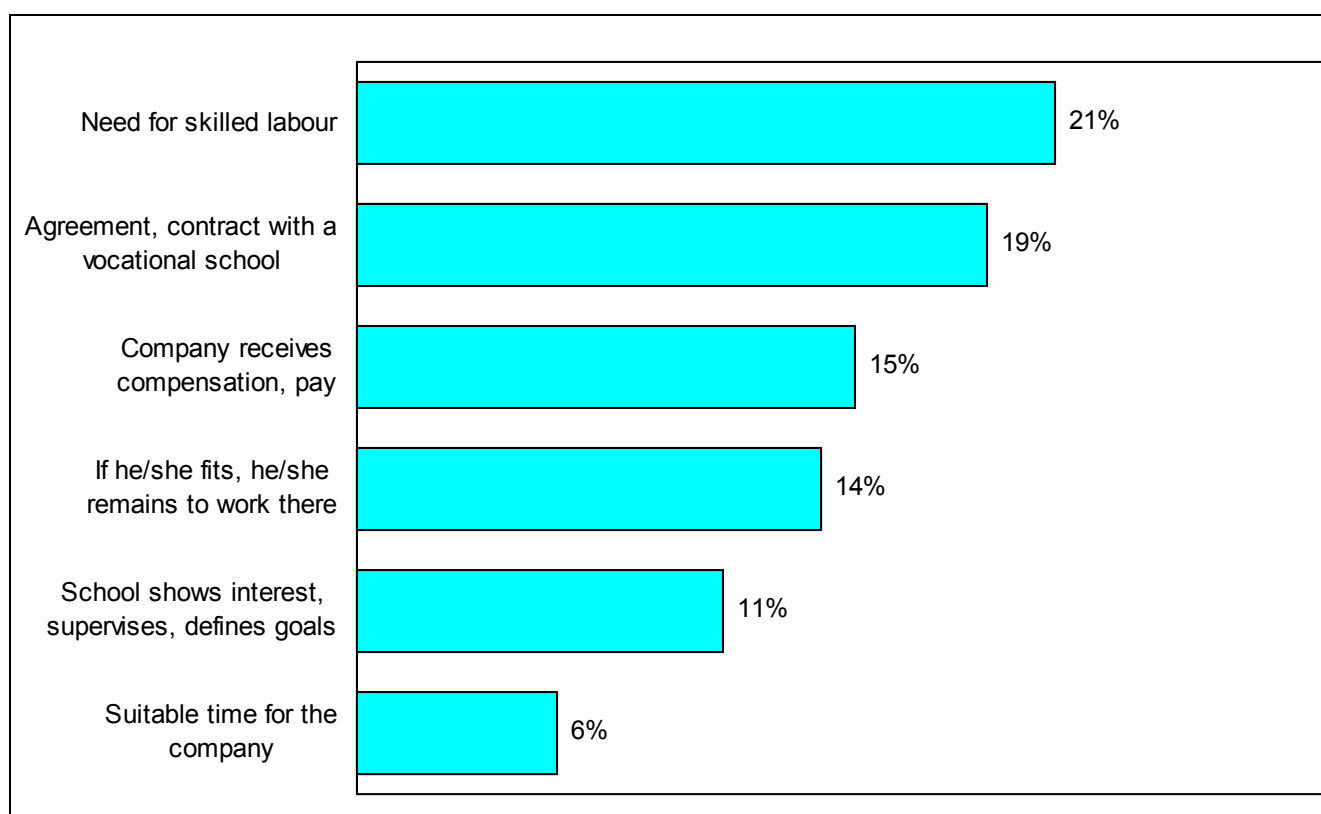


Graph 29

Main reasons for taking trainees

(% of those, who would take trainees on certain conditions)

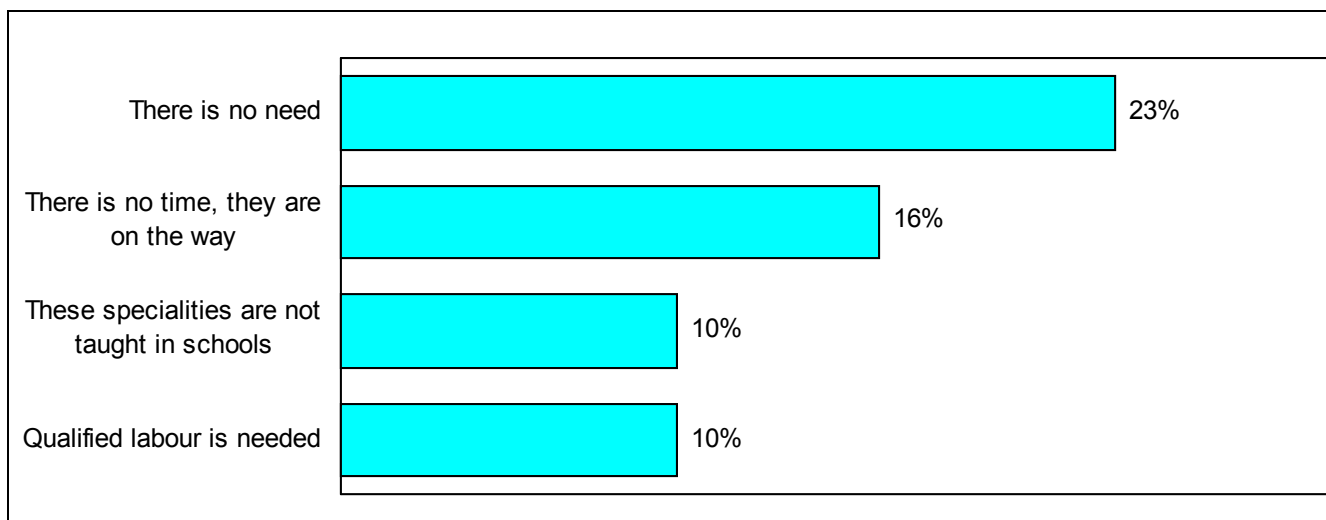
N = 101

**Graph 30**

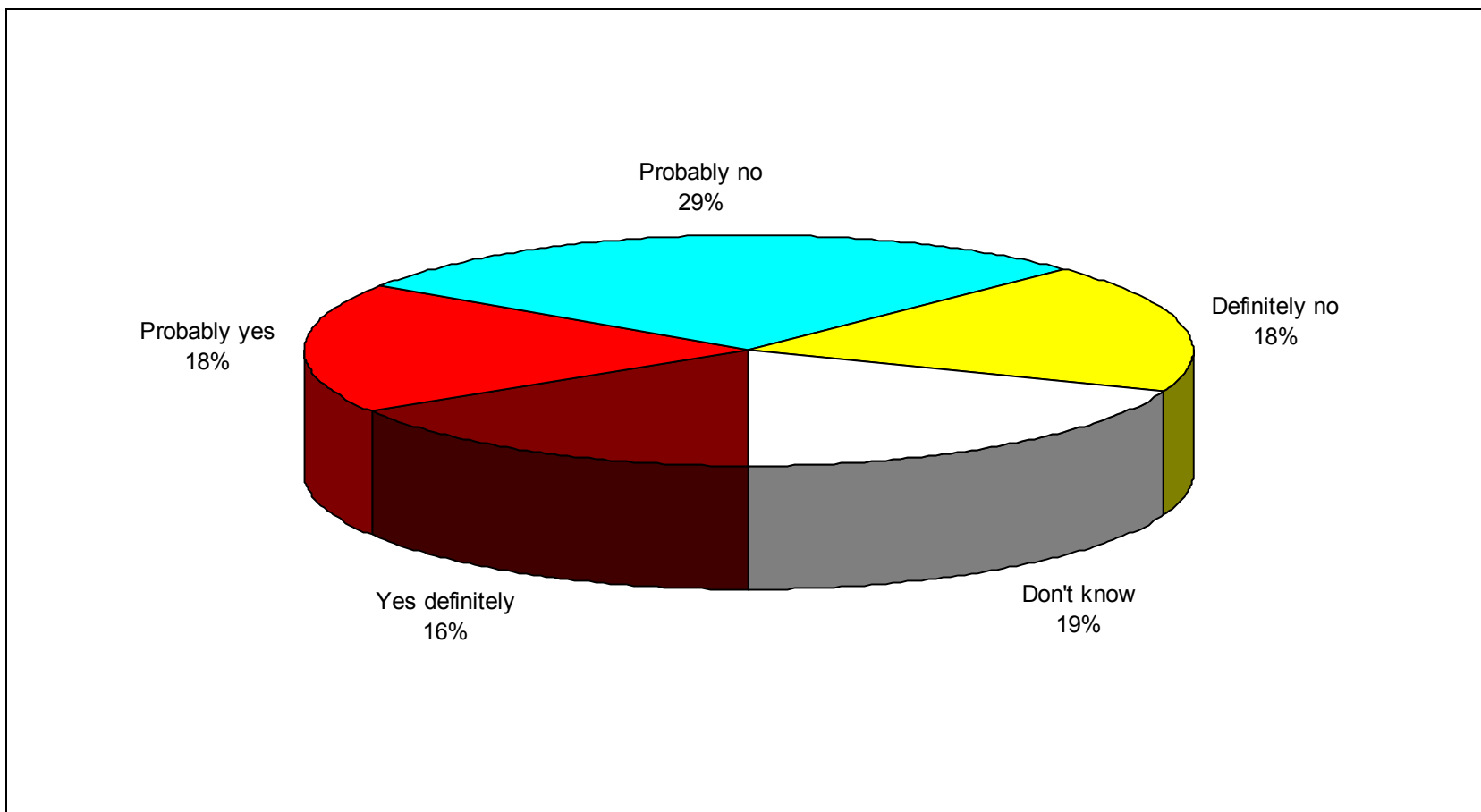
Reasons for not taking trainees

(% of those, who would take trainees on certain conditions)

N = 31

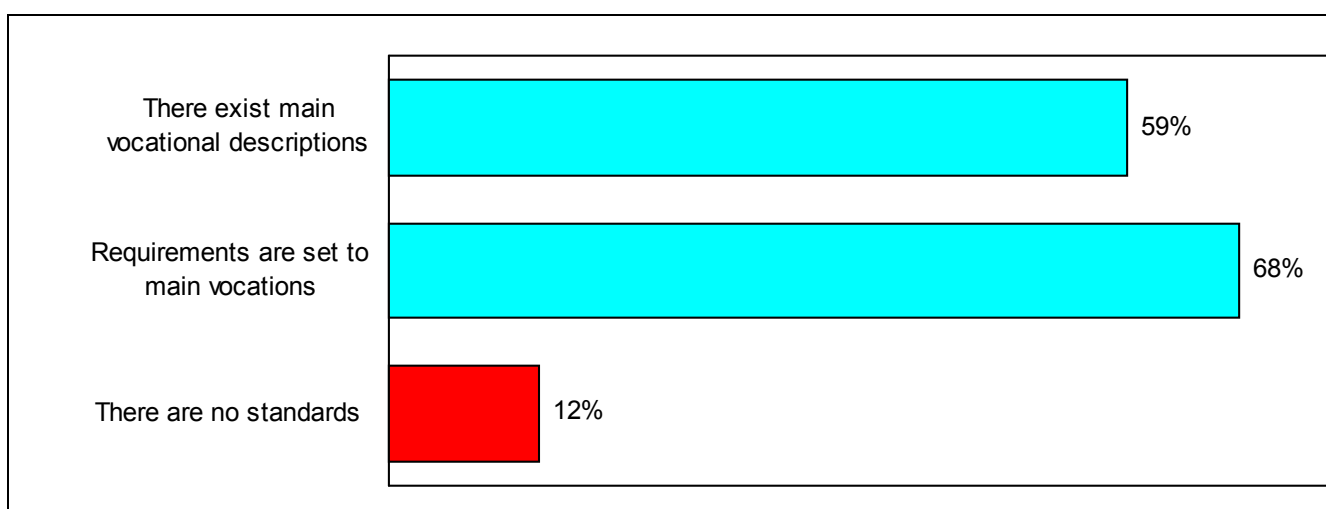


**Willingness to hire lecturers/teachers of vocational schools for
summer period in order to inform them needs of the company
(% of all respondents)**



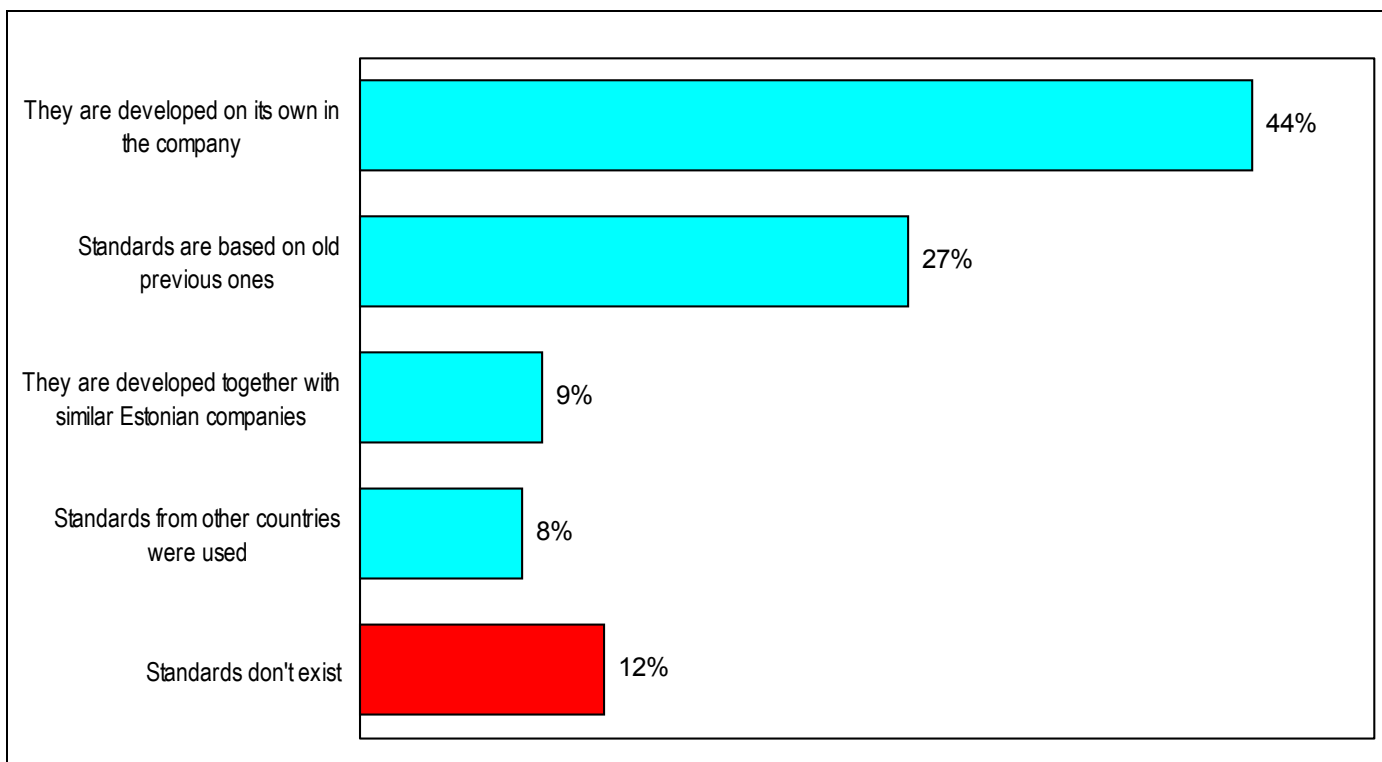
Graph 40

Existence of vocational description **(% of all respondents)**

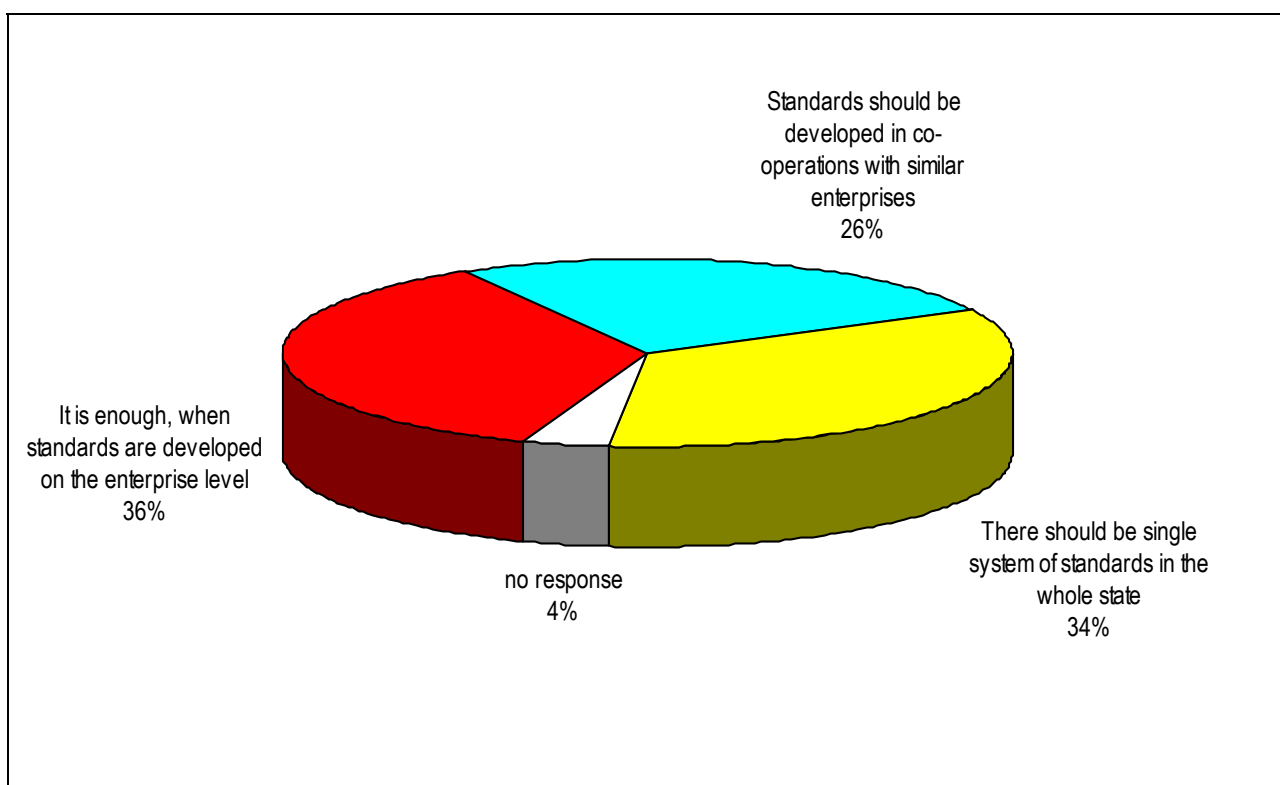


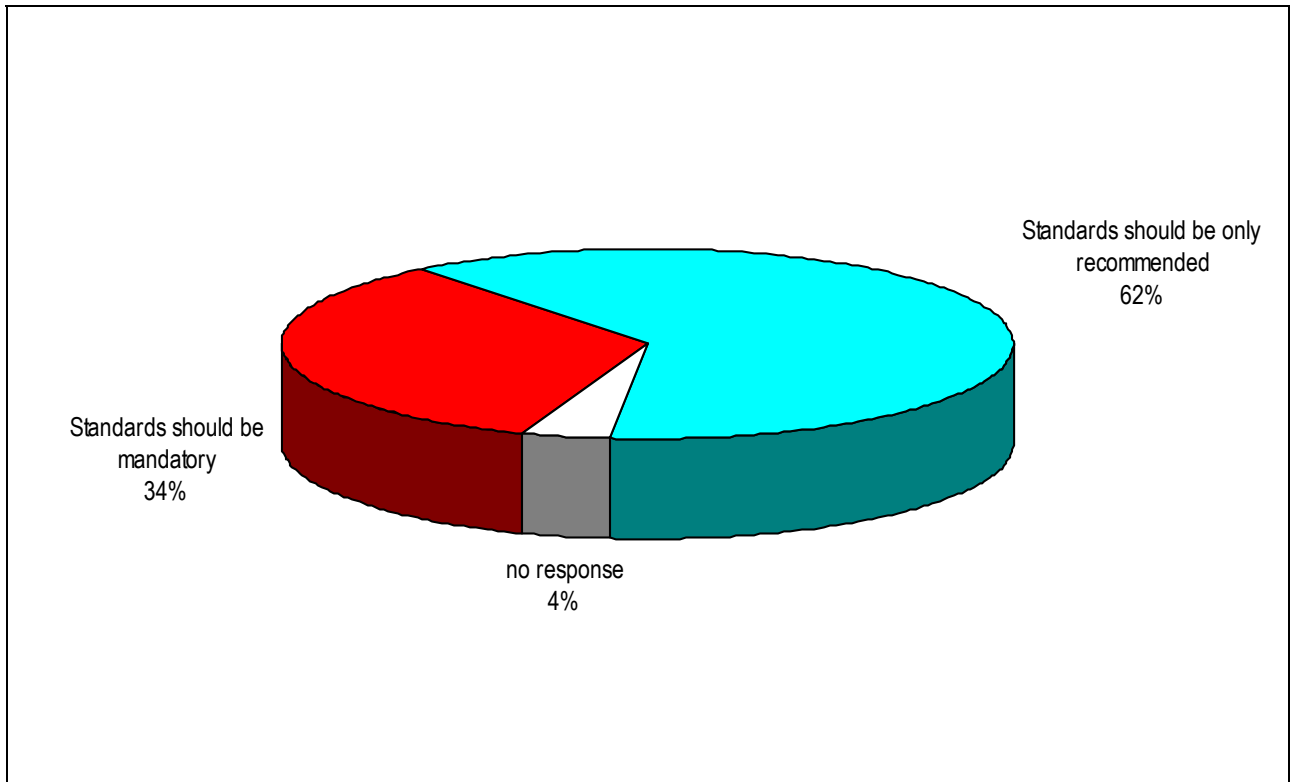
Graph 41

Source of existing standards **(% of all respondents)**

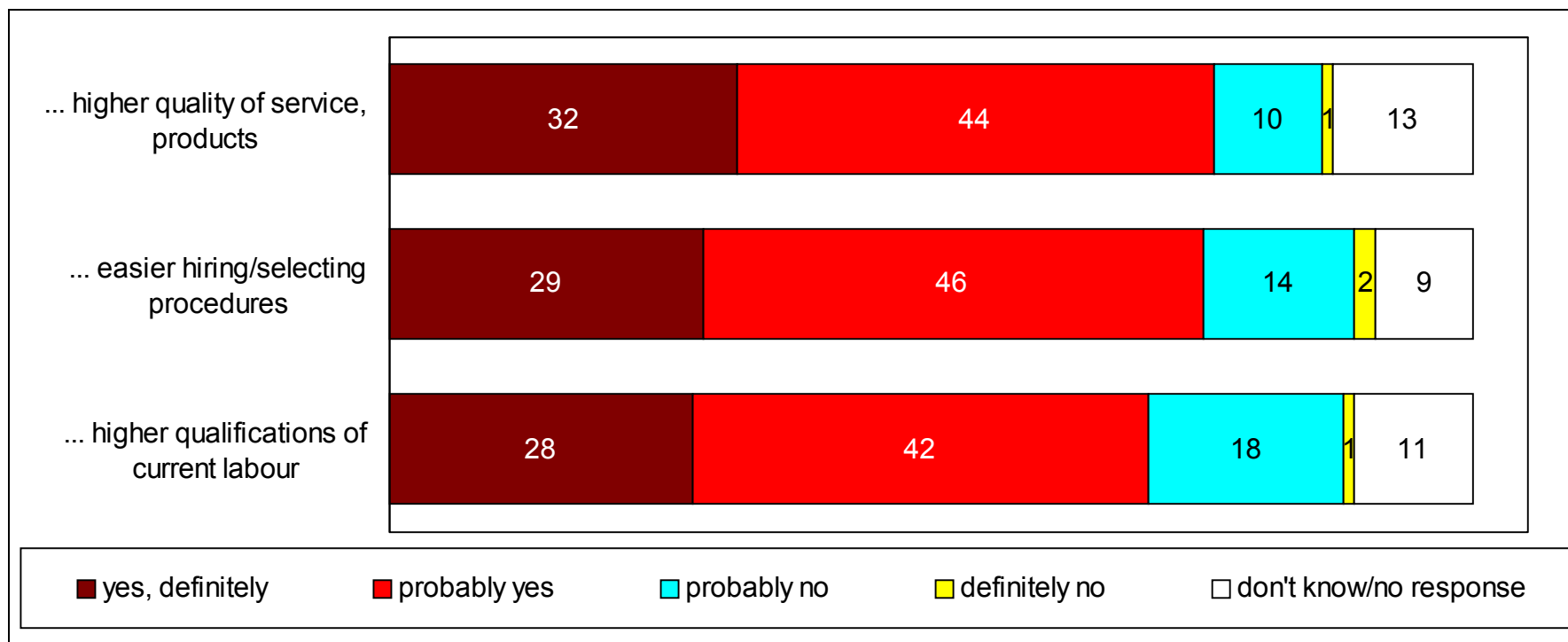


Need for vocational standards **(% of all respondents)**



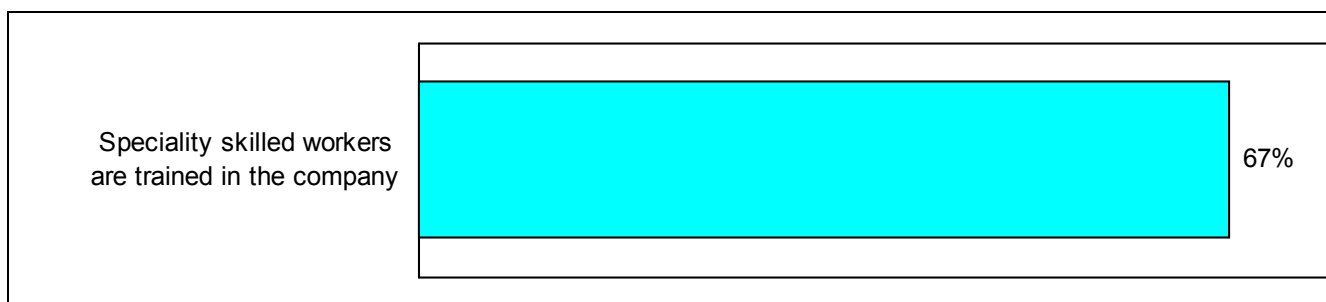


Does the system of vocational standards bring along ...
(% of all respondents)



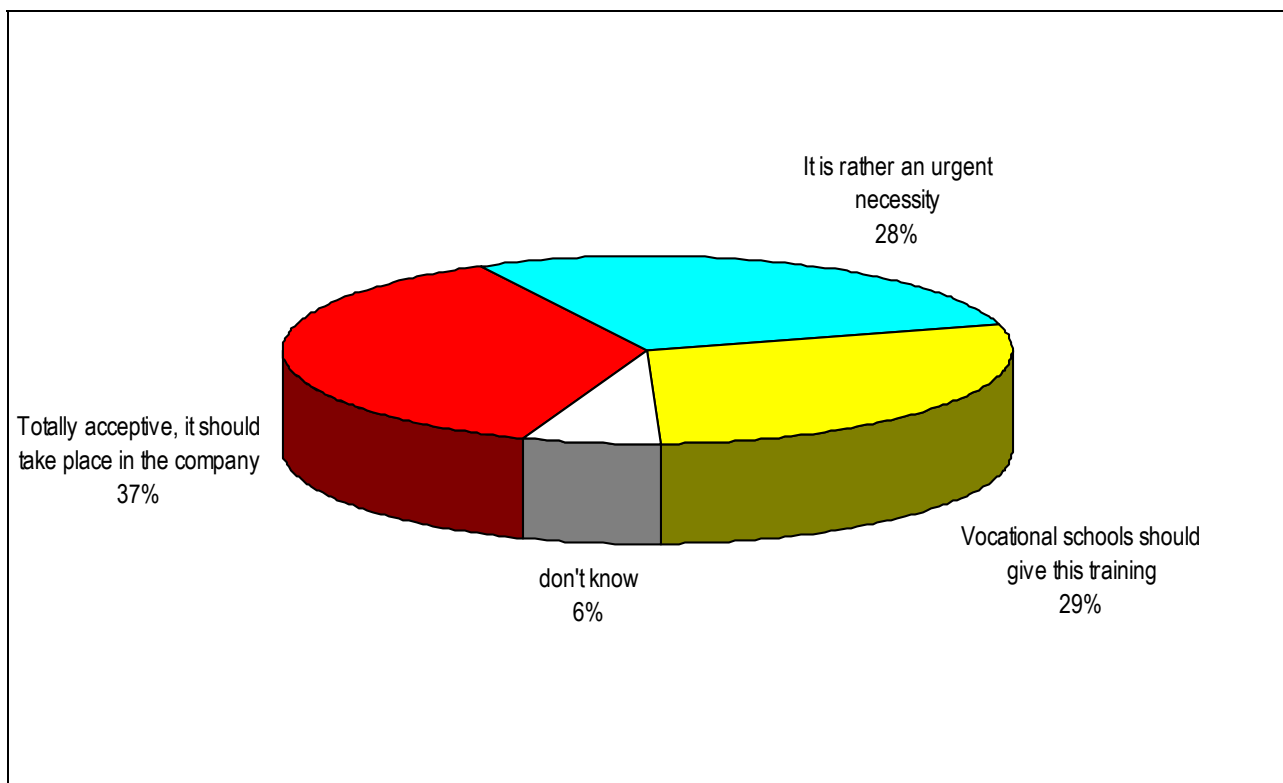
Graph 32

Training of speciality skilled workers
(% of all respondents)



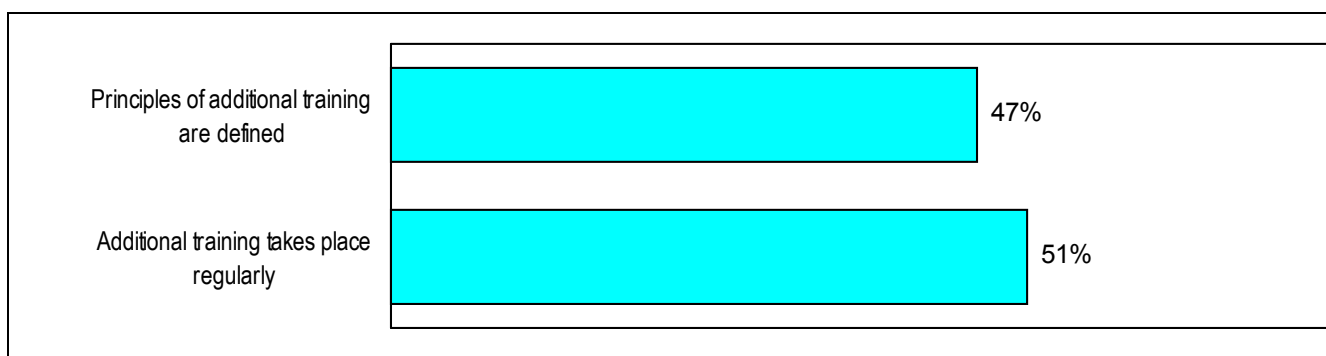
Graph 33

Attitude towards training skilled workers
in the company
(% of those, who train skilled labour in the company)



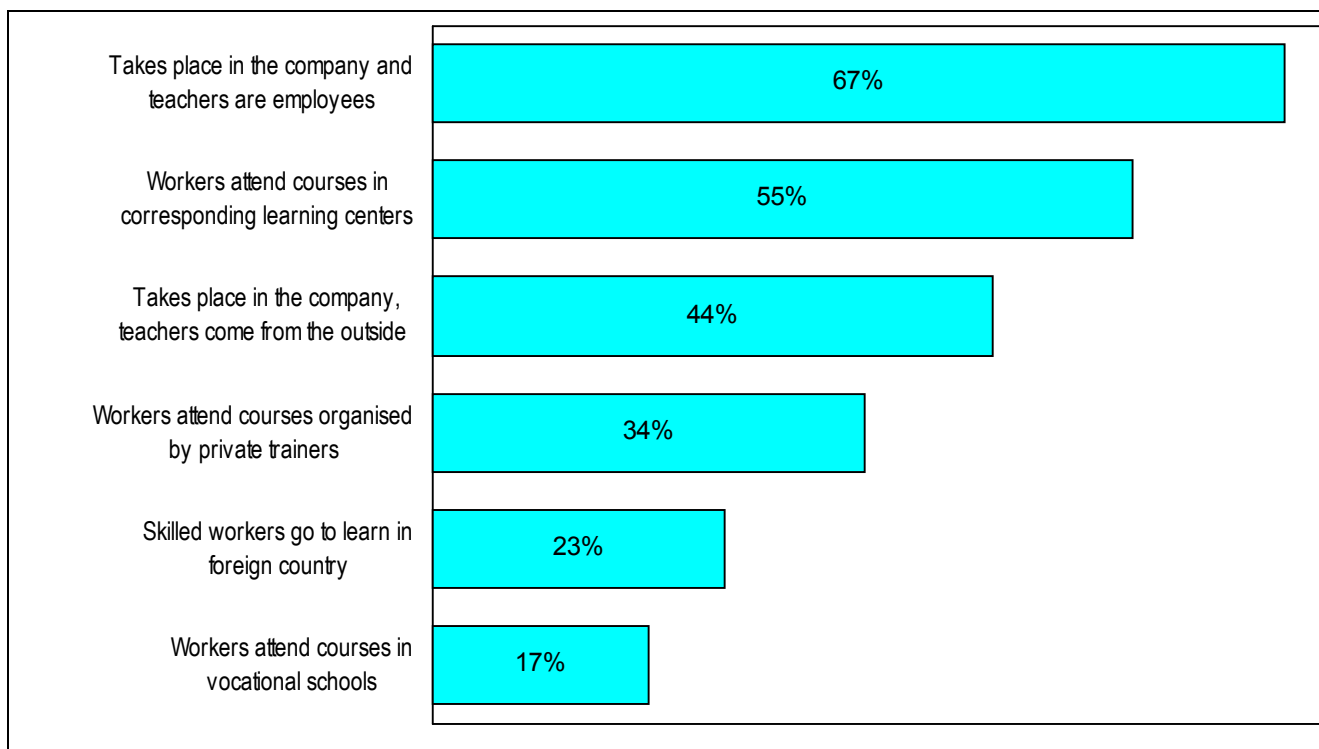
Graph 34

Additional training in the company **(% of all respondents)**

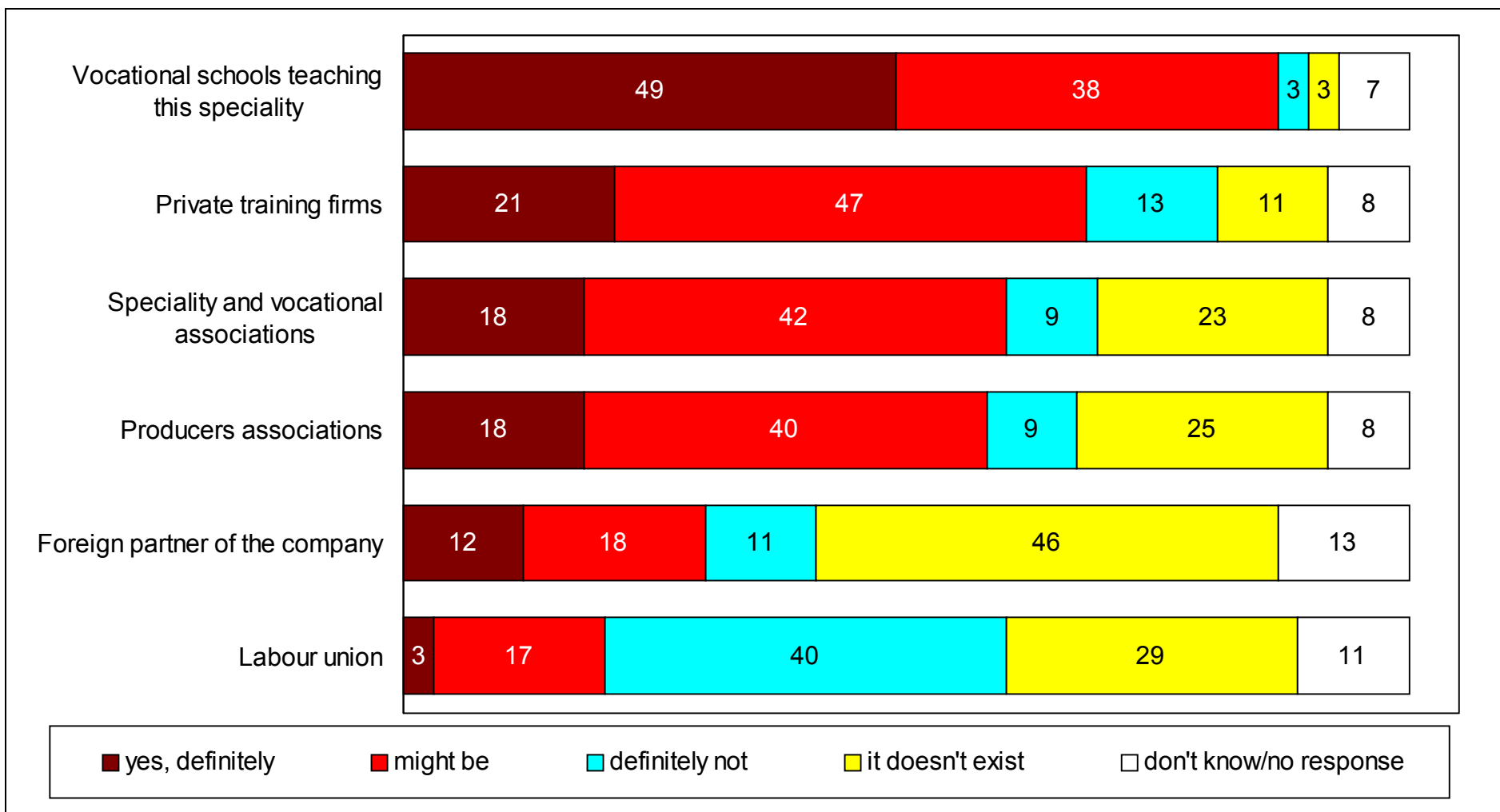


Graph 35

Possibilities used for additional training **(% of all respondents)**



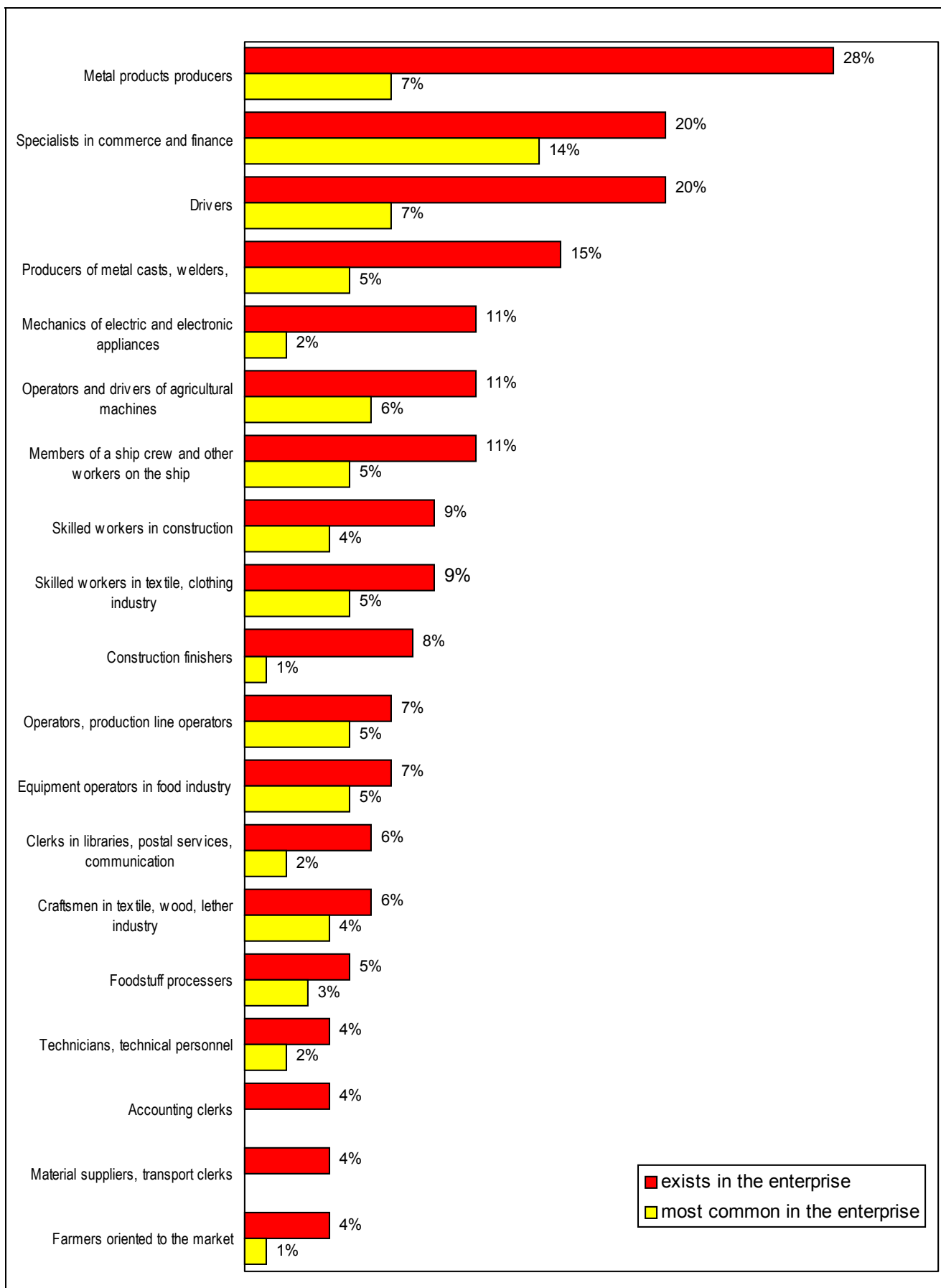
**Who might be the partner to organise additional training
(%)**



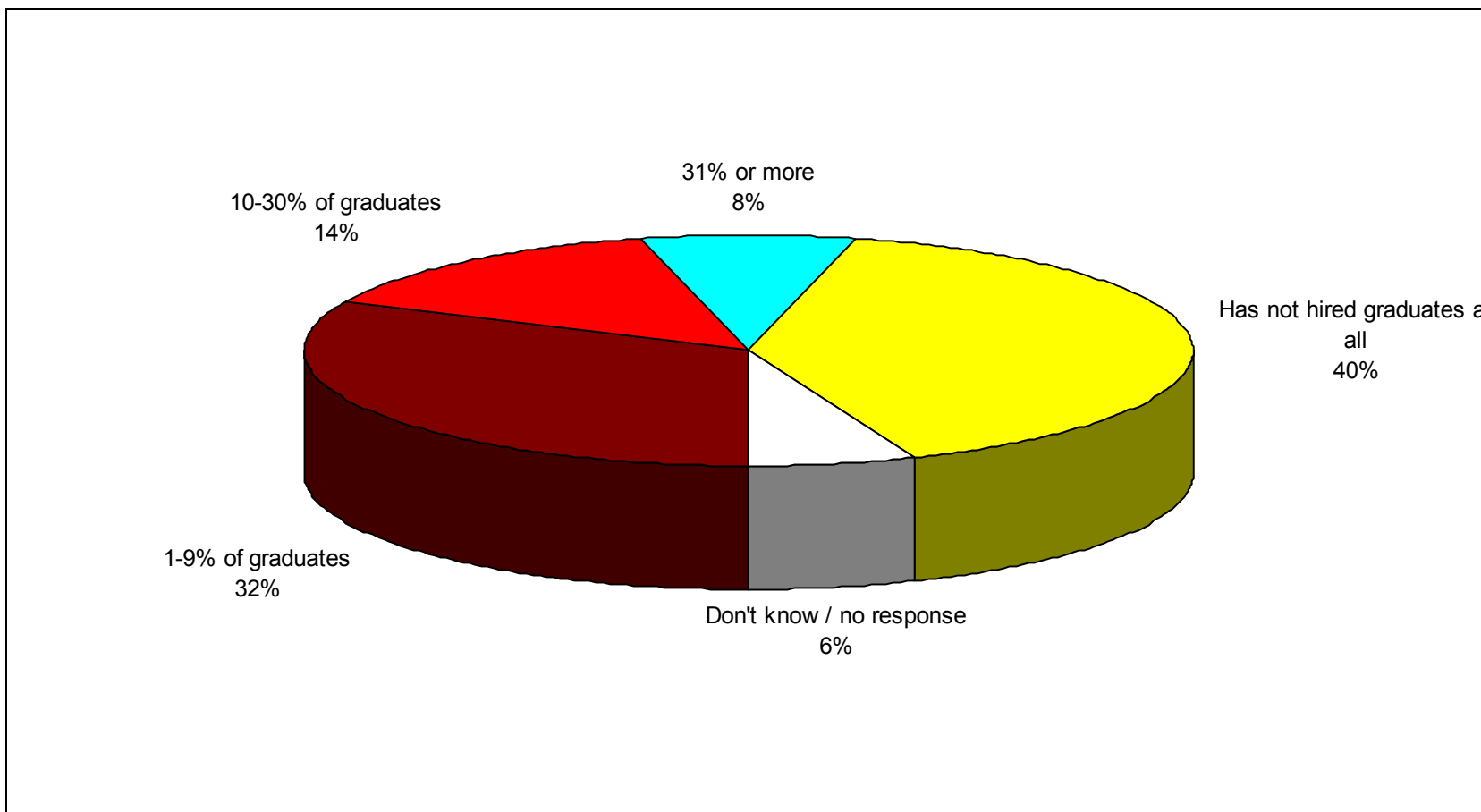
Graph 4

Most common vocations in Estonian enterprises

(% of all respondents)



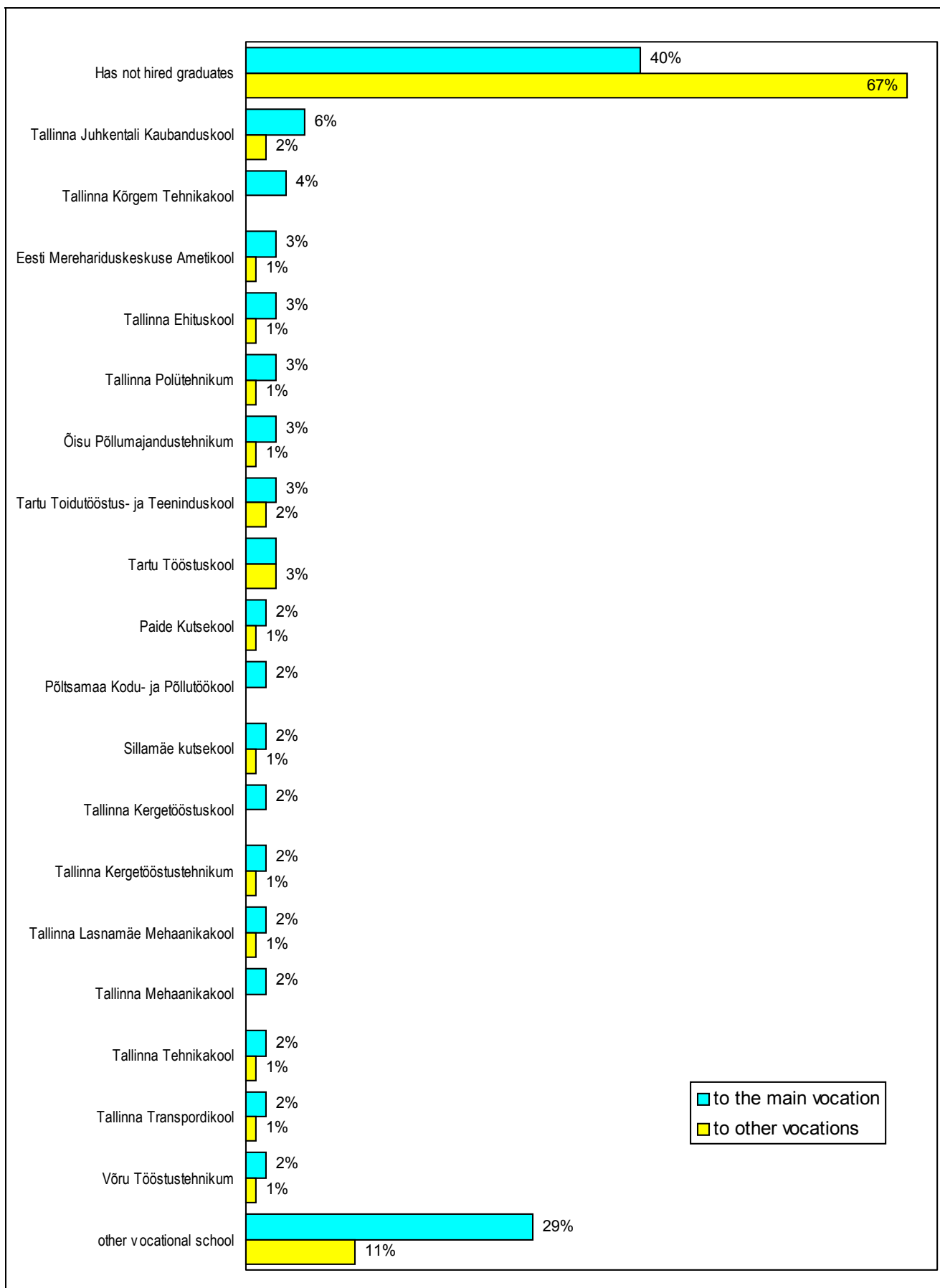
**The share of vocational school graduates among all hired
people
within last two years
(% of all respondents)**



Graph 21

Vocational schools from where graduates have been hired

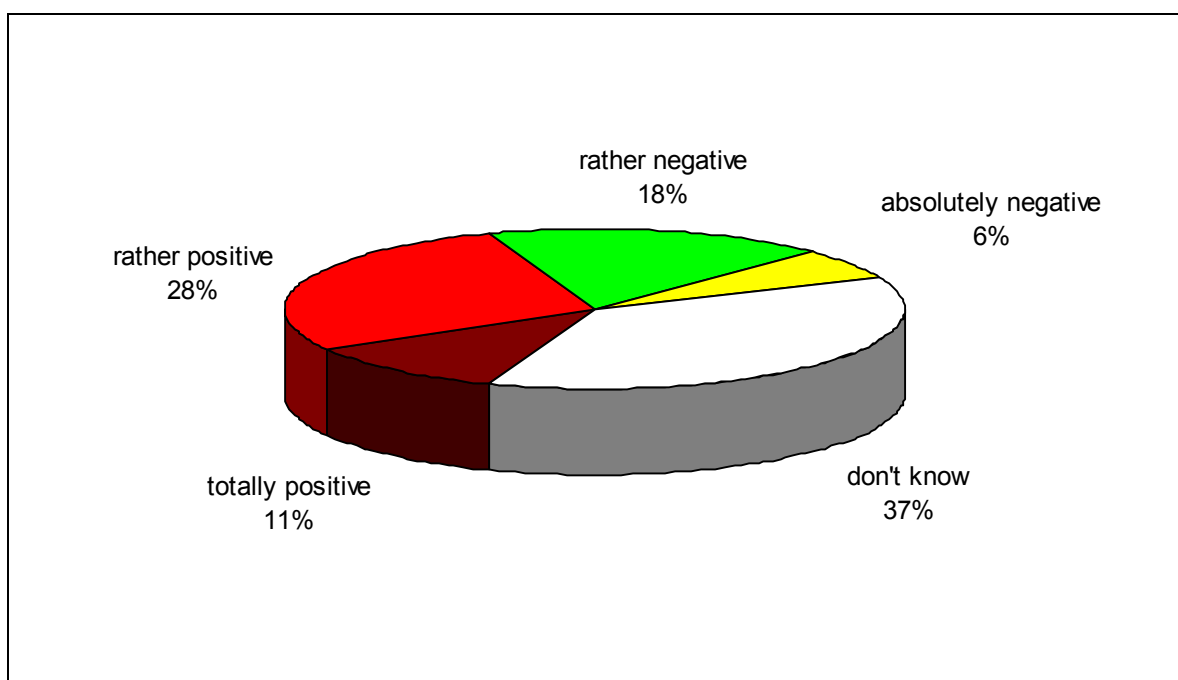
(% of all respondents)



Graph 38

Attitude towards privatisation of vocational schools

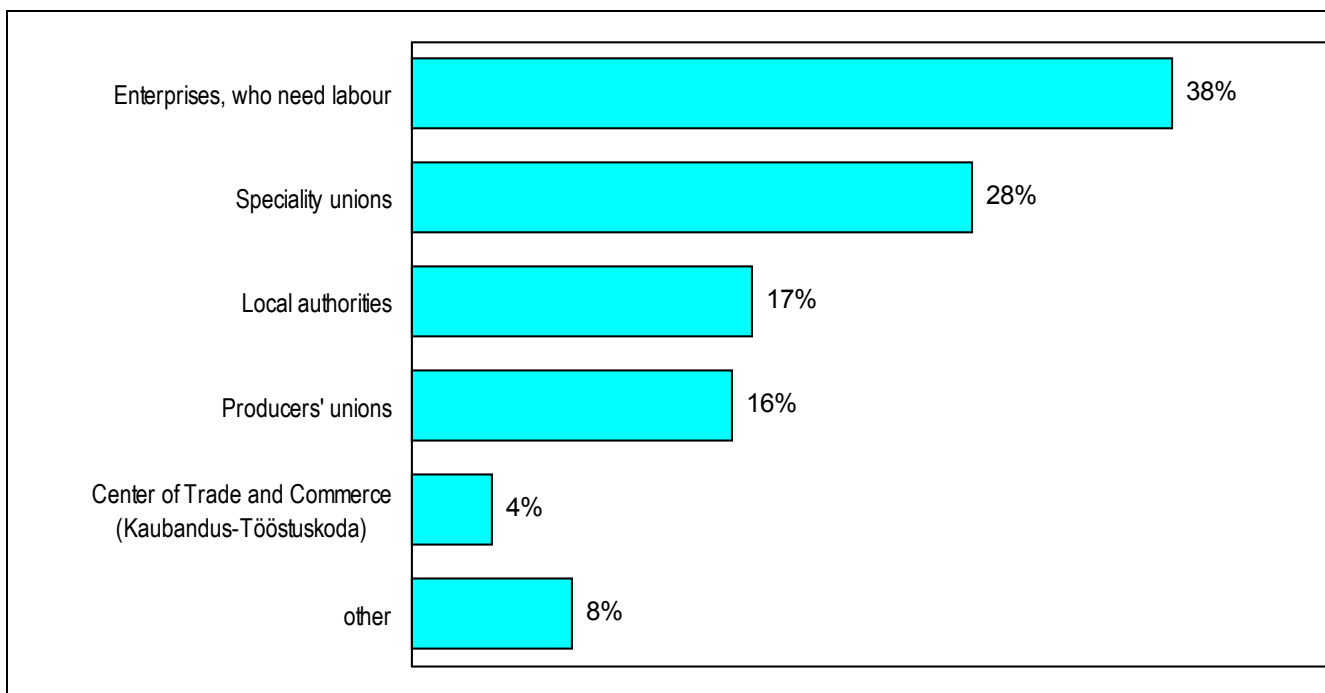
(% of all respondents)



Graph 39

Possible prospects in privatisation

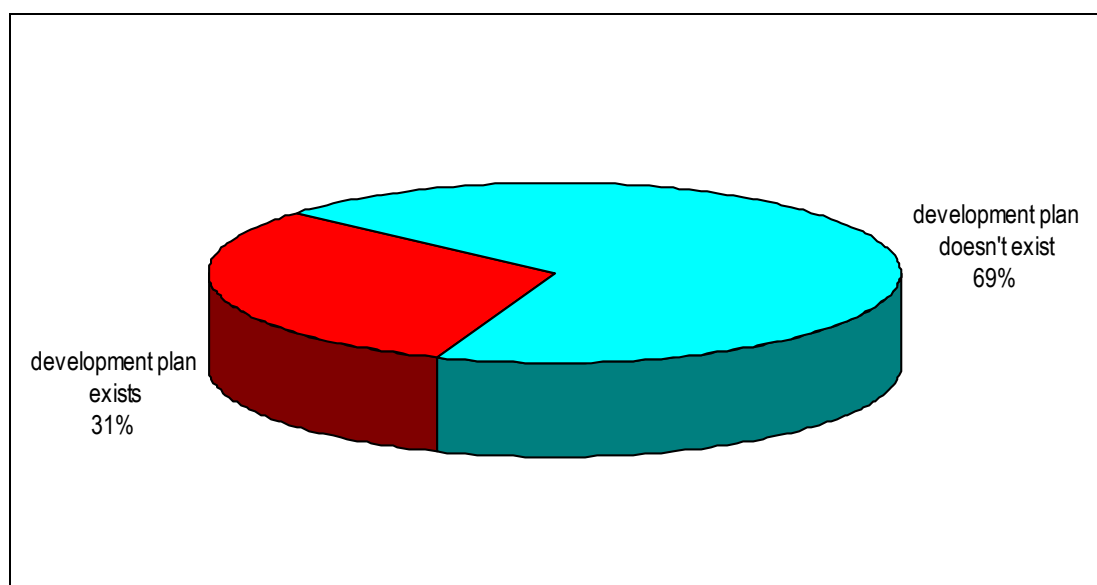
(% of all respondents)



Graph 7

Existence of a development plan of skilled labour

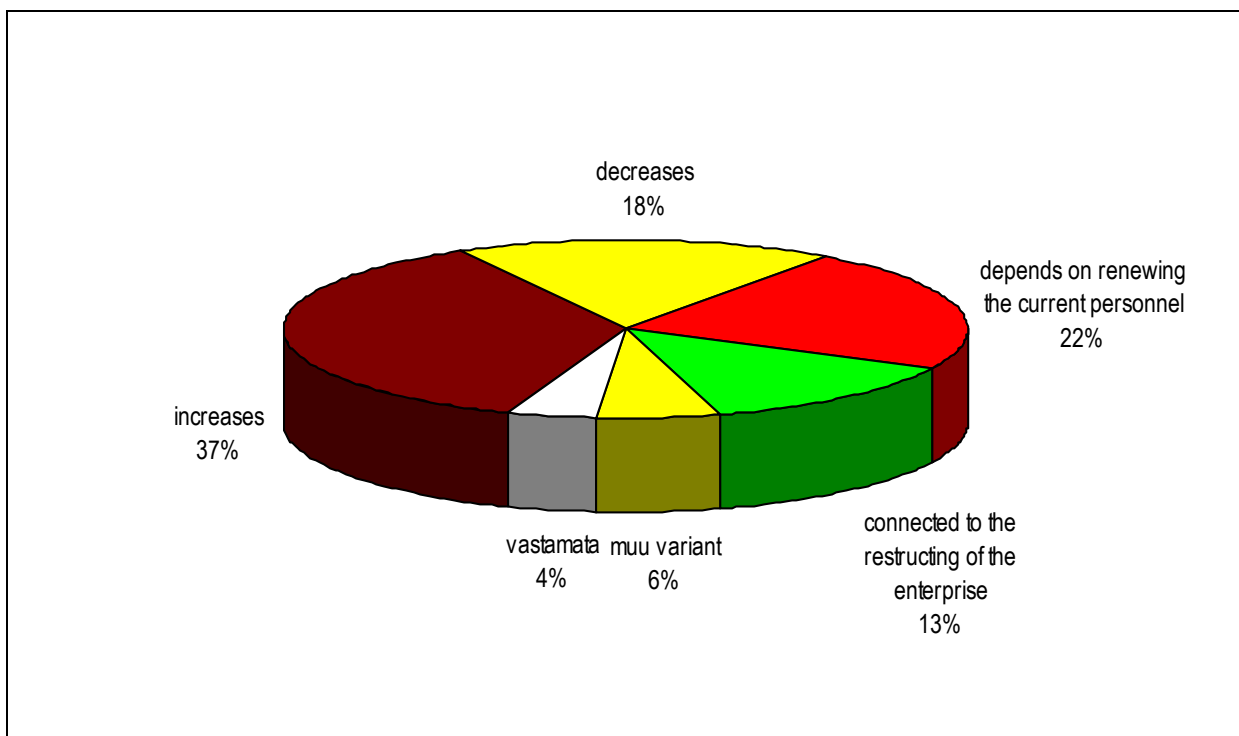
(% of all respondents)



Graph 8

Forecast change in the number of skilled workers for the next years

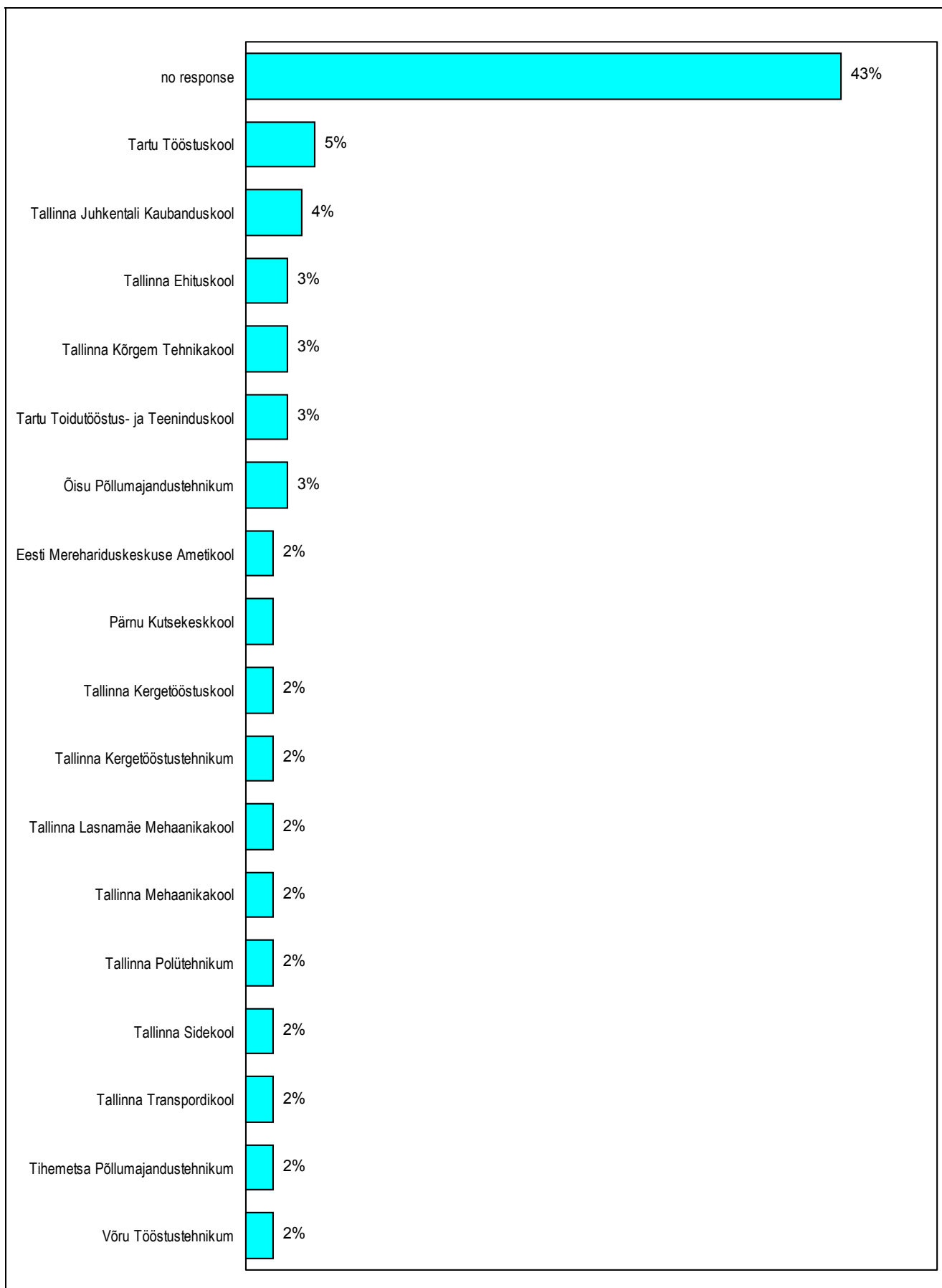
(% of all respondents)



Graph 22

Vocational schools, with whom are positive experiences

(% of all respondents)



Graph 6

**What vocations are the enterprises
most short of**

**(% of those, who have problems in finding
skilled labour, N=207)**

