

**2008
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What Employers Need



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What employers need?

- **Sufficient Supply**
- **Reduced Risk**
- **Reasonable Costs for the skills brought to the table**
- **Productivity**
- **A good idea of what you are getting when you employ someone**
- **A certain commitment and loyalty towards the employer and the efforts we put in as employers to engage, grow and develop people**

What employers need?

Reality vs. potential implications

The Challenge	The Reality	Potential implications
Sufficient Supply	A lot of youth, not enough skills Lack of real managers Lack of specialised Skills	Vocational Education Enhanced university education Ongoing professional development Re-skilling Upskilling
Reasonable cost, Reduced Risk, Loyalty	We are not always paying for the skills, but for the lack of supply Retention challenges are real as new investors are prepared to pay to get the best. Getting value from the effort we invest in training and developing people for long terms careers in our company we cannot guarantee	Certain categories of job seekers are in the negotiation seat for now but how does that impact them long term? Employers need to be able to see a return on investment Job seekers need to think of career not only money but money is a pressing issue for many

What employers need?

Reality vs. potential implications

The Challenge	The Reality	Potential implications
Productivity	Commitment, Dedication, Passionate about WHAT you do – it's not just a job with a salary at the end of the month.	Balance work and personal life for workforce. How?
A relatively good idea of what you are getting?	A lot of paperwork with no certification Increased costs to ensure staff have relevant skills – whether on the job training or external	Accreditation that is MEANINGFUL and links to skills and abilities Re-skilling, upskilling and professional development that is meaningful and not just another paper

What we need to do

What we need to do is a responsibility of everyone and that responsibility requires time and effort that needs to be accelerated for Cambodia to be competitive to be able to provide the right skills for a diversifying economy...

- **Closer coordination amongst industries in our employment sectors**
- **Closer coordination between stakeholder in Cambodia's resources**
 - **Universities and employers**
 - **Employers and government**
 - **Employer and the workforce**
- **Increase Transparent information sharing through appropriate confidential challenges given the sensitive nature of people data and information**
 - **Appropriate use and dissemination of data**
- **Appropriate KNOWLEDGE Management of our resource – whether data or people**

What is reality...

What do employers face...

CONSIDER THIS

Recruiting Aspiring Young Graduates

What do you want to be on day...

What do you want to be one day?

I want to be a manager?

What kind of manager do you want to be?

A manager of my skill?

Recruiting Aspiring Young Graduates

What do you want to be on day...

And what is your skill?

My skill is accounting?

**Can you describe your specific skills in
accounting?**

I studied Accounting

Recruiting Aspiring Young Graduates

What do you want to be on day...

Everyone wants to be a manager...

Can you see the Vacuum?

Recruiting Aspiring Young Graduates

“Analytical” Test

What was your best subject at University?

Accounting.

What score did you get?

15 out of 20

Recruiting Aspiring Young Graduates

“Analytical” Test

Ok, 15 out of 20 = how many %?

mmmmmmmmmmmmmm....

Pen and Paper

70%!

Recruiting Aspiring Young Graduates

“Analytical” Test

Really? OK. 10 out of 20 = x?

mmmmmmmmmmmm....

Pen and Paper

50%!

Recruiting Aspiring Young Graduates

“Analytical” Test

Good. 5 out of 20 = x?

mmmmmmmmmmmm....

Pen and Paper

25%!

Recruiting Aspiring Young Graduates

“Analytical” Test

$$\frac{15}{20} = 70\%$$

$$\frac{10}{20} = 50\%$$

$$\frac{5}{20} = 25\%$$

$$\frac{15}{20} = ??$$

What does this mean?

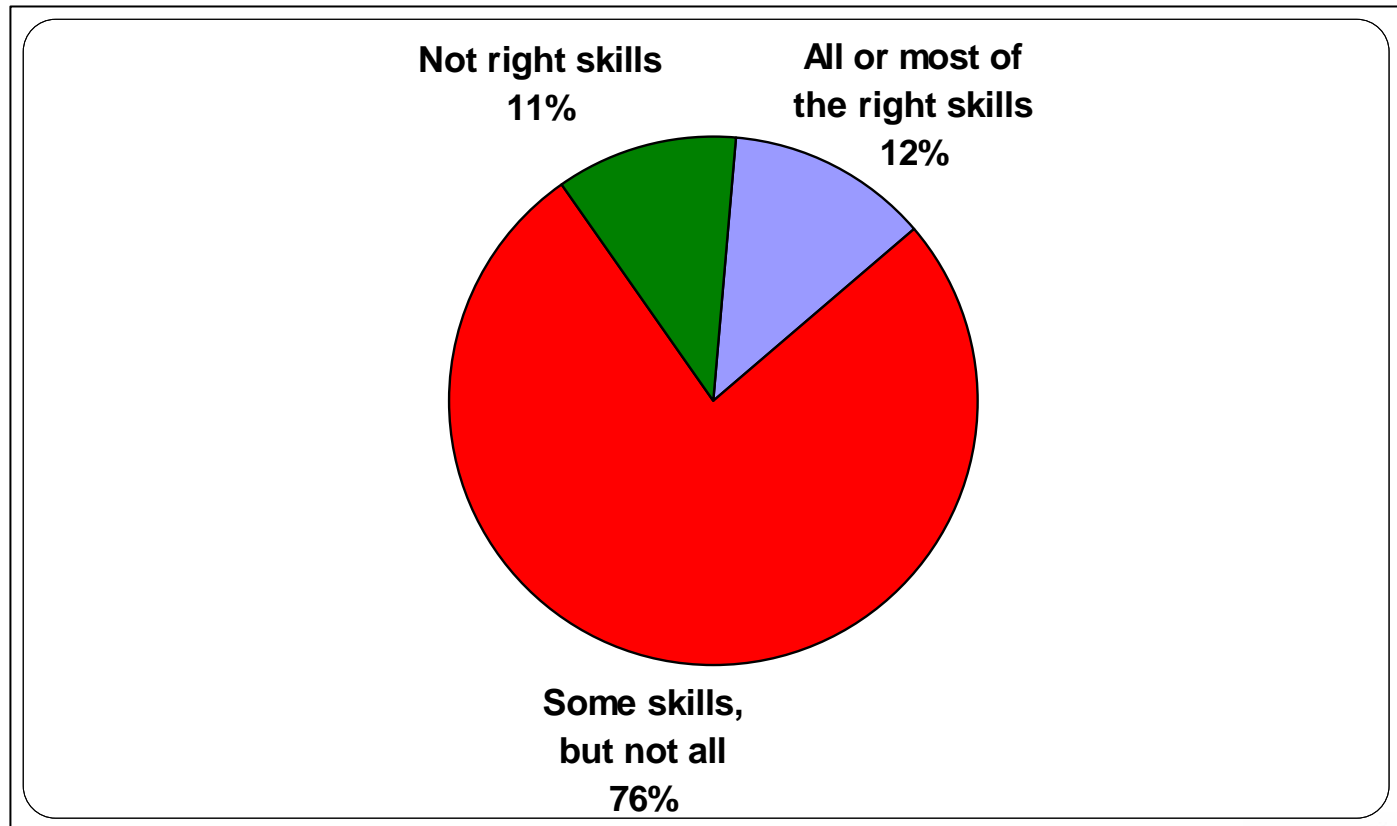
It's one interview but it is reflective of many different interviews that we do. There is significant impact for all stakeholders in this example:

Youth	Employers	Universities
<p>Need information and access to it</p> <p>Need information about jobs and careers and opporutnities</p> <p>Need access to industry information</p> <p>Need access to employers and the job market</p>	<p>Spend a lot of time trying to find the right skills</p> <p>This is an expensive process</p> <p>We are never sure of what we are getting when we review a CV</p> <p>Need to build closer links with universities and networks to ensure an appropriate supply of staff</p>	<p>Need to provide youth with relevant skills</p> <p>Need to be part of the information dissimination channels about careers and jobs</p> <p>Need to educate for the job market – with SKILLS that are applicable</p>

What employers think...

CAMFEBA YEP preliminary survey results show that 76% of university graduates come out of university with some relevant skills but they spend a significant amount of time and resources training new graduates.

(YEP employers survey – 2007-8)



Consider this...

The skills employers struggle to find

Foreign Business Owner – Manufacturing sector

“When I ask a foreign employee to solve a challenge, I know the challenge will be solved and the possible consequence of solving the first challenge. When I ask my Cambodian supervisor to solve the challenge, I have to follow up myself to ensure that the challenge is solved and no new ones are created...”

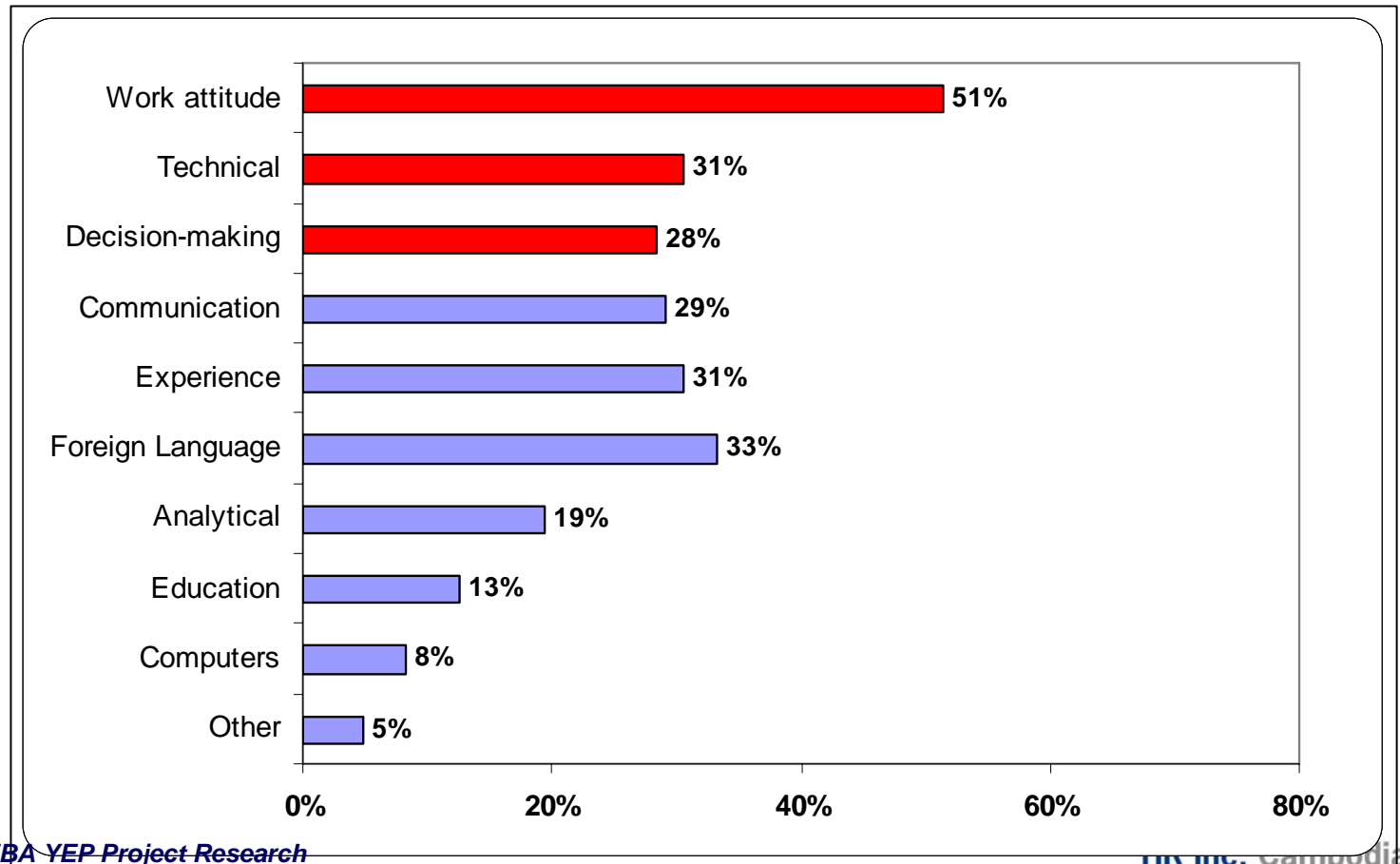
Successful Cambodian Entrepreneur – Travel, Tourism sector

“I have to hire an expatriate now as I’m spending too much time following up on my Cambodian staff and they are not solving basic challenges – HOW do I get them to think proactively instead of just do what I say! I cannot find this in any of the CV’s I’ve interviewed?” I am Cambodian but what can I do!

The skills employers struggle to find

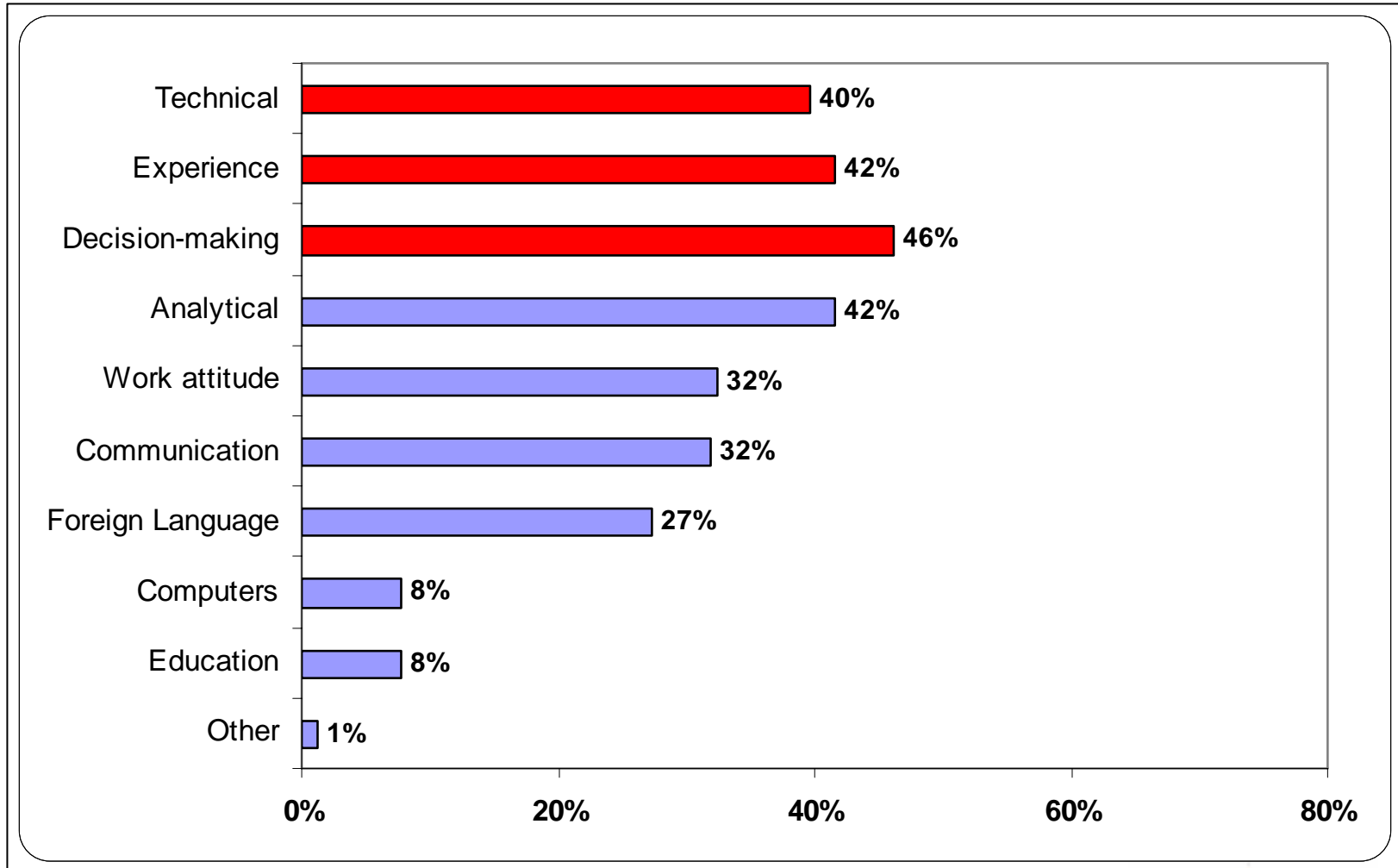
These statements are not unique or isolated but the real challenges employers face today. CAMFEBA's YEP Youth Research show the following preliminary results.

Unskilled Work force – Difficult skills to find



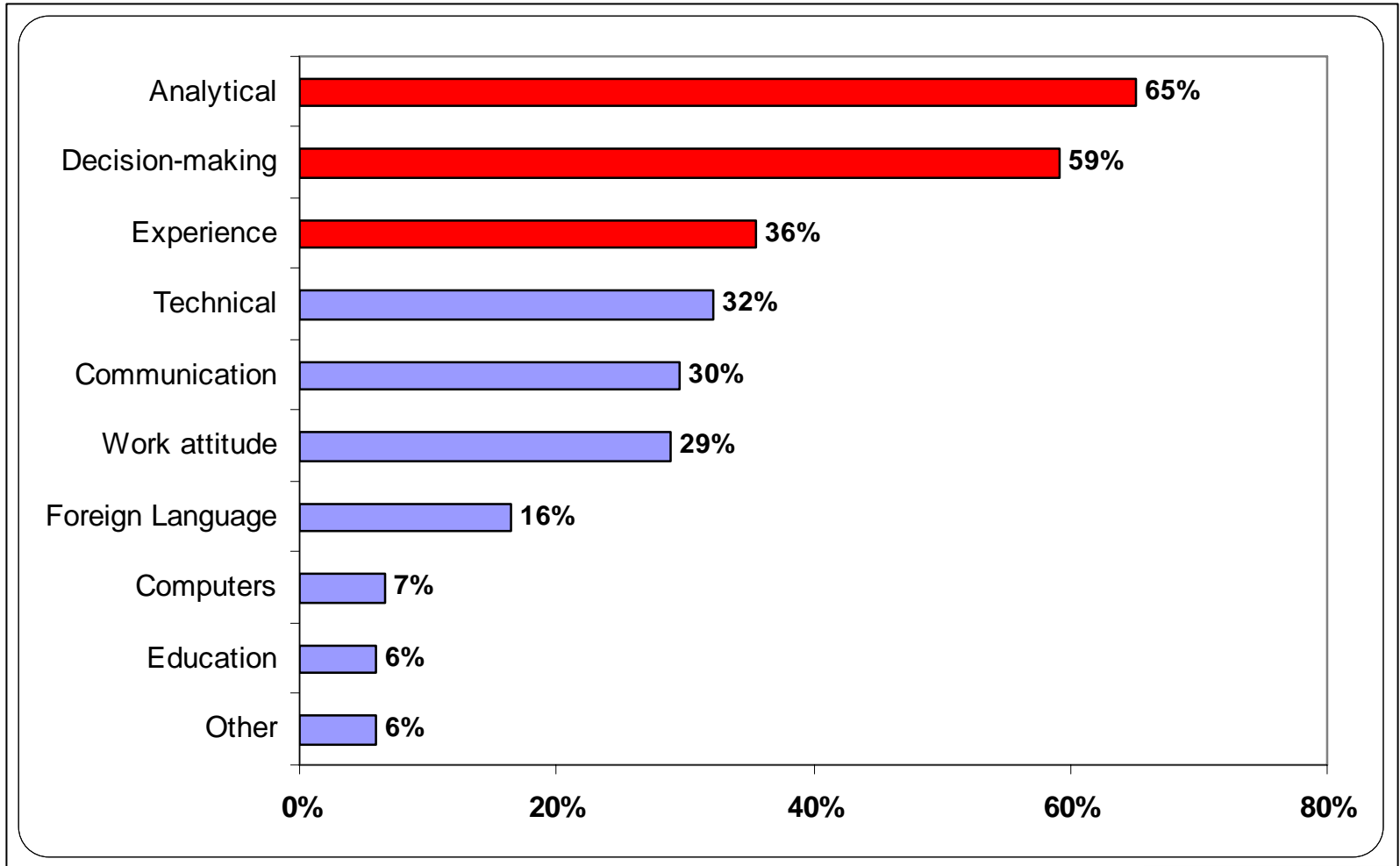
The skills employers struggle to find

Specialised workers – Difficult skills to find (preliminary results)



The skills employers struggle to find

Professional Staff – Difficult skills to find (preliminary results)



Consider this...

About salaries

One of the biggest challenges in retaining employees is salary expectations as they become more skilled...

- A client was seeking to recruit a dynamic Human Resource Professional who could potentially fill a management position in the future. A management job description was used to seek the core competencies and priority skills for the client.
- We found a great candidate – the client was happy to eventually, after 6 months of searching for a manager with no success, be able to recruit a dynamic young professional.
- The current salary of the employee: 250.
- The requested salary of the employee: 600 for the job description as he had to put in a lot of effort as he didn't have all the skills.
- The eventually agreed on 500.
- The employee started work and a month later left for 800 dollars as a General Manager!

Consider this...

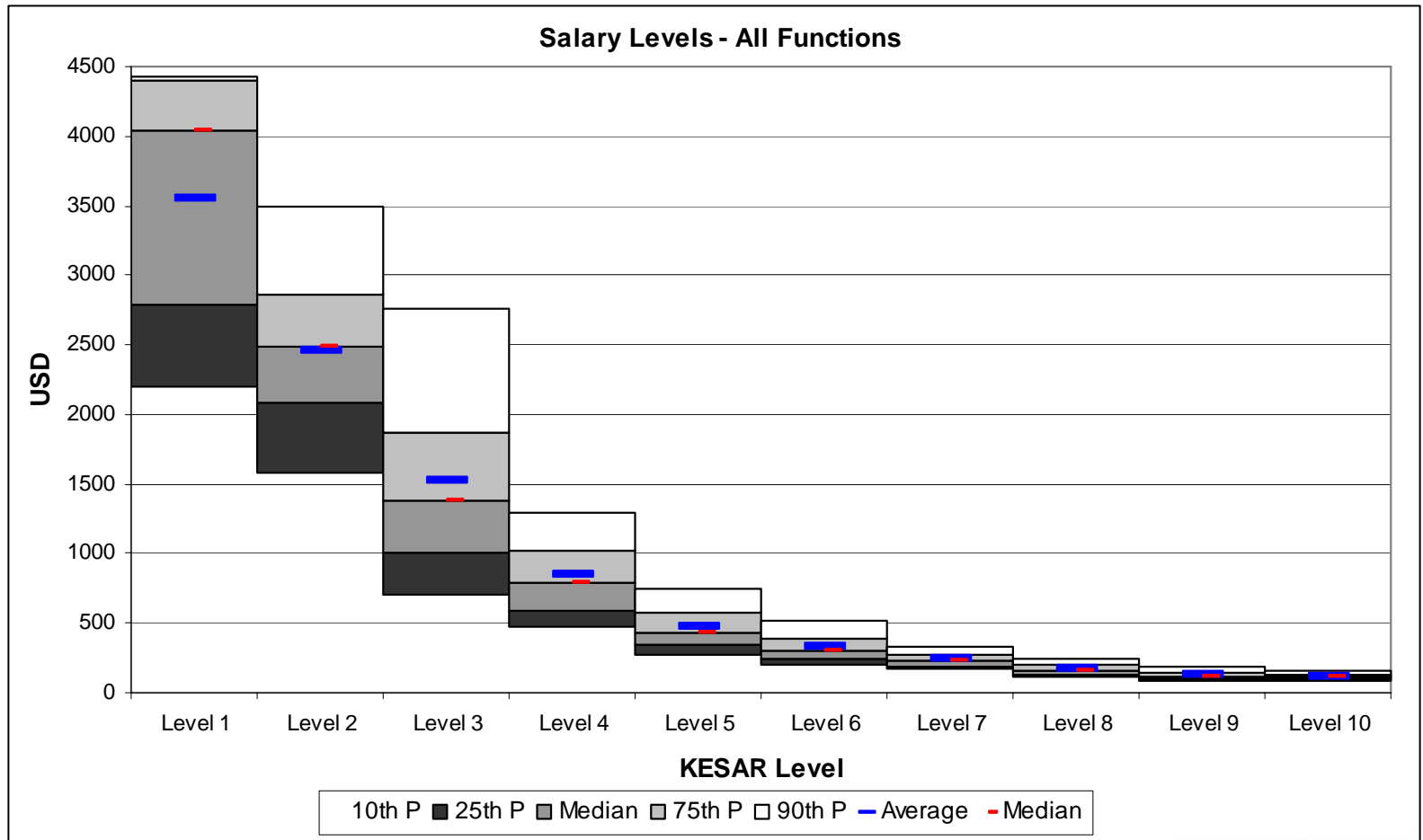
About salaries

Risk, return on investment, loyalty, ability to keep abreast the market trends and salaries being proposed – Human Resources as a function is becoming more and more strategically important by the day.

- Employers need to focus on HR as a strategic division of their operations
 - set internal standards
 - build career path and professions and long term vision and earnings for staff!
 - Keep abreast market trends
- It's no longer feasible, just to provide a job – we need to do more to retain our staff.

Employer Challenges (salary)

Salary progressions (all positions) according to skilled levels (2007-8 PSSalary Survey)



Data to support

- CAMFEBA YEP Project – Youth and Employers research
 - to be launched in March
 - Attempts to quantify job categories to be filled in the future (5 years forecast)
 - Understand employer needs to inform policy and education
 - Understand youth requirement to bridge the gap between employer and job seeker
 - Mr. Som Chamnan: Programme Manager: Som.chamnan@camfeba.com
- HRINC Salary Surveys
 - Growing in momentum and size, annually conducted and moving towards sector specific
 - www.hrinc.com.kh for Insights

Summary and Recommendations

Data and coordination is important

The future is in our hands and everyone has a role to play. We need to accelerate our efforts to address the development of the labor market.

- **Closer coordination amongst industries in our employment sectors**
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Summary and Recommendations

Need to accelerate our initiatives

- **Education and training a priority**
 - Address market needs
- **Vocational Training**
 - Refreshing skills
 - Up and cross-skilling of unskilled and semi skilled workers
- **Professional Development**
 - Refreshing skills
 - Developing skills
- **CERTIFICATION!**

The End

Thank you