

CAREER & EMPLOYMENT GUIDE 2014

Bumpy road
to jobs

Graduates
in a labyrinth

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Editorial

Many of the labour market's woes, including high unemployment among young people or a considerable number of jobs filled by people who are overqualified for their position, can be linked to Slovakia's education system, which suffers from a significant mismatch between the number, specialisation and quality of graduates, and the needs of businesses.

Phenomena such as the devaluation of university diplomas, the inexorably low social status of teachers, the lack of pride attached to certain professions and the inability of education and research institutions to seek out talent and nurture it in a way that brings long-term benefits, show how deep the rabbit hole is. The rather weak performance of Slovak students in the international testing of 15-year-olds rings the alarm for the need of a bigger rethinking of Slovakia's education system.

The Slovak Spectator in its annual publication, the Career and Employment Guide, discusses some of these unsettling trends with a leading scientist and human resources and education professionals.

Since the country's unemployment rate is unlikely to leave the two-digit realm in 2014, the Career and Employment Guide looks at how the government has been addressing this challenge. While the government cites statistics that its policies are working, critics question whether the newly created jobs will be sustainable once employers stop getting state subsidies.

Which recent legislative measures have helped the labour market and which have had a negative effect? How can graduates improve their chances of getting hired and what are the recent trends in the labour market? Human resources professionals offer answers to these questions, with the hope of helping readers to better orient themselves in the labyrinth of the labour market.

Beata Balogová, Editor-in-chief

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Education, training policies target stubborn unemployment

Unemployment was the “news word” of 2013 with journalists in Slovak media having used it in 7,164 stories last year, based on a ranking of the most commonly used words conducted by the monitoring agency Newton Media. It’s unlikely to disappear in 2014, while the real challenge for politicians remains how to create new jobs and give crisis-weary Slovaks hope that after years of austerity, living standards will improve.

When reflecting on the term of his government in early December 2013, Prime Minister Robert Fico, who also threw his hat into the presidential ring for the March 15 election, suggested that in the next two years his government would pursue two priorities: lowering unemployment to the eurozone average by 2016 and boosting wages.

The jobless rate, calculated by the Central Office of Labour, Social Affairs and Family (ÚPS-VaR), or the so-called registered unemployment rate, amounted to 13.5 percent in December, a decrease by 0.94 percentage points compared with December 2012. Unemployment fell in all regions except Bratislava, where it rose 0.45 percentage points to 6.17 percent. This is still the lowest rate of any region in the country. The eurozone’s present average unemployment rate is 12 percent.

THE PREDICTIONS

Slovakia’s central bank (NBS) made political promises look a little more attainable when in its January forecast it suggested that the job market has stabilised and that “the gradual growth in employment should continue in the first half of 2014”. The NBS also said that the Slovak economy will do slightly better than originally expected in 2014: the gross domestic product (GDP) is projected to grow at 2.3 percent of GDP year-on-year in 2014, a rise of 0.1 percentage points compared to the previous prognosis from December 2013.

The Financial Policy Institute (IFP) at the Finance Ministry also foresees an acceleration of the economy, a decline in unemployment and slower growth of prices, suggesting that the increase in job vacancies in Q4 2013 show that the bottom of the labour market has already improved.

Nevertheless, market watchers remain cautious. Eva Sadvská, an analyst with Poštová Banka, said the registered jobless rate will remain relatively



The government of Robert Fico promised to make fighting unemployment one of its priorities.

high, at about 13.2 percent, and Martin Baláž of Slovenská Sporiteľňa also does not expect significant improvement in the jobless numbers.

Human resources professionals are also remaining reserved in their outlook.

“New jobs will be appearing only sporadically and the employers won’t have either the money or reason to hike wages,” Martin Krekáč, a senior partner at Amrop and chairman of Jenewein Group, told The Slovak Spectator. He added that the market is likely to observe “an effort to increase the added value of the employee” instead.

According to Krekáč, the expectations and demands for employees will decline, in particular for those who have been out of work for a longer time.

DISPUTED MEASURES

Human resources professionals interviewed by The Slovak Spectator in early February 2014 cite changes to the Labour Code as negatively impacting the employment market.

A recent change to the law on collective bargaining, which from 2014 allows higher-level collective agreements to extend to all firms in a

given sector regardless of whether the firm has agreed to do so, has also been criticised by some. The opposition parties are challenging that change with the Constitutional Court.

“If the current government insists on implementing this law it will result in the decimation of small and medium-sized enterprises in Slovakia, which will have catastrophic consequences,” Bruna Beata Jakub, country manager at Adecco Slovakia, told The Slovak Spectator.

Six foreign chambers of commerce, from Germany, Austria, Italy, the Netherlands, Sweden and Spain, issued a joint statement claiming that the amendment is depriving companies of their right to independently determine salary and wage conditions.

The revision could lead to “additional financial burden for firms operating in Slovakia and will have a negative impact on the competitiveness of Slovak firms and put Slovakia as a destination for foreign investors at a disadvantage,” Jake Slegers, the executive director of the American Chamber of Commerce (AmCham), told The Slovak Spectator in November.

An additional disputed measure passed by the

government in 2013 is the so-called tax licence, which will require limited liability or joint stock companies, regardless of whether or not they make a profit, to pay money into the state coffers beginning in 2015 for the 2014 taxation period.

While the government argues that its so-called tax licence will help rein in tax evaders, the opposition argues the policy amounts to little more than a new tax by another name. In parallel with the tax licence, which will see companies pay a flat annual fee to operate, the government cut the corporate income tax from 23 to 22 percent. Businesses have come to grips with the licence plan as a “necessary evil” while arguing that the income tax cut is too subtle.

EDUCATION SECTOR

Human resource professionals and employers track some of the most crucial woes of the labour market, including the high unemployment rate among young people, back to the education system in Slovakia, citing a considerable mismatch between the number, specialisation and quality of graduates, and the needs of the business.

The state has indeed declared its efforts to tune the education system to the needs of the labour market, while some of the measures are focused on supporting vocational training. However, HR professionals suggest that changes should have begun long ago.

“We are hearing about this from every government and almost nothing has happened to achieve this,” Igor Šulík, managing partner at Amrop, told *The Slovak Spectator*. “The comparable statistics showing the decline in the level of the knowledge of our students are worrisome, but none of the responsible people are creating the sense of urgency to change the status quo.”

The Education Ministry claims it is receptive to calls for reform and is currently working on a

brand new law on vocational education, introducing elements of dual education into the existing system with an emphasis on adjusting the ratio of practical training to theory to 60:40.

Under such a model, the theoretical education should be guaranteed by the state while gaining practical experience should be provided directly at the companies.

“The new law would be based on the principle that on one hand young people have motivation, but also businesses and employers,” Education Minister Dušan Čaplovič said on February 6, 2014, as quoted by the SITA newswire.

Luboš Sirota, general director at McROY Group, suggested that one of the problems is also “the low motivation of students to apply to studies that would make searching for a job easier for them”.

“This is why the Slovak market over the long term has been lacking operators and programmers of CNC machines, welders, electricians and IT specialists,” Sirota told *The Slovak Spectator*.

The ministry suggested that the students could be motivated by scholarships.

Companies with links to countries that have a strong tradition of so-called dual education – Germany, Austria and Switzerland – have already taken the initiative and came up with their own projects, such as Fit4Future, initiated by the German-Slovak Chamber of Commerce and Industry in cooperation with the Education Ministry.

The Swiss experience in dual education is shared within the Swiss-Slovak project Vocational Education and Preparation for the Labour Market while Austria has provided a helping hand to Slovakia through a pilot dual education project.

DECLINING SKILLS

Nevertheless, the rather weak performance of Slovak students in the international testing

of 15-year olds suggests that a bigger rethinking of the education system in Slovakia might be needed.

Among 34 Organisation for Economic Co-operation and Development (OECD) countries, Slovakia placed below average, and in math scored higher than only five other countries – Israel, Greece, Turkey, Chile and Mexico. Slovakia’s results are comparable to those of Portugal, Italy, Spain, Norway, Russia, the United States, Sweden, Lithuania and Hungary, according to the National Institute of Certified Measuring of Education (NÚCEM).

“For the first time the results of Slovak pupils in all three considered areas are significantly lower than the average performance of the OECD countries,” the NÚCEM reported.

The results of the triennial international survey called Programme for International Student Assessment (PISA) indicate that more Slovak teenagers are failing to master basic math skills. While the share of such pupils was nearly 20 percent 10 years ago, now it is more than one-quarter (27.5 percent). Among 34 OECD countries, Slovak pupils placed 23rd-29th in math, 32nd in reading and 28th-31st in science.

Čaplovič responded to the results by saying he expects the performance of Slovak students to fall even more, and cited, among other things, what he called the prevalent and early selection of pupils to various types of schools, mainly eight-year grammar schools, SITA reported.

However, Miroslav Beblavý, an opposition member of the parliamentary education committee, suggested in early December 2013 that the decline in the quality of students needs long-term solutions, while he stressed that “emphasis needs to be put on the quality of teachers”, the TASR newswire reported. ■



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low-income employees, which would boost the creation of jobs where it is profitable,” Dinga said.

THE OUTLOOK

Though Slovakia’s economic growth is expected to rise in 2014 by approximately 2 percent, this will not be enough to significantly increase the number of new jobs, Eva Sadovská, analyst with Poštová Banka, told The Slovak Spectator. She expects the average registered jobless rate to remain relatively high at about 13.2 percent in 2014, even though it will drop slightly from the 2013 numbers.

Baláz of Slovenská Sporiteľňa does not expect a significant improvement in jobless



Photo: Sme

numbers in 2014 either. He maintains that unemployment in Slovakia will decrease more extensively only in 2015.

“Based on our estimates the jobless rate might increase to 14.8 percent by the end of 2014,” he wrote in a memo.

According to Sadovská, decreasing unemployment more significantly will require not only faster economic growth, “but also a better connection between the labour market and the education system, as well as quality infrastructure and a more optimistic business climate”. ■



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Family-owned companies are key for economy

At the end of last year, the Forum of Businesswomen of Slovakia took place as the culmination of a programme lasting for more than a year focused on supporting entrepreneurship of women. The debate forums identified the main problems facing women entrepreneurs. Apart from notorious obstacles connected with running small and medium-sized businesses (SMEs), like payroll tax burdens, excessive bureaucracy or the Labour Code, which makes employing additional employees complicated, women have one more challenge to face: balancing their professional and family life - especially their work and their role as mothers.

Another problem, similarly topical, which is not exclusive to Slovakia, but seen throughout the European Union, is the high unemployment rate among young people. Missing education reforms, disadvantageous employment on short-term contracts, current demand for "ready" employees with experience, even poor language skills and a lack of ethics and integrity, often make it easy to push generation Y workers to the sidelines.

Luckily enough, they are, unlike working-mothers, flexible and have the chance to try for a breakthrough abroad - enhance their education or gain needed practical experience.

BENEFITS FOR ALL

One solution that would be of great help, not only for the troublesome groups mentioned above, is more support for family-run firms. According to Monika Krošláková from the University of Economics in Bratislava, as many as 82 percent of SMEs in Slovakia are family businesses. These are companies where more than 50 percent of the ownership is in the hands of direct relatives (spouses, parents, children and siblings). This environment offers direct employment opportunity not only for men, but also for women entrepreneurs. Moreover, it offers relatively good opportunities for young people after graduation, so that they do not end up unemployed. The chance to build up a professional future according to one's own ideas and plans in a team with family members, and then to pass the firm over to descendants, is undoubtedly an attractive vision.

The support for local SMEs has indisputable advantages for all groups involved, and it would without any doubt be profitable for the state. The economy would be built by people who live in Slovakia. They would pay taxes, create jobs and build up values here. Several regions would develop more markedly, resources now directed to various social programmes would be saved, the purchasing power of a wider group of citizens would grow, and with it, also the level of education. The group of jobless people would shrink, and thus also the crime rate; not to mention the long-term sustainability and the stability of the business environment and the loyalty of companies toward their own country.

To be self-employed does not necessarily mean huge profits, but in many cases rather to sufficient resources for a dignified and peaceful life. With reasonable state support, family businesses will not pack up and leave when the tax holiday period ends, or when the costs of labour no longer create a competitive advantage. In the case of family companies, moreover, other positives are involved. Families can spend more time together and create common values. They do not have to adapt to an employer, and they can synchronise their working hours with other family members, thus bringing added flexibility.

They decide themselves what they will do and for which target group - which creates a precondition for them enjoying their work. The founders of companies are much more interested in prosperity and passing over the firm to other generations. Thus, from the very beginning they bring up their descendants to be hardworking, develop their economic thinking, moral integrity and client-oriented attitudes. They pass on their experience and the



Wineries are often family businesses.

young, instead of "absorbing" mere theory in schools, also tap into practical life.

FUTURE IN FAMILIES

All these advantages of family businesses have a positive impact on the aforementioned groups. This includes women entrepreneurs, but also young people who only just planing to enter the labour market. By supporting family businesses, the state will impact a wider population of economically active citizens, and also the new generation, which is expected to care for the elderly in the future. In Slovakia, the tradition of family businesses is only being built, as only now the time has gradually come to hand over firms to the coming generation, although in some cases this has already happened.

This trend will continue and even the companies which now formally do not fulfill the criteria of a family company (they are owned by a single individual, or by a partner without family relations), can suddenly find themselves included in this category, through a shift in ownership or sharing ownership with the next generation.

It would surely be desirable to focus more on family-owned businesses at the level of state bodies and to send clear signals in the form of relevant legislation that our elected representatives do care about the growth of the economic power of our citizens. ■

Mario Fondati is a partner at Amrop.

Leadership and the Brain – A User’s Guide to Empathy

Insights into leadership in the fast-evolving business environment can be found in the history of our own evolution. Over the last few million years, the human brain has changed faster than that of any other living species. We have developed such a large cortex (modern brain) in comparison to the deeper, older regions of the brain, that we are less in touch with our instincts and non-verbal signals. Not only is the cortex the most modern part of our brain, it is also the most considered, reflective and forward-thinking. Most of this brain growth is connected to the evolution of language and interpersonal capabilities, such as empathy, cooperation and strategizing as a group.

As cave dwellers, cooperation improved the chance of our survival as a species, so an instinctive tendency for cooperation is deeply embedded in our brains. If this is the case, then why is cooperation sometimes so difficult to establish?

HOW DID WE GET HERE?

When systems become destabilized, we produce threat states and transmit signals that reveal these, to some extent. This is one reason why leaders are so influential in setting the tone of a business culture. It explains how a manager transmits a positive or negative atmosphere to his or her team – and why team members often appear to go to such lengths to avoid hearing bad news. And purely from the standpoint of the brain, people respond differently to a “threat” that they perceive as distant (an end of the year appraisal) than one that seems more imminent (being called into your office on short notice without knowing why). Furthermore, and despite the fact that we inhabit a society of instant gratification, our brains are still more acutely



Dr. Tara Swart, Neurocognoscenti & Consultant, Amrop – Leaders For What’s Next



geared towards loss-avoidance than reward-seeking – and this is worth bearing in mind when preparing to give people feedback or lead change.

Language has transformed all kinds of systems, including that of the brain and the world. There is such an exquisite tension between the individual and the environment, such a complexity of inter-connections, that our evolving brains have shaped the world,

just as the world, over millennia, has shaped our brains. That world, as we have perceived it from birth to adulthood, has been woven by complex interactions between memories, smells, emotions, responses and learning, creating the unique individual that we are today. So when we think that we are making a completely rational decision in our professional environment, in fact we are not. We are making a decision based on the accumulation of our life experiences, relationships and expectations. This phenomenon applies not only to individuals but also to collectives – a family, a team, a Board or a business as a whole.

EMPATHY – SOFT SKILL, HARD RESULTS

Empathy is the neurological basis of personal and professional development as a manager or a leader. It makes us more aware of threats as perceived by other people, particularly those who report to us, and helps us go some way to assuage them. Empathic attitudes and behavior can therefore stimulate the very collaboration that is so vital not only for organizational vitality, but for organizational survival. They can yield unprecedented results in terms of one-to-one relationships and stimulate high performance in individuals, teams and organizations..

THE NEUROSCIENCE OF ENGAGEMENT AND EMPATHY

What actually happens when there is an interaction between two or more people who are feeling engaged – connected and mutually empathic? We could begin by hypothesizing that feeling engaged and being engaging are probably mutual – that is, to be engaging we

Executive Coaching

Executive Search companies, apart from Leadership Assessment and Board Advisory, naturally provide Executive Coaching services to the top managers that they naturally work with. The increasing demand for Executive Coaching services has led Amrop to create a unique offering to its clients.

As Amrop is known to use the latest neuroscience findings in the consulting practice it does not come as a surprise that Amrop offers brain-based coaching as part of the coaching practice as well. A unique team of eight internationally certified coaches with diversified backgrounds and representing different coaching schools are in the portfolios of coaches who can work with different individuals.

Coaching is often used as a continuous active support during periods when people in an organization are seeking independent and constructive feedback on the direction the organization has embarked on, its structure and resources, improvements in self-presentation, vision, plan or strategy, or when the development of important interpersonal skills of managers is needed to better fulfill a leadership role. Simply put: it is applied whenever it is necessary to optimize and influence the ability of key personnel in order to increase their performance and contribution to achieve common goals.



It unlocks human potential. This is an extremely efficient and effective method of personal development, as it helps to understand and solve problems naturally and to face them using one's own skills through the mobilization of internal reserves. Through offering different perspectives, initiating better perception of reality, inspiration and discovering new opportunities, it gets the best out of the person being coached and thus opens the way to further success.

Executive Coaching by Amrop is a form of high level development designed for Board members and senior leaders, executives and entrepreneurs applied in areas of strategic management. It enables an increase of personal managerial efficiency, influence and authority and achieving desired results. Moreover, it helps to successfully manage people and processes and to cope with the challenges of a dynamically changing environment.

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are engaged. This is similar to the concept from the social neurosciences: that to encourage trust in a relationship – any interaction between people, at work, at home or socially – we must be open to trusting, rather than being in a state of stress or fear, which others could become aware of on a primal level.

The brain is all about inter-connectedness – our genetic make-up combined with all our life experiences. From the womb, parenting styles, learning preferences, talent choices, social milieu, gender, culture, relationships and many other factors create a unique blueprint of who we are, what we find interesting and who and what we attract into our lives. These factors continue to shape us into the future. The ability to engage means being aware of and being able to regulate the impact of our brain on someone else. It is about providing enough, but not too much, novelty, challenge and choice to engage and motivate.

Neuroplasticity – the brain's ability to learn, unlearn and relearn, means that we can develop these skills even if they are not already a strong part of our toolkit. We can learn explicitly through reading as well as implicitly through life lessons or brain-based coaching,

a discipline engaging executives through both explicit and implicit brain learning areas, through logic and emotion centers, to change and sustain Leadership behavior that motivates and inspires into high performance.

MANAGEMENT MESSAGES – WHERE DO WE GO FROM HERE?

Understanding empathy – whether towards ourselves, others or an organization – serves to help people fulfill their potential, passion and purpose. It takes us through the interrogations: “where have we come from?” and “what are we going through?” to bring us back to the fundamental question: “what are we really here for?” In this way, we can begin to explore – through personal reflection or with an executive or peer coach or mentor – how we collaborate, how we role-model, and ultimately, how to create genuinely cohesive organizations.

Shorten. Full version of the article may be found at www.amrop.sk

Prepared by Dr. Tara Swart, Neurocognoscenti & Consultant, Amrop



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“To find Leaders For What's Next we offer our clients solutions based on a unique combination of sector expertise, functional knowledge and ownership-specific approach,” said Igor Šulík, Amrop Managing Partner.



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Does an MBA make you a heavyweight?

The pros and cons of advanced degrees vary with one's goals

As high unemployment continues to make the Slovak job market more competitive, getting an MBA degree might seem like a good idea to boost job prospects. The truth is not so simple, HR experts warn.

MBA, or master's in business administration, are not so rare anymore, as the number of holders as well as the number of institutions offering programmes grows. Those holding such a degree hardly fit into the same category, and the ranks include those who have studied abroad, in Slovakia and in various phases of their professional life, according to Ladislava Molnárová, a senior manager from Amrop, an executive search firm.

"But just like with the classic university education, quantity does not equal quality," Molnárová said, adding that the HR experts and MBA holders hope that the value of MBA degrees is not diminished.

As common as MBAs may be, they are still a relative rarity among job seekers. While in 2013 about 85,000 new CVs were added to the Profesia.sk job portal, only a few dozen job seekers claimed to have an MBA, according to Marcela Glevická from Profesia.sk.

TOP MANAGERS

It is unlikely that employers would require an MBA degree directly, Molnárová said, adding that most often it is transnational corporations that expect specialised education. MBA studies serve primarily as further higher education for managers, while sector affiliation is not important, Molnárová told The Slovak Spectator.

"Top managers in an automotive plant, bank, hospital, school or at a municipal office, should have the same basis of managerial and leadership abilities and skills," Molnárová said.

As MBA studies can be expensive, it is logical that people with MBA degrees are more often in economically strong and successful sectors.

Companies usually state the minimum required education when advertising a job position on the job portal, and it is not often the case that



Photo: Sme - Vladimír Šimíček

An MBA is not a guarantee that a candidate will get a job.

they need to fill positions which require an MBA degree as the minimum education requirement, Glevická said. In just 160 cases last year, employers seeking employees through Profesia.sk stated that an MBA would be an advantage.

AN MBA'S WEIGHT

Molnárová admits that MBAs do not have the weight they deserve in the Slovak job market.

"In practice it often happens that some organisations unnecessarily insist on a university degree where it is not as important due to the required skills, while on the other hand they do not sufficiently appreciate degrees and certificates from abroad, like the MBA degree," Molnárová said.

She also notes that MBA degrees are not all of the same value, and employers who want managers with MBA degrees also look at the university it comes from and its quality. The schools offering MBA courses differ considerably in their quality. In other countries the quality of the organisation that issued the MBA degree is scrutinised by the potential employer. They check the rankings of MBA programmes, Molnárová said.

"The degree alone has no weight; that only comes from the quality of the school that issued it," said Jana Palenčárová, head of the HR department of ČSOB. "If the MBA is from a prestigious university, the candidate is likely to have excellent competencies, and such a CV

definitely draws interest from the recruiter."

This does not mean that a MBA from a less prestigious university would be useless, Palenčárová, herself an MBA holder, said. It does mean that the recruiter usually goes to greater lengths to verify the specific competencies and knowledge of the candidate during the job interview.

HIGHER EDUCATION AS AN ASSET

HR professionals recognise that if a candidate has an MBA degree, it is a sign that they are interested in continued personal growth, Molnárová said. It also indicates that the candidate should be able to join the needs of different units in the organisation, and has a certain oversight needed to manage an organisation, she added. In any case, these are only assumptions that the HR professional needs to verify in the selection process.

"A candidate might hold a degree and be academically capable of completing the studies, but might still not be able to apply the knowledge and information into practical business life," Molnárová said.

An MBA is not a guarantee that the candidate will be chosen for a position, since all job candidates are evaluated comprehensively.

Several companies that The Slovak Spectator spoke to confirmed that they do not have positions for which they would directly require an MBA. But KPMG Slovakia, a company that most often hires fresh university graduates, does have candidates with MBAs, HR manager Ľubica Remenárová told The Slovak Spectator.

MBA degrees are perceived as an added value for job candidates, Tatra Banka spokeswoman Marína Masárová told The Slovak Spectator.

"An MBA degree definitely is a sign of a candidate's activity and interest in further developing [their skills] and improving themselves," she said. ■

Respondents looking for a job value a friendly work environment followed by a high salary. For those looking for an internship, opportunities to gain professional experience and work with leading experts are more important. These are some of the key findings of Deloitte Legal's "First Steps into the Labour Market" report for 2013, which includes input from over 4,000 students and recent graduates across 11 different countries in central Europe. Graduates in Slovakia tend to stay longer in their first job compared to the regional average, but almost half of the respondents were unable to estimate the length of time spent in their first job. Similar to other countries in the region, 27 percent of Slovak graduates plan to work for their first employer for over three years. Reasons for leaving a job

include negative work relationships, insufficient recognition and appreciation for work done, and insufficient development opportunities.

- Slovaks would rather see more money on their pay stubs than receive perks. A poll by the Platy.sk website of the Profesia.sk published in December 2013 revealed that almost three quarters of respondents would prefer a salary increase over non-financial perks. Perks like a mobile phone for private use, remuneration of language courses or extra days off are offered to 69 percent of employees, while the remaining 31 percent "can only dream about such advantages". In Prešov Region, 84 percent of employees would choose pay increases over perks, while in Bratislava Region, 69 percent of those polled

preferred perks. People working in lower and mid-level management positions appreciate non-financial benefits the most.

- US-based internet giant Google is seen as the most attractive employer in Slovakia among respondents in a survey conducted by employment agency Profesia and Forbes magazine. Google was chosen based on the respondents' perception of it as a strong brand that offers its personnel numerous ways to realise their potential as well as interesting work. J&T financial group came in second and carmaker Volkswagen Slovakia ended third. The chief factors in the rankings were a strong and well-known brand, interesting work, a sound reputation and job security. Meanwhile, salaries were the fifth most important factor. *See LIST pg. 42*

CONFERENCES, EXHIBITIONS & EVENTS IN SLOVAKIA FOCUSING ON HUMAN CAPITAL OR EDUCATION

Name of conference / exhibition (Listed by date of events) Organiser Address, City, Postal code E-mail Názov konferencie / výstavy (zoraďené podľa dátumu konania) Organizátor Adresa, Mesto, PSČ E-mail	Phone Fax www Telefón Fax www	Conference director Phone E-mail Riaditeľ konferencie Telefón E-mail	PR manager Phone E-mail PR manažér Telefón E-mail	Conference / Konferencia Exhibition / Výstava Event / Podujatie	Month (date) events held / Conference (exhibition) / www / Conference (exhibition) e-mail / Obdobie konania konferencie (výstavy) / www konferencie (výstavy) / E-mail konferencie (výstavy)	Conference (exhibition) was first held in (year) / No. of visitors in 2013 / Location of the event / Rok prvého konania konferencie (výstavy) / Počet návštevníkov v roku 2013 / Miesto konania konferencie (výstavy)	Description / Popis
1 HR days		Peter Krutý	Martin Menšík	● ● ●	April www.hrdays.sk vystava@profesia.sk	2011 250 Bratislava	Unique job fair in the area of HR for recruitment professionals, HR managers and professionals in the labour market.
2 Practical Experiences in HR: Performance management and Motivation		Lucia Lauková	Andrea Gondová	●	May www.zrtrz.sk konferencia@zrtrz.sk	2000 110 Demänovská dolina	Exchange of experience (information). Inspiration for companies in fields of performance management and motivation of employees.
3 Human Resources Development and Employee Training		Lucia Lauková	Andrea Gondová	●	June www.zrtrz.sk konferencia@zrtrz.sk	1997 90 Demänovská dolina	Exchange of experience of corporate training specialists and providers of training. Inspiration for development of personality.
4 HR for Children. THANK YOU!		Mario Fondati	Jana Hyžová	●	September www.21kmpredeti.lidi.sk hrdetom@amrop.sk	2009 209 Bratislava	This initiative is part of Charity run 21 km for children in need organised by Children's Safety Line (Unicef).
5 New Visions in HR		Erika Jankajová	Jana Mujkošová	●	September www.informslovakia.sk inform@informslovakia.sk	2008 165 Bratislava	How to avoid discrimination; How to lay off in a fair way; Flexibility of the labour market & flexibility in life; Benefits.
6 ICETA 2014 - 12th IEEE International Conference		František Jakab	Štefan Fejedelem	● ● ●	October www.iceta.sk iceta@elfa.sk	2001 150 Starý Smokovec, The High Tatras	12th IEEE international conference focused on utilisation of information and communication technologies in education.
7 Personal Management		Pavla Pohanková	Ingrid Schnurmacherová	●	October www.trendkonferencie.sk promotion@trend.sk	1994 190 Bratislava	One of the greatest HR conferences in SR, organised by Trend and ZRRLZ. Part of conference is HR Gold 2013.
8 Bibliotéka/Pedagogika		Martin Gajdoš	Martina Macková	●	November www.incheba.sk biblioteka@incheba.sk	1992 38,542 Bratislava	Presentation of books, magazines, library equipments, book design, an exhibition of education and learning technology.
9 Job Forum		Dominika Sulová	Ivana Riděkyová	●	November www.expocenter.sk expocenter@expocenter.sk	2009 - Trenčín	International job & education opportunities fair.
10 Secondary School - Student		Dominika Sulová	Ivana Riděkyová	●	November www.expocenter.sk sulova@expocenter.sk	1999 - Trenčín	International high schools, specialised secondary schools, training institutions fair.

Mismatch needs to be addressed

New jobs will appear only sporadically; employers will have neither the money nor any reason to hike wages, while they will strive to increase their employees' added value. Yet, given the current mismatch between the way the education system is set up and the needs of the labour market, Slovakia is seeing the devaluation of its university diplomas, which can be remedied only by reforming the education system - not only in terms of content but also in the method of teaching, according to human resources professionals addressed by The Slovak Spectator.

Katarína Bobotová, Mario Fondati, Bruna Beata Jakub, Martin Krekáč, Luboš Sirota and Igor Šulík commented on changes in the position of HR managers in companies, the over-qualification of job applicants and the mismatch between the education system and needs of the labour market.

The Slovak Spectator (TSS): How has the position of HR managers in companies changed over the past five years? Has the way that firms use HR services changed over the past couple years and if so, how?

Igor Šulík (IŠ), managing partner at Amrop: Strategic HR is growing in importance. Many companies declare and live by the idea that people are a strategic asset to the company. In those companies HR is part of the strategic decision-making bodies and has an equal voice with other functions. However, we still may also see a number of companies where HR is merely personnel administration. Over the past few years we have seen a tendency to internalise many specialisations that had usually been provided by an HR services provider. It is an attempt to save money, but in many cases they find that the internally developed solution lacks the inspiration and experience that companies may capitalise on when cooperating with experienced consultants.

Luboš Sirota (LS), general director at McROY Group: After the outbreak of the economic crisis, HR services in firms to a large degree grew limited, only seeking ways to optimise the personnel costs of firms. Thus, interest in recruiting, developing company culture or training has significantly dropped. The year 2009 also brought along massive layoffs of people who worked at companies through employee leasing. Meanwhile, the market has been revived

and demand for personnel services has been growing, including employee leasing. Firms during the crisis were able to test this very tool for increasing the flexibility of the workforce under truly demanding conditions, and it worked. Nevertheless, interest in services with higher added value, such as recruiting, consulting, HR auditing, assessment and development centres or programmes to improve company culture, have been gradually increasing as well.

Bruna Beata Jakub (BBJ), country manager at Adecco Slovakia: The role of HR managers has become more complicated primarily due to two factors: the decrease in the ability to match the needs of the employer with flexible alternatives to the standard employment contract (including all the continuous changes in the labour laws), and the inefficiency of the current educational system, which demands their time and effort in finding alternative solutions for a future pipeline of not only talent but regular workers as well. The first issue can be addressed by using fair play employment agencies, i.e. those that follow the law and can provide flexibility to employers. The second issue is more complex, but would require an amendment to the Competency Act and reverting back to "one owner" of the entire education system, i.e. the Education Ministry.

Katarína Bobotová (KB), operations manager at Grafton Slovakia: In my opinion, HR Managers have had the chance to develop their position within company management over the last couple of years. There is higher demand from the business to have HR function as a business partner and a consultant rather than as administrative and operational support only. There is much more pressure to rationalise HR-related costs. Talking about recruitment services, for instance, we feel the need for more senior profiles and well-focused specialists, but spending on an external recruitment agency is approved by businesses only after all of the internal sources are screened.

TSS: A considerable number of jobs are filled by people who are overqualified for their actual position. What are the reasons behind this phenomenon and how does this trend impact the labour market in Slovakia?

Mario Fondati (MF), partner at Amrop: When there are not enough jobs, people are

willing to take positions that they would not accept under different circumstances. The labour market lacks dynamics that would generate higher demand for skills for adequate pay, and the unfortunate state interventions make the market even worse.

LS: As much as one third of university graduates, according to our experience, get jobs at positions where no university degree is needed. The problem is the wrong structure of the education as such, not only at the university level but also at secondary schools and universities. Over the long term, there has been a lack of graduates in the technical field, while there is an excess of graduates from fields such as culture management, social work, pedagogy and philosophy. All of this results in the partial devaluation of university diplomas, which is also reflected in these people's wages.

KB: Based on our observation there is a tendency for positions to be filled by over-educated rather than overqualified (over-experienced) candidates. For instance, there are administrative positions being filled by university graduates, while the job could be performed well by a secondary school graduate. This, in my opinion, is a result of over-payment in some cases. Even if there is an overqualified candidate available on the market, the employer should very much consider the long-term motivation and career aspirations of this person, so that it is not only a "cover" job until the "dream one" becomes available.

TSS: The state has declared efforts to tune the education system to the needs of the labour market, while some of the measures are focused on supporting vocational training. What are, in your opinion, the most important aspects that any reform should have in order to be successful?

IŠ: We are hearing about this from every government and almost nothing has happened to achieve this. The state lacks the vision, knowledge and courage to reform the education system. The comparable statistics showing the decline in the level of the knowledge of our students are worrisome, but none of the responsible people are creating the sense of urgency to change the status quo.

LS: The main challenge is to adjust not only the content but also the method of teaching to

the needs of the labour market. Many specialisations look good on paper but the graduates do not even meet the basic qualifications required by employers, since teaching to a large extent is theoretical or involves outdated technologies. Another problem is the low motivation of students to apply to studies that would make searching for a job easier for them. Also, this is why the Slovak market over the long term has been lacking operators and programmers of CNC machines, welders, electricians and IT specialists. Better information campaigns, as well as modifications to the system of school financing, could help.

BBJ: In 2001, parliament passed the Competency Act, which decentralised the government and distributed financing and decision making to the regional governments, called higher territorial units (VÚCs). Included in this act were primary and secondary schools. The “competency” [authority] for this part of the educational system was delegated to the VÚCs and the full transfer was completed by the 2007-2008 school year. The VÚCs decide directly on school financing and the establishment of private schools in their region. Today we see what a disaster this decision has been. Hundreds of organisations have been discussing for the past five years the best model for schools, but even if one model were singled out as outstanding, the implementation would have to be “sold” to eight decision makers. We do not have one “owner” of the education system in Slovakia, not one body that would create a unified educational strategy, and unless schools are not exempt from the Competency Act and returned back to the Education Ministry, there is no future in education.

KB: I would suggest controlling the number of graduates in the fields of economics, administration, PR and marketing. The number of graduates produced annually in these fields is far too high compared to the number of jobs available, which leads to over-educated graduates working in positions that could be covered by secondary school graduates. On the other hand, there is a strong need for graduates educated in production-related fields. There is definitely a need for more cooperation between employers lacking these candidates and schools’ representatives.

TSS: Which legislative measures passed over the last two years have helped the labour market and which measures have had a negative effect?

IŠ: There is no evidence that the new labour



HR experts call for changes to the education system.

code has helped the labour market, but there are many findings showing the contrary. And the recent changes make it even worse. Instead of allowing people to find jobs, maybe even for temporary work, the state focuses on keeping people on subsidies. It is the wrong paradigm through which they address the issue of the labour market.

LS: Negative measures include the Labour Code, limitations to labour on fixed-term employment agreements [na dohodu], hiking taxes and payroll taxes, extending higher-level collective agreements to firms, which have not signed it. The latest is also the senseless revision to the law on the protection of personal data, which might paralyse even basic processes in firms. I cannot find any positive measures that would have influenced the employment or business environment more significantly.

BBJ: It is important to mention a new law that extends the validity of the higher-level collective agreements. If the current government insists on implementing this law it will result in the decimation of small and medium-sized enterprises in Slovakia, which will have catastrophic consequences.

KB: Unfortunately, we are mainly seeing the negative effects of the legislative changes. The Slovak market has lost some of its competitive advantages, as seen by potential investors. I mostly have in mind the employment of part-timers who, after the adopted changes, have lost any advantage in comparison to employing full-timers: conditions, benefits, income and payroll taxes and contributions all apply the same way;

the only difference between these two types of contracts is that they can work fewer hours. We noticed a drop in the number of contractors by 30 percent compared to the same period last year. There were also other changes, which in certain ways influenced the flexibility of the labour market for employers. To name a few: fixed-term employment changes, the change of the annual limit of overtime worked, concurrent notice and severance.

TSS: How can a fresh university graduate improve his or her chances of getting hired by companies? What attributes do firms appreciate in new graduates?

Martin Krekáč (MK), senior partner at Amrop and chairman of Jenewein Group: When hiring a graduate, employers look into what the graduate was doing along with his/her university studies. It is important to show what the graduate learned, apart from the studies, how he/she manages and invests in his/her life and future, what decisions they make. When assessing the graduate it is more the attitude, behaviour and mindset of the person that is important to employers.

LS: Any practice during one’s studies, participation in foreign internships, and acquired certificates, not only in foreign languages but also, for example, in the area of IT, can help. Firms also appreciate creativity, energy and the desire to learn. Being prepared for the job interview can help as well. A number of graduates proceed by the trial-and-error system, while they send their CVs to dozens of firms and they do not have time to prepare for the interview. They often have no clue where they are applying.

BBJ: Firstly, they need to do their homework and find out something about the company they are applying to and how their university studies and their abilities fit into the company and its culture. Secondly, they should include all of their work experience in their CV, even if only part time, to show that they were not relying on money from their parents during school, but had a proactive approach to gaining experience and income and being “independent”. Furthermore, it is not enough to just send a CV. Following up, either via email, a telephone call or even an unannounced personal visit, is important. Basically, they need to show that they want the job and are willing to walk the extra mile to prove their perseverance and desire.

KB: Our recommendations are mostly for students even before they get to be graduates. Anything that empowers their confidence, like self-awareness and self-presentation, such as participation in exchange programmes (Erasmus) or in internships in other countries (Socrates, Work and Travel, Leonardo da Vinci), will help. They usually gain international experience and come in contact with other cultures and mentalities, which may increase their chances of getting a suitable position within an international company. The other very important thing to work on constantly is their foreign language skills. At the moment almost every company requires a minimum active level of English, while knowledge of other languages is an advantage.

TSS: What is the most significant trend you have observed in the labour market recently?

MK: People have to and are also willing to

work more for less. New jobs will be appearing only sporadically and the employers won't have either the money or reasons to hike wages. We will instead observe an effort to increase the added value of the employee. Employers will maintain their advantage and will require their employees to handle more and more demanding tasks in the same amount of time and for the same money. The expectations and demands of employees will decline, mainly of those who have been out of work for a longer time. The willingness to work under conditions, including financial, for which people would have not worked in better times, will increase.

LS: It was first of all the significant outflow of fixed-term employment agreements [na dohodu] at the beginning of the year and then their subsequent increase, which prevented the market from elevating to the numbers from 2012. Nevertheless, the drop in the number of fixed-term agreements did not, on the other hand, translate into an increase of traditional work contracts. This suggests that mostly those who used the agreements only for extra income have lost their jobs.

BBJ: Agency employment declined by approximately 25 percent, even though the industry sector saw an increase in production of 5.7 percent, and actual employment decreased by 1 percent. Where did these employees go? I doubt it was due to productivity improvements, but due to an increase in the use of limited companies offering “services”. Additionally, an alarming trend was the increased use of labour via “not so legal” alternatives, due to the fact that the legislative

changes last year, for example higher payroll taxes, etc, made regular employment more expensive.

TSS: Do you foresee any significant changes or new trends in your field regarding HR services in the near future?

MK: I believe that a consultative approach will prevail in HR services and clients will appreciate a consultative approach and higher added value over a transactional approach. Investing in the knowledge of consultants and their specialised focus will be more important. Companies want to partner with a service provider that can not only deliver the service, but also bring a different perspective, inspiration and knowledge that they can benefit from.

LS: We expect a continuation of the current trends: an increase in demand for employee leasing but also recruitment, consulting and other services with higher added value.

KB: The trend in HR services is significantly heading towards higher efficiency and more added value services. Outsourcing in any form, project management and interim management have been the most frequent requirements from our clients over the last few months. The labour market has also become more and more open and flexible, and candidates are more willing to travel, commute or relocate if there is an interesting opportunity. For us in recruitment services it requires more advanced and alternative searching and screening methods. Social media has played a very significant role as an online tool for building the employer's brand awareness and reputation. ■

LIST: Highlights from the HR sector

Continued from pg. 39

- The average salary in Slovakia is €70 higher than the median, a 2013 poll of the Platy.sk website of Profesia.sk published in September 2013 indicates. The poll shows that the average Slovak monthly salary is €854, while 59 percent in Slovakia earn less than this. Half of all earners receive less than €784 a month. The mean-value salary, the so-called median, calculated from the salaries of almost 72,000 respondents in an online poll, is thus €70 lower than the average salary – €784. According to the Platy.sk poll, 25 percent of people in Slovakia earn less than €603 and 25 percent earn more than €1,024. The highest earners get 65 percent more than the lowest earners. The salaries of the 10 percent earning the least are lower than €483 per month, while the salaries of the 10 percent earning the

most are higher than €1,395. The gap between the lowest and highest earners is wider between men than women. Differences in salaries are the biggest among people working in the judiciary: 70 percent between the lowest and the highest earners. The smallest pay gap between the lowest and highest earners was found in state and local administration and education.

- Reasons for leaving a company differ between administrative and blue-collar workers, according to the results of a survey conducted by Grafton Recruitment Slovakia in manufacturing and logistics companies. While a better offer in a different company, a poor chance for career development, stress and a poor work-life balance were the three main reasons for administrative

employees; production workers stated finding a better offer elsewhere, violations of work discipline and the inability to handle physically demanding work in production. Respondents listed three factors that would motivate them to leave their company the most: insufficient financial remuneration, poor relations within the team and the lack of room for professional growth. As for tools that motivate employees, the companies stated educational programmes, non-financial benefits and intensive internal communication, while employees feel most motivated by financial remuneration, their work activities and their team. Employees listed 13th salary bonuses and financial contributions for transport costs as the benefits they welcome the most. ■

Who's who

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Life philosophy: To live in such a way that I am not ashamed of my feelings, thoughts, words or deeds.

Work credo: Work hard but enjoy the rest.



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Life philosophy: To achieve your goals, be persistent.

Work credo: There are no hopeless situations - only wrong solutions.



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Life philosophy: There is always a way to change

things... if you really want it.

Work credo: If you made an avoidable mistake, blame yourself... and take that as a lesson.



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Life philosophy: What really matters before you leave is how

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Life philosophy: In the end, it's not going to matter how many breaths you took, but how many moments took your breath away.

Work credo: It's better to fail in originality than to succeed in imitation.



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Life philosophy: There are always things to improve.

Work credo: Everything is just about people.



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Life philosophy: Everyone creates their own happiness.

Work credo: Only if you try will you find out whether you can do it.



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Life philosophy: To live my life in truth.

Work credo: With belief in character, competence, commitment and teamwork to strive for excellence.



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Life philosophy: Being old does not mean refusing to learn from one's grandchildren.

Work credo: No time for losers. 'Cause we are the champions of the world.



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Work credo: Ready to walk the extra mile!



Company (Listed alphabetically) Address City, Postal code E-mail Názov (v abecednom poradi) Adresa Mesto PSČ E-mail	www Phone Fax www Telefón Fax	Chief executive officer Phone E-mail Riaditeľ Telefón E-mail	Year of establishment in SR / Country of origin / Languages / Rok založenia v SR / Krajina pôvodu / jazyky	No. of permanent employees in SR / No. of Slovak advisors / No. of foreign advisors in SR / Počet stálych zamestnancov v SR / Počet slovenských / zahraničných poradcov v SR	Consulting areas / Oblasti poradenstva People acquisition / Získavanie ľudí Staff development / Rozvoj ľudí Compensation / Odmeňovanie Performance management / Riad. výkonnosti Organisation audits / Organizované audity Management audits / Manažerské audity Management systems / Manažerské systémy	Three major sectors for human capital consulting / Tri najdôležitejšie sektory pre poradenstvo v oblasti ľudského kapitálu	Active also as / Aktívna tiež ako													
							Recruitment agency Executive search firm Temporary employment agency Employment agency													
1 A-OMEGA, s.r.o.		Katarína Ikrényiová																		
Radlinského 2751 Malacky 901 01 a-omega@a-omega.sk	www.a-omega.sk +421(0)34 772-2336 +421(0)34 772-2336	+421(0)905 303-291 katarina@ a-omega.sk	2005 Slovakia E, C,	3 11 0							career and professional counselling, organisational and personnel counselling									
2 AuJob s.r.o.		Zuzana Krutilova																		
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3 For Business Excellence - FBE		Daniel Laco																		
Liptovská 10 Bratislava - Ružinov 821 09 fbe@fbe.sk	www.fbe.sk +421(0)2 5441-8513 +421(0)2 5441-8515	+421(0)2 5441-8513 fbe@ fbe.sk	1998 Slovakia E, C,	12 17 10							IT & telecom, banks, insurance and production companies, retail									
4 gd-Team, a.s.		Erik Gottschall																		
Moyzesova 4/A Pezinok 902 01 obchod@gd-team.sk	www.gd-team.sk +421(0)33 641-4173	+421(0)33 641-4173 obchod@ gd-team.sk	2005 Slovensko E, C,	27 25 -							utilities, public sector, industry									
5 HR Management s.r.o.		Dušan Antoš																		
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6 HRman, s.r.o.		Pavel Uhrinčat																		
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7 Human Dynamic Central & Eastern Europe s.r.o.		Miriám Lachová																		
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8 Jenewein Group		Martin Krekáč																		
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9 KNO SLOVENSKO s.r.o.		Steven J. Kelly																		
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10 Libellius s.r.o.		Martin Chinarocký																		
Hattalova 19 Bratislava - Nové Mesto 831 03 info@libellius.com	www.libellius.com +421(0)2 4463-6366 +421(0)2 4463-6367	+421(0)905 700-228 martin.chinarocky@ libellius.com	2004 Slovakia E, C,	6 4 0							NA									
11 Maxman Consultants, s.r.o.		Lukáš Bakoš																		
Gajova 4, P.O. Box 5 Bratislava - Staré Mesto 820 04 info@maxman-consultants.com	www.maxman-consultants.com +421(0)2 5263-1515	+421(0)2 5263-1515 bakos@ maxman-consultants.com	1994 Slovakia E, R, Pl,	10 10 -							IT/telecom, finance and banking, manufacturing									
12 McROY Slovakia, a. s.		Luboš Sirota																		
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13 MENITY GROUP s. r. o.		Peter Nemčok																		
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14 nebotra s.r.o.		Miroslav Miarťuš																		
Bellušova 10 Banská Bystrica 974 01 info@nebotra.com	www.nebotra.com +421(0)905 421-905	+421(0)905 421-905 miroslav.miarthus@ nebotra.com	2005 Slovenská republika E, F, C,	7 9 3							industrial/production companies, administration, procurement, project management									
15 PDI Ninth House a KORN/FERRY company		Jana Kupkovičová																		
Tomášikova 64 Bratislava - Nové Mesto 831 03 andrea.jorkova@pdinh.com	www.pdinh.com, www.kornferry.com +421(0)2 4911-4912 +421(0)2 4911-4927	+421(0)2 4911-4914 jana.kupkovicova@ pdinh.com	1996 Minneapolis	6 7 200							leadership assessment solutions, talent management, performance management, coaching									
16 SLÁVIK & STELL s. r. o.		Dalibor Slávik																		
Cukrová 14 Bratislava - Staré Mesto 813 39 slavik@slavikandstell.com	www.slavikandstell.com +421(0)903 556-237	+421(0)903 556-237 slavik@ slavikandstell.com	2007 Slovensko E, G, R, I,	3 3 -							NA									

Company (Listed alphabetically) Address City, Postal code E-mail	www Phone Fax	Chief executive officer Phone E-mail	Year of establishment / No. of permanent employees in SK / Languages Rok založenia v SR / Počet stálych zamestnancov v SR / Jazyky	Active also as / Aktívna aj v oblasti	Professional standards / Average search time (weeks) / No. of branches in SR (No. of branches worldwide) / Profesionálny štandard / Priemerný čas vyhľadávania v SR (po svete) / Počet pobočiek v SR (po svete)	Target sectors / Obsadzované sektory											Share of executive search methods in 2013 (in %) / Percentuálny podiel metód v executive search v roku 2013 (v %)	Other services / Ostatné služby			
						Production / Výroba	Automotive / Automobilový priemysel	Energy sector / Energetika	Telecommunications & IT / Telekomunikácie & IT	Finance / Finančný sektor	Logistics / Logistika	Sales / Predaj	Advertising & media / Reklama a média	Travel & restaurants / Cestovný ruch a reštaurácie	Health care / Zdravotníctvo	Public sector / Verejný sektor		Professionals (lawyers, auditors, ...) / Odborníci (právni, audítori, ...)	Executive board consulting / Poradenstvo správnym orgánom spol.	Management audits / Manažérske audity	Interim management / Interim manažment
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2 Accord Group Ceska s.r.o., organizačná zložka																					
Zámocká 3 Bratislava - Staré Mesto 811 01 bratislava@accord-ece.com	www.accord-ece.com +421(0)2 2051-2501	+420(0)2 4245-8401 prague@accord-ece.com	2004 2 E, F, G,		AESC 4-6 1 (52)											100% 0%					
3 Aquinti (Slovakia), s.r.o.																					
Karadžičova 8/A Bratislava - Ružinov 821 08 info@aquinti.sk	www.aquinti.sk +421(0)903 705-033 +421(0)2 5939-6200	+421(0)911 899-990 tomas.revaj@aquinti.com	2010 2 E, G, I,		4-6 1 (0)											40% 60%					
4 Arthur Hunt, s.r.o.																					
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5 BUSINESS ESSENTIALS spol. s r.o.																					
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6 Consilium Consulting, s.r.o.																					
Štefanovičova 18 Bratislava - Staré Mesto 811 04 consilium@consilium.sk	www.consilium.sk +421(0)2 5443-4873 +421(0)2 5441-0272	kosa@consilium.sk	2005 10 E, H, G,		2-3 1 (0)											30% 70%					
7 Dr. Pendl & Dr. Pischwanger Management Consulting s.r.o.																					
Cukrová 14 Bratislava - Staré Mesto 813 39 office@pendlpischwanger.sk	www.pendlpischwanger.sk +421(0)2 5932-4488	+421(0)2 5932-4488 streckova@pendlpischwanger.sk	1993 3 E, G,		4-6 1 (90)											90% 10%					
8 EUROPEAN MANAGEMENT CONSULTING INSTITUTE, s.r.o.																					
Hurbanovo nám. 5 Bratislava - Staré Mesto 811 03 emci@emci.sk	www.emci.sk +421(0)2 3266-1202	+421(0)903 900-403 csaba.benko@emci.sk	2000 2 E, H,		3-5 1 (0)											100% 0%					
9 ISG s.r.o., executive search																					
Štefánikova 19 Bratislava - Staré Mesto 811 05 isg@isg.sk	www.isg.sk +421(0)2 5249-9218 +421(0)2 5262-0135	+421(0)2 5249-9218 isg@isg.sk	1991 3 E, H, G,		4-8 1 (66)											100% 0%					
10 Iventa Slovakia Management Consulting, s.r.o.																					
Jakubovo nám. 13 Bratislava - Staré Mesto 811 09 iventat@iventat.sk	www.iventat.sk +421(0)2 5737-3711 +421(0)2 5737-3710	+421(0)2 5737-3715 dana.blechova@iventat.sk	2003 5 E, F, G,		4-6 1 (11)											95% 5%					
11 KINGFISHER Executive Search, s. r. o.																					
Pribinova 4 Bratislava - Staré Mesto 811 09 info@kingfisher.sk	www.kingfisher.sk +421(0)2 3810-1819	+421(0)2 3810-1819 mako@kingfisher.sk	2009 5 E, G,		ISO9001 4 1 (0)											80% 20%					
12 Menkyna & Partners Management Consulting, s.r.o.																					
Palisády 47 Bratislava - Staré Mesto 811 06 info@menkyna.com	www.menkyna.com +421(0)2 5441-2718	+421(0)918 644-018 menkyna@menkyna.com	2006 12 E, F, H, G, P, R, Pl, I, S,		4 1 (0)											70% 30%					
13 Neumann & Partners, s.r.o.																					
Ventúrska 5 Bratislava - Staré Mesto 811 01 bratislava@neumannpartners.com	www.neumannpartners.com +421(0)2 5441-2602 +421(0)2 5443-3954	+421(0)905 611-902 m.kubinska@neumannpartners.com	2002 3 E, F, H, G, R,		3 1 (24)											100% 0%					
14 Pedersen & Partners, s. r. o.																					
Poštová 1 Bratislava - Staré Mesto 811 06 bratislava@pedersenandpartners.com	www.pedersenandpartners.com +421(0)2 5441-2590 +421(0)2 5441-2591	bratislava@pedersenandpartners.com	2003 4 E, Bul, Cr, F, H, N, G, R, Pl, Sl,		4-6 1 (50)											100% 0%					
15 Person s.r.o.																					
Kováčska 40 Košice - Staré Mesto 040 01 person@person.sk	www.person.sk +421(0)55 677-1556 +421(0)55 677-1556	+421(0)907 949-499 sklenarova@person.sk	2001 4 E, G,		ISO 9001 3 1 (0)											75% NA					



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