

Strategy Days with employees

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ESTONIA

In order to ensure a clear and common understanding and ownership of the strategic objectives of PES, input from staff members from different management and expert levels is collected in a two-day event organised outside the work environment. Dedicated team leaders are responsible for structured discussions on pre-selected topics. Close cooperation with the Management Board and choosing the right team leaders are key for successful Strategy Days.

Name of the PES	Estonian Unemployment Insurance Fund (EUIF)
Scope of measure (a pilot project or a national reform)	Regular practice
When was the practice implemented?	Since 2009, ongoing
What was the driver for introducing the practice? Was it internal or external?	Internal
Which organisation was involved in its implementation?	EUIF
Which groups were targeted by the practice?	EUIF employees
What were the practice's main objectives?	To receive input from staff members from different management and expert levels of the organisation in order to update and change the Development Plan, the Annual Action Plan activities and indicators or to develop new services/activities to fulfil strategic objectives and performance indicators.
What activities were carried out?	Strategy Days are a two-day event organised outside the work environment. Strategy Days include panel discussions, presentations and teamwork. All participants are divided into four or five teams that visit team leaders in different rooms to discuss different topics. Each team is subdivided into smaller teams of 5-6 persons who brainstorm and discuss the given topic. The results of the discussion are presented to other team members and team leaders provide a summary of the results. Each team member participates in every team leader's discussion so that every person contributes to all the topics.
What resources and other relevant organisational aspects were involved?	Strategy Days are organised by the Development Manager and Quality Manager who are also team leaders. Other team leaders are selected from EUIF staff. The team leaders are the backbone of the Strategy Days. At the end of the Strategy Days they present a summary of the results of the discussions on their topic to all participants.
What were the source(s) of funding?	PES budget

What were the outputs of the practice: people reached and products?	Involvement of around 90 key employees (out of 700 employees in total)
What outcomes have been identified?	All participants have a clear understanding and ownership of the strategic objectives of PES, Annual Action Plan goals and other topics discussed. It is an example of a bottom-up approach in strategic management.
What are the lessons learnt and success factors?	Close cooperation with the Management Board and choosing the right team leaders are key for successful Strategy Days. A script is prepared for every team leader with very strict and precise topics, tasks and timetables.



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