

THE CHANGE AGENDA APPLIED TO THE CAREER SERVICES REFORM IS A GOOD COMPREHENSIVE EXAMPLE OF A CONSISTENT AND SUCCESSFUL WAY OF IMPLEMENTING REFORM INITIATIVES IN ESTONIA TO FOLLOW.

PROMISING PES PRACTICE¹

Comprehensive approach to implementation of a reform agenda using the example of the Career Services reform

Publication date: December 2018

ESTONIA

To make the Career Services more efficient and effective, the duplication of services (both in terms of service development as well as provision) between Foundation Innove's Rajaleidja guidance centres² and the Estonian PES should be eliminated.

Starting from 1 January 2019, career counselling and mediation of career information services will be developed and provided solely by the Estonian PES to all population groups – the employed, the unemployed, the young, the parents of the young etc. The approach is grounded on the following principles assuring successful changes:

- A clearly defined rationale and vision of the change is understood;
- Stakeholders are identified, appropriately consulted and informed;
- The system and processes developed to achieve the change are transparent;
- Collective and collaborative leadership is empowered;
- There is a dedicated focus on people (staff and clients).

Name of the PES	Estonian PES (Estonian Unemployment Insurance Fund - EUIF)
Scope of measure	National reform
When was the practice implemented?	The reform was initiated by the Estonian Government at the end of 2017. The reform action plan was approved by the government at the end of April 2018 and after that the implementation of the reform action plan started.
What was the driver for introducing the practice? Was it internal or external?	Government decision
Which organisation was involved in its implementation?	Ministry of Education and Research, Ministry of Social Affairs, Foundation Innove and the Estonian PES were involved in the preparation of the reform.
What is the practice / change / reform trying to achieve?	<p>Services will be provided to all people free of charge, either individually or in groups, depending on the needs of the target group.</p> <p>New services/activities provided by the Estonian PES:</p> <ul style="list-style-type: none"> ▶ Individual career counselling at schools; ▶ Career advice to parents who want to support their children in career decisions; ▶ Participation in integrated counselling teams in cases of youth with special education needs; ▶ Revised themes for the group counselling (workshops on labour market); ▶ Responsibility for development of the methodology for career services. <p>To offer the services, various channels are continuously used – face-to-face, Skype, telephone, e-mail, Chat-channel.</p> <p>Total number of career specialists working in the Estonian PES will be 132 starting from 1 January 2019. This means a reduction in the number of specialists (by 29) who are currently working in both systems (see footnote 2) together.</p>

¹ Practices referring to promising changes/reforms/approaches.

² In the education system, career counselling and career information services for young people aged 7-16 are provided by Rajaleidja (in English pathfinder) Centres, that work under Foundation Innove.

<p>What activities are planned to deliver this?</p>	<p>The government decision taken on 21 December 2017 was followed by the establishment of the inter-institutional working group led by the Estonian PES to guarantee the formulation of the action plan. The action plan was handed over to the Ministry of Social Affairs by the Estonian PES at the end of February 2018 and was approved by the government on 26 April 2018. It covers the following topics:</p> <ul style="list-style-type: none"> ▶ Description of career services by target groups; ▶ Volumes of career services to be provided after the reform; ▶ A financial plan; ▶ A personnel plan; ▶ A timetable and cost of the reform. <p>The reform has a clear in-house (EUIF) agenda that is updated once a month. Each field has a concrete endorser responsible for achieving outcomes by their deadlines.</p> <p>Communication activities so far included:</p> <ul style="list-style-type: none"> ▶ Information events to the staff currently working in Foundation Innove's Rajaleidja guidance centres and the Estonian PES to present the rationale, content and future actions of the reform; ▶ A special e-mail address was created to provide an opportunity to the staff to ask questions related to the reform from one source; ▶ Information letters, covering the most important recent developments are sent via e-mail to all workers; ▶ Information is shared during managers' meetings at least every second month.
<p>What resources and other relevant organisational aspects were involved?</p>	<p>The Career Services reform is included in the Annual Estonian PES Action Plan. This means it is fully in line with the annual targets and major activities of the year, and in line with the Estonian PES' four-year Development Plan (2018-2021).</p> <p>The Career Services reform has an appointed project manager and a project team (including the responsible Management Board Member) responsible for the implementation of reform. Other members of the Management Board as well as the Supervisory Board are regularly informed about the reform. Based on the reform agenda objectives and analyses an implementation plan is compiled with specific activities, responsible persons and deadlines. In addition to the implementation plan, an internal and external communication plan has been designed.</p>
<p>What are the early observations and achievements?</p>	<p>Internal and external sources of data, IT department, managers and front-line counsellors. Clear and regular communication reduces the stress on staff during the implementation of the reform. The rationale for the reform is shared by the staff, and planned changes are accepted as a well-thought-out and considered decision.</p> <p>Career specialists from both organisations have equal rights to get a position in the new career centres. New job descriptions were made available for all candidates.</p>



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