



A PARTNERSHIP-BASED ONE-STOP-SHOP MODEL FOR LIFELONG CAREER GUIDANCE WHERE USERS CAN RECEIVE INFORMATION, ADVICE AND GUIDANCE ON DIFFERENT ASPECTS OF CAREER MANAGEMENT SKILLS.



CROATIA

Lifelong Career Guidance Centre (CISOK)

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CISOK Centres offer Croatian citizens a one-stop-shop for career guidance. Thirteen LLCG Centres have been established since 2013. As part of the national Youth Guarantee implementation plan, CISOK Centres are a central point for identifying, tracking and activating NEETs. Between 2013 and 2018, 253 836 users accessed services at the Centres.

The Centres use a partnership-based model and they work with relevant stakeholders to deliver services.

Each CISOK Centre tailors its services to local needs. In practice, this means that while there is a standard model with common goals and methods, their delivery and target groups vary and it can be challenging to monitor the standard of delivery.

Name of the PES

Croatian Employment Service (CES)

Scope of measure

A national reform

When was the practice implemented?

2013 – ongoing.

What was the driver for introducing the practice? Was it internal or external?

CISOK Centres (Lifelong Career Guidance Centres) have been established as a response to the changing perspective of moving away from the traditional “Job for life” view on employment towards the contemporary concept of employability with the aim to assure better flexibility and adaptability to the rapid changes in the labour market.

Centres are established to provide accessible, open and recognisable services and to enhance the existing career guidance and counselling services in Croatia.

Which organisation was involved in its implementation?

Croatian Employment Service in cooperation with NGOs, youth organisations, local bodies/municipalities, schools, universities and employer organisations.

Which groups were targeted by the practice?

All Croatian citizens, including:

- ▶ Children at school
- ▶ Students
- ▶ Employed
- ▶ Unemployed people

The main focus is towards young people, especially inactive NEETs, i.e. those who are not registered at the Croatian PES.

What were the practice's main objectives?

- ▶ To increase the availability and quality of lifelong career guidance services to all Croatian citizens.
- ▶ To offer appropriate support to different target groups at the local and regional levels.

What activities were carried out?

The first CISOK Centre was established in July 2013. So far, 13 centres have been established and there are plans to set up centres in all regions in Croatia by 2021.

CISOK Centres use a client-oriented approach to provide individual and tailored services to users based on their individual needs. These include:

- ▶ Self-help web-based services: self-assessment tools, information on careers, job vacancies, education opportunities and other labour market information;
- ▶ Group activities: these include group counselling designed to improve career management skills and other competences required to integrate into the labour market;
- ▶ Individual case-managed services: this includes career counselling and it is suited to those who need more help in making decisions about their careers.

What resources and other relevant organisational aspects were involved?

CISOK Centres use a partnership-based model which requires cooperation among relevant stakeholders including NGOs, youth organisations, local bodies/municipalities, schools, universities and employer organisations.

In November 2015, an agreement on data exchange was signed between the Croatian PES, the Ministry of Labour and Pension System, the Ministry of Science and Education, and the Croatian Pension Insurance Institute. The aim is to gather all of the relevant information on tracking NEETs, which will be a basis for creating target-oriented measures for the identification and activation of NEETs.

The other agreement was established and signed between the Croatian Employment Service and the Ministry of Science and Education. The agreement aims to allow the exchange of data on the career intentions of those in the final years of school and includes clear roles and responsibilities. This data is collected on an annual basis (1 November). The results are used to identify those who are likely to be early school leavers and to implement appropriate measures.

The Croatian PES central office coordinates and monitors LLCG activities and helps to steer the future direction. It also ensures that the services are standardised, according to established quality standards.

While the main LLCG services are delivered by the CISOK counsellors, some activities (e.g. workshops, round table discussions) are delivered by specialist organisations such as NGOs and employer organisations.

CISOK Centres are physically independent of the Croatian PES and of other statutory services. They are located in town centres and are easily accessible.

What were the source(s) of funding?

The first eight CISOKs were established and financed through the project "Improving Lifelong Career Guidance and ICT support" implemented within IPA (Instrument for Pre-accession Assistance) Component IV "Human Resource Development".

Since the project completion, CISOK is financed from the national budget (regular financial fund of the CES). Further development and establishment of new CISOKs are planned to be financed through Operational Programme 2014-2020 for Human Resources Development.

What were the outputs of the practice: people reached and products?

People reached:

- ▶ From July 2013, when the first eight CISOK Centres were set up, to 31 December 2018, 287,327 users accessed the Centres' services. These include:
 - ▶ 128,843 primary and secondary school pupils (43%)
 - ▶ 97,264 unemployed people (36%)
 - ▶ 61,220 others (employed people and job seekers, students, employers, parents, career counsellors, etc.) (21%)
- ▶ Regarding NEETs, in 2018 CISOKs resources were used by 4344 NEETs, of which 4209 were active job seekers whereas 135 were inactive.

Products:

- ▶ 13 Lifelong Career Guidance Centres
- ▶ Web portal: <https://www.cisok.hr/> (in Croatian)
- ▶ Training materials for staff
- ▶ Guidance and training materials for different user groups

What outcomes have been identified?

Career guidance services are delivered using a new 'one-stop-shop' approach to new clients which are not covered by services offered by different institutions. In addition, CISOK Centres have helped to raise public awareness about the importance of career guidance.

The services delivered are of high quality, with 97% of users "satisfied" or "very satisfied" with the delivery of services.

In addition, the established CISOK Centres and related agreements have led to enhanced cooperation and coordination between employment, education and social inclusion related organisations.

What are the lessons learnt and success factors?

Well defined and agreed partnerships for delivering the CISOK Centres services are a key element to the success of the practice. The agreements that have been established to share information are a real strength as they help CISOK Centres to identify and target specific groups and plan activities around their needs. In addition, there is a long tradition of cooperation between the Croatian PES and schools and this has helped the cooperation on the new initiative.

The locations of the CISOK Centres away from the Croatian PES premises have also helped to make the services more accessible to users.

Services are created and delivered to the assessed needs of a specific group so that they are closely aligned to their real needs. On a wider level, each CISOK Centre tailors its services to local and regional needs to ensure that they are 'fit for purpose'. This means that while there is a standard model with common goals and methods, their delivery and target groups vary. The specific needs of a local area may not be immediately clear and can take time to uncover. For example, one CISOK Centre targets university students, new graduates and employers, whereas another Centre operates in an area of high long-term unemployment and therefore focuses on supporting hard-to-place groups.

As the practice began in 2013, there is further work needed on raising public awareness of the importance of lifelong career guidance and raising the profile and visibility of CISOK Centres.



Contact details for further information

Croatian Employment Service - Central Office
Savska cesta 64, 10000 Zagreb, Croatia

Name: Ivana Drobac Kern, Head of the Employment Preparation Department;
Tamara Pavlic, Expert Advisor

Phone: +385 (1) 6126 065; Tel. +385 (1) 6126 224

Email: Ivana.Drobac.Kern@hzz.hr; Tamara.Pavlic@hzz.hr