Scalable & cost-effective facilitation of professional identity transformation in public employment services

Professional Identity Transformation

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Research across 3 country contexts

Slovenia, Croatia & the UK: Public Employment Services

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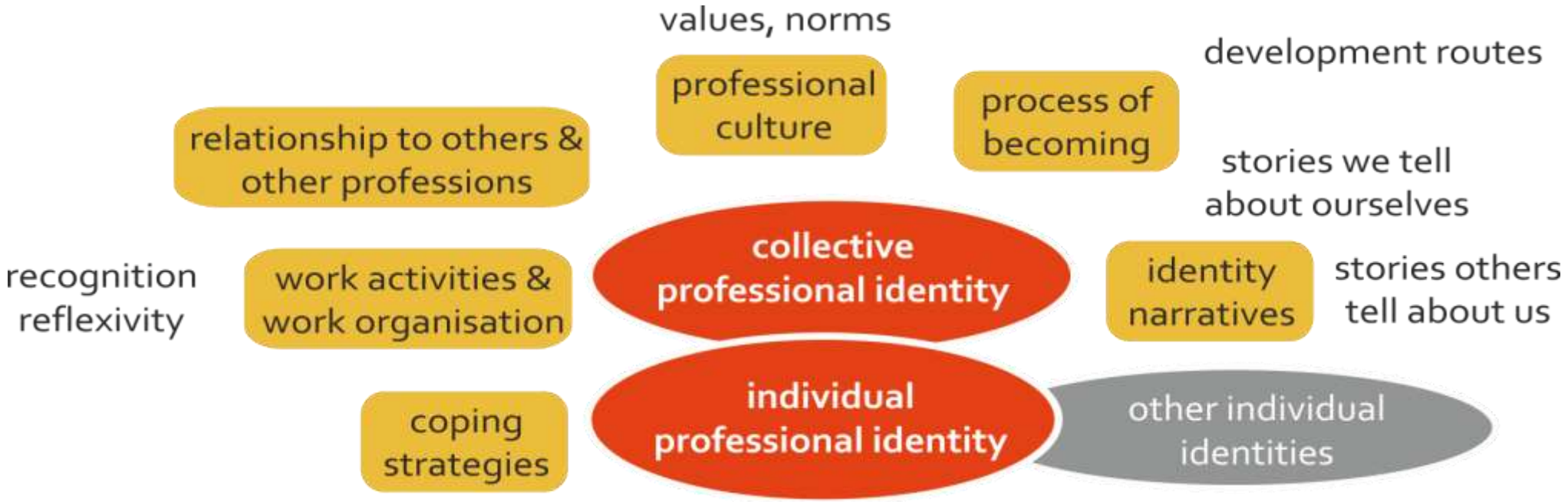
Shifting context

- **Doing more with less**:
  - Digitisation
  - Volatile labour markets
  - Political pressures
- **Shaping change**
  - Coping with conflicting demands and new pressures
  - Reinventing good & promising practices
- **Supporting professionals**
  - in an holistic manner

Professional identity transformation

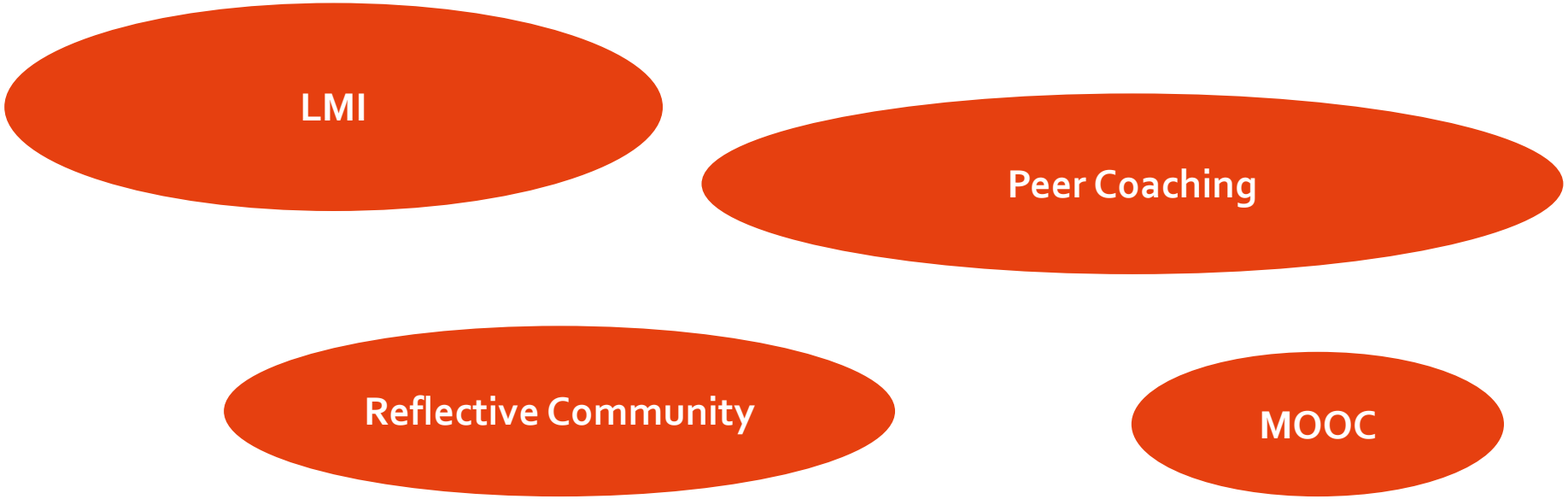
How can professional identity transformation be facilitated by introducing **technology enhanced social learning** (methods, tools, and content) into Public Employment Services?



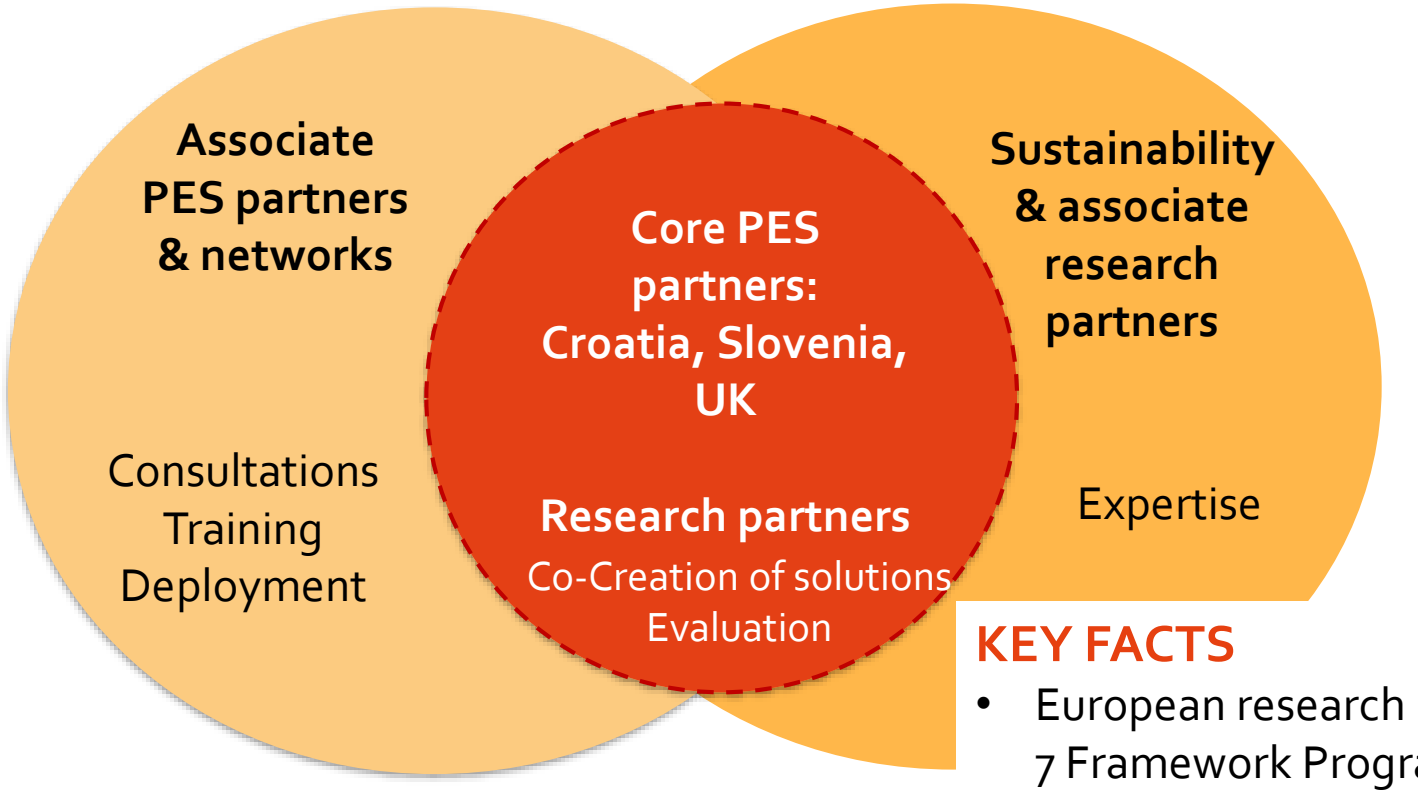
Project Objectives

CASES AND INTERVENTIONS

- Enhancing horizontal and vertical collaboration
- Strengthening professional networks & peer support
- Building resourceful learner capability



An Open Project



KEY FACTS

- European research project (5.5 M €)
  7 Framework Programme
- 4 years (Feb 2014 – April 2018)
- 11 partners, amongst them 3 PES (UK, Slovenia, Croatia)
- 32 associate partners

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Employment Service of Slovenia (ESS)

Enhancing horizontal and vertical collaboration

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ESS:
Motivation and Activities

The ESS need

Stronger cross-regional cooperation

Identified Challenge

Developing exchange of expertise exchange in pressurised environment

Set Goal

Enhanced vertical and horizontal communication

Solution

A contextualised tool - Reflective Community of Practice titled the Learning Platform

Developed hand in hand with end users

Workshops
Work-shadowing
Interviews
Mock-ups

Implementation

4 months pilot
Feb. – June, 2016

Pilot evaluation
October 2016

Usage
Lessons Learned

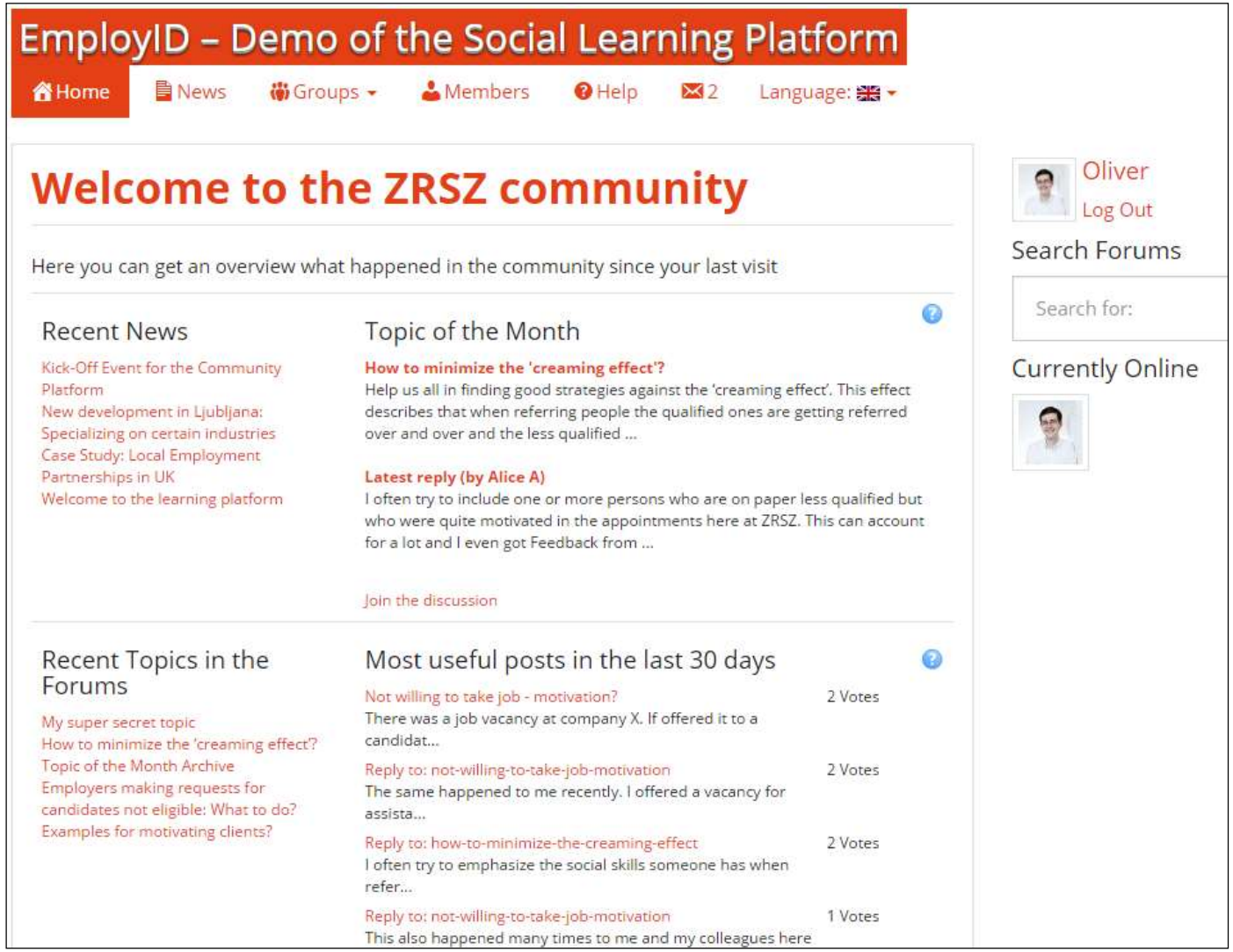
Future plans
Challenges
Sustainability

+ Peer-coaching

+ LMI

ESS:
The Community Platform

www.employid.eu



ESS:
Experiences & evaluation results

www.employid.eu

USAGE

counsellors
+ 2 moderators

18 → 96 by end of Sept. 2016

User Category	#users
Registered, inactive users	25
Passive users (readers)	46
Active users (writing topics & replies)	25

User type	Topics	Replies
User	16	102
Moderator	23	33
TOTAL	39	135

TOPICS

Motivation
Job search
Language barriers
Organisational skills
Ethical dilemmas
Effective CVs
Humour etc.

LESSONS LEARNT

- building culture of exchange (managers and staff)
- sufficient members
- 'not just another tool', but relevant tool.

CHALLENGES

- caseload
  → dedicated time
- moderator-centric
  → staff ownership
- passive users
  → active users
- bottom-up & top-down cooperation.

PLANNED USER ENGAGEMENT

On-line peer coaching course
LMI tool
Development of guidelines bottom up

SUSTAINABILITY

On organisational server
staff trained in online collaboration

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Croatian Employment Service (HZZ)

Strengthening professional networks and peer support

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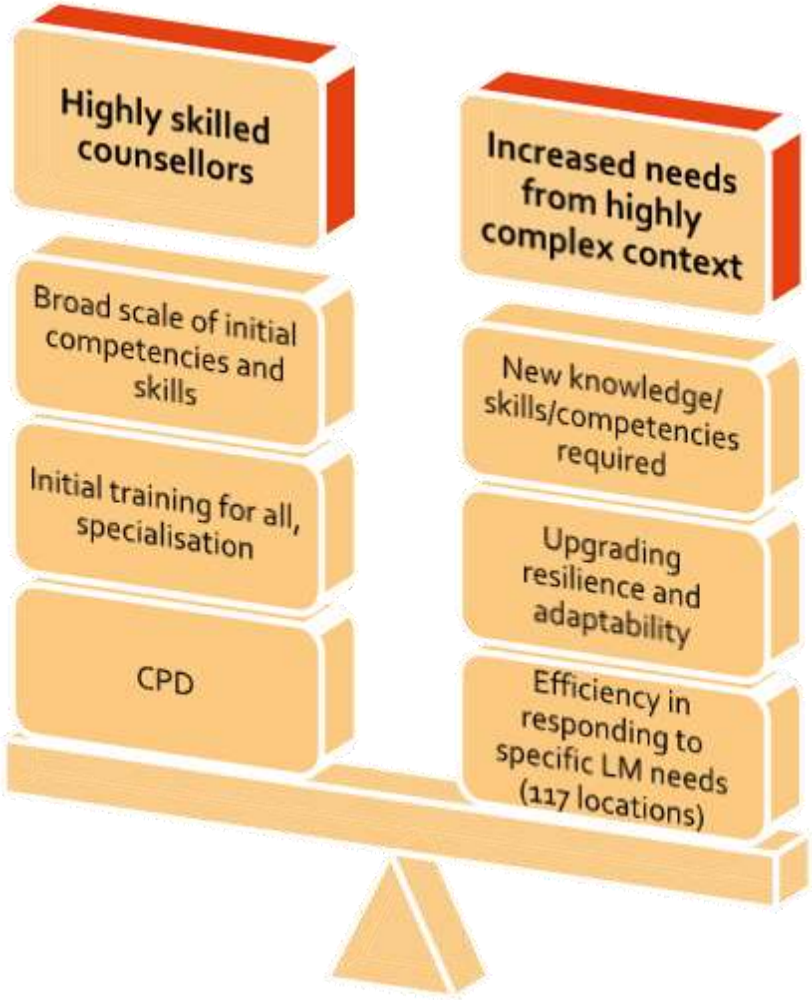
HZZ: Motivation



Employ ID contextual research

COUNSELLORS

- Exchange of good practices beetween colleagues
- Insight into different business processes
- Peer support needed

MANAGEMENT

- Performance management / quality assurance
- Identification of good practices
- Identification of barriers to implementation
- Action plan

HZZ: Experience

Peer coaching method and skills

- 3 weeks online course (90 participants, 2-3h of learning per week)
- high satisfaction, mutual learning, networking,
- skills improved/change in behaviour:

PLAN:

- forming peer coaching groups (practicing process and the method in everyday work)
- train the trainer
- exploring options for using peer coaching app
- middle management training

Community of practice platform

- adjustment of the Slovenian platform to Croatian needs
- introduced at the kick off workshop in September 2016.
- pilot group: 30 counsellors
- burning issues identified: NEET outreach, building partnerships, peer coaching

PLAN:

- gradually introducing platform to other users:
  1. LLCG counsellors (regional offices/CISOK centres)
  2. Youth counsellors
- exploring the options for using it to foster bottom up approach

EMPOWERING CHANGE: Plan, engagement, support and flexibility

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Department of Work & Pensions, UK (DWP)

Building resourceful learner capability

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DWP: Motivation

DWP: workforce c70,000 staff including over 11,000 Work Coaches.

Change from an advisory to coaching role

Rapidly changing world of work, job roles evolving with technology

Change of culture, focus on how to support and interact with customers, with change in benefits system

Higher focus on transforming the way we design, develop and deliver learning

No longer an option to expect our staff to learn and retain everything

DWP: Activities

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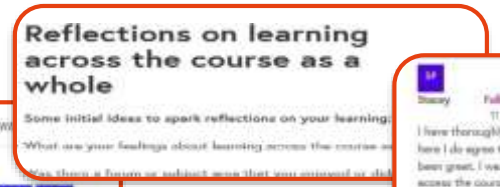
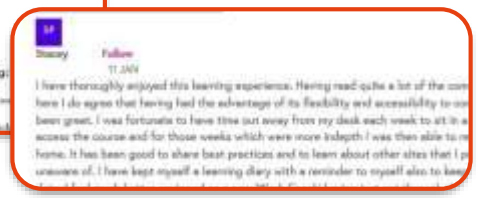




Activities Tested in DWP

1st MOOC –
Feb 2015 (6 weeks)
15 Employer Advisers

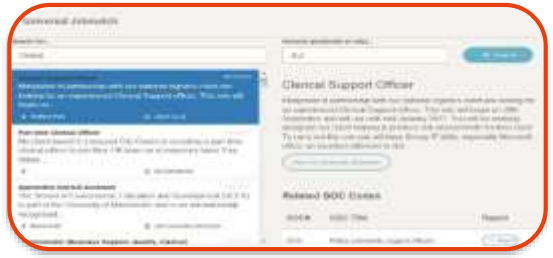
→

2nd MOOC –
Nov 2015 (6 weeks)
68 Work Coaches

↓

LMI App – Coach Central
- Developed & Piloted within MOOCs
- Piloted within 3 areas Sept – Oct 2016

Evaluation Oct 16 to consider roll out nationally.



DWP: Experience

Challenges in Development & Participation of MOOCs

- DWP Platform Infrastructure
- Time & Competing Business Priorities
- Security
- Local Management Buy In
- IT Restrictions

Examples of 2nd MOOC Evaluation – 6 Months

87% agree gained strategies to reduce, prevent stress	83% agree increased confidence in using digital methods	98% agree gained knowledge on how to enable the customers to assess/improve the quality of work search	93% agree gained knowledge of coaching methods to gain customer commitment to look for work effectively.

Shaping Change in DWP

- Increase Digital Capability
- Transforming Learning
- Changing Culture - Resourceful Learners

Events

www.employid.eu

Massive Open Online Course
The Changing World of Work

Tuesday
March 28, 2017
https://employid.eu/mooc

EU Major Conference
Professional Identity Transformation
Tallinn, Estonia

Thursday
September 28, 2017
https://employid.eu/tallinn-2017

Website for further information:

https://employid.eu/

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