

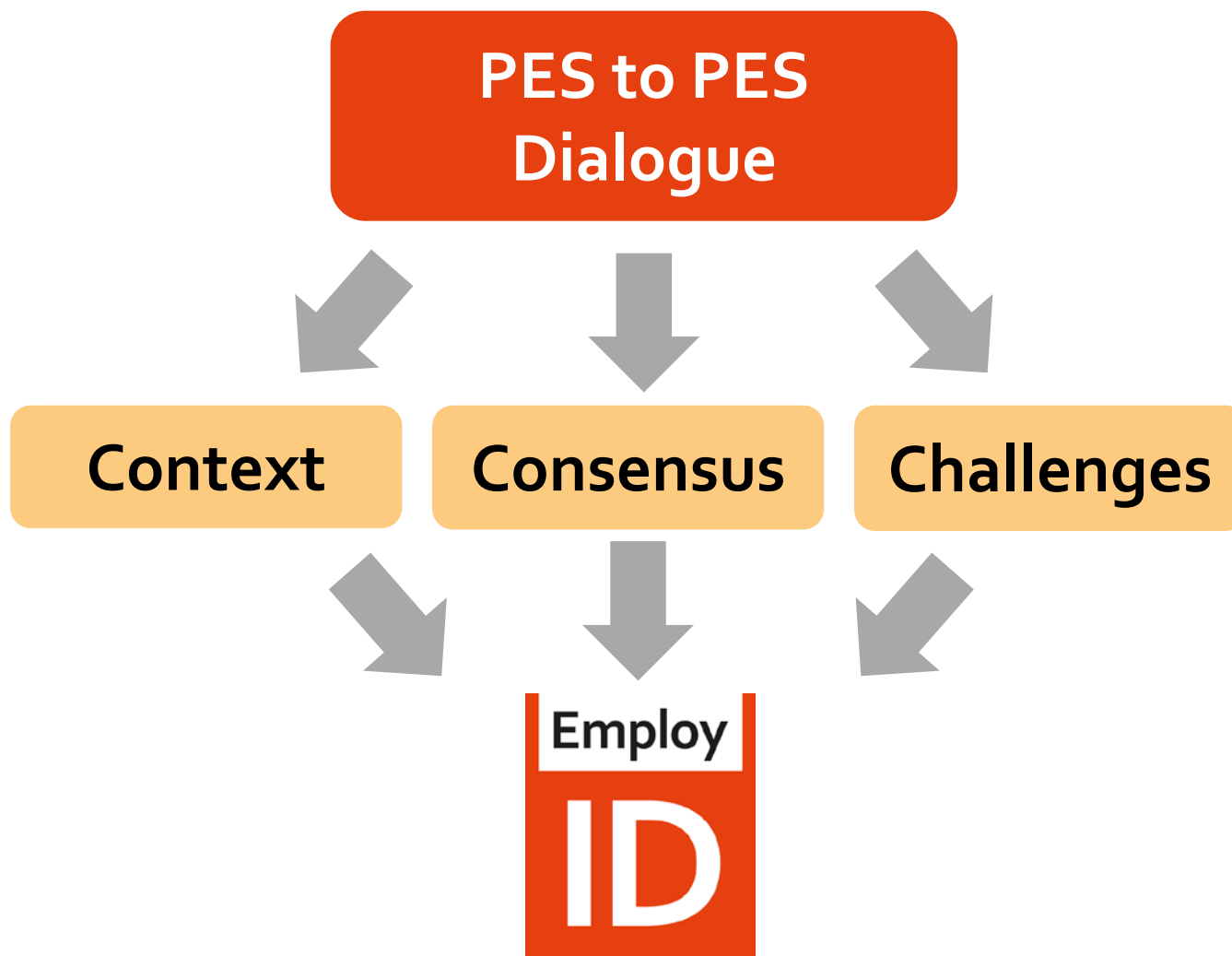


**Scalable & cost-effective facilitation
of professional identity transformation
in public employment services**

Empowering Change in Public Employment Services

Tallinn, September 2017

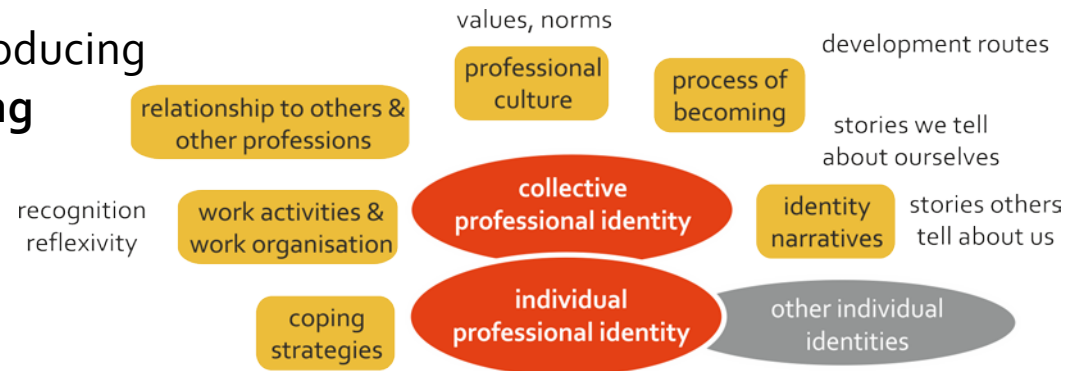




- Significant and fundamental **changes** require doing more with less
 - Digitization
 - Economic conditions
 - Political directions
- Shaping such changes (and not just reacting to them) requires **deeper learning**
 - Not just new skills
 - Coping with conflicting demands and new pressures
 - Reinventing good & promising practices
- How can we **support** the individuals and organisations in these processes in a holistic and comprehensive way?

Professional identity
transformation

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



CASES AND INTERVENTIONS

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

Peer Coaching

Reflective Community

LMI

MOOC

Multi-disciplinary collaboration for sound & sustainable outcomes

www.employid.eu

Agile project management approach

Associate partners & networks

Expertise
Consultations
Training
Deployment

Research partners from
employment research,
vocational pedagogy &
computer science

Sustainability partners
Pontydysgu Ltd.
ENZYME Advising
Group

**Core PES
partners:
Croatia, Slovenia,
UK**

+ additional consultations

KEY FACTS

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



**Employment Service of Slovenia
(ESS)**

**Enhancing collaboration and
peer learning through
Community of Practice**



Motivation and Activities

www.employid.eu

The ESS need

Stronger cross-regional cooperation

Identified Challenge

How to develop an expertise exchange in high caseload environment to facilitate swift adaptation and resilience to changes in the labour market?

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

Extension of users
group, May 2016

Pilot evaluation
October 2016

Peer-coaching
online course, Jan
– Feb 2017

Future plans

Labour Market
Information

Implementation supported by F2F activities , mostly trainings and meetings

Weekly
follow up

The Community Platform

threads within one of the groups and all groups

www.employid.eu

Opis primera, vabljeni, da delite svoje izkušnje in mnenje

Pozdravljeni, z vami želim deliti opis primera, ki se zagotovo pojavlja tudi me...

0 Odgovori
Prvi zapis: Barbara Gogala
Zadnji zapis: Barbara Gogala

Življenjepis, ki odpira vrata do zaposlitvenega razgovora

O tej temi je zapisanih še nešteto nasvetov in besed, vendar enoznačnega nasv...

7 Odgovori
Prvi zapis: Urša Dolinar
Zadnji zapis: Barbara Gogala

Brezposelni z nedokončanimi študijskimi programi

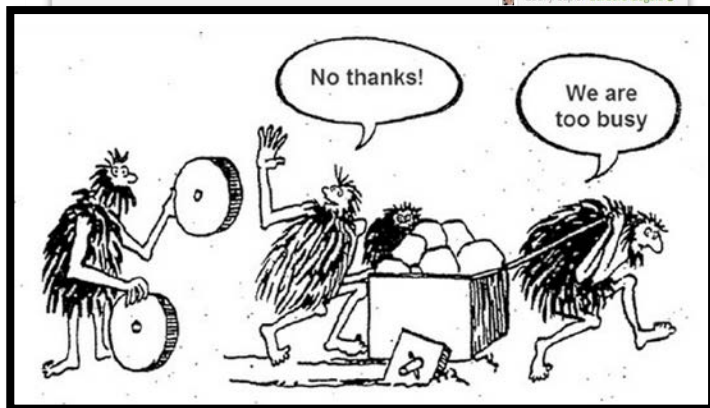
Pozdravljeni, odpiram temo o svetovanju mladim, ki bodo oktobra pred tem, da spr...

0 Odgovori
Prvi zapis: Barbara Gogala
Zadnji zapis: Barbara Gogala

Izkušnje prostovoljnega dela in iskanje zaposlitve

Raziskava, ki so jo opravili v osmih državah, je pokazala, da se pri evropskem ...

0 Odgovori
Prvi zapis: Barbara Gogala
Zadnji zapis: Barbara Gogala



Groups:

- Topic of the month
- Youth unemployment
- Long term unemployment
- Older job searchers
- Mentors and mentorees
- Job searching workshops
- Internal group while implementing new service of the Contact centre
- Off topic

The Community Platform

case study, key words

Starting question

- How to answer to clients argument: "There are no jobs"? I ask them to think about 3 people who found job. How do you approach this issue?

Counsellor's experience

- I told a client there may not be jobs, but there is work (short time that can lead to the longer one)... More examples of confrontations.

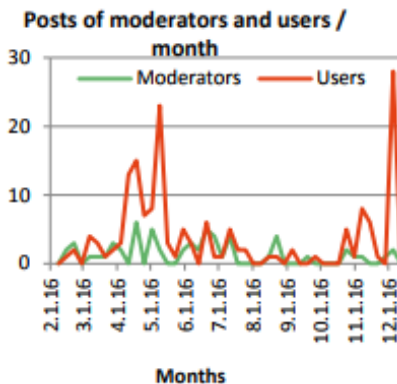
Moderator's input

- Couple of coaching questions to reflect the client's benefits from expressing these convictions.

Confirmation and encouraging

- Agree, our work is based on bringing these convictions to awareness and try to change them... Actions will follow.

Lessons learnt



Successes

- Number of participants



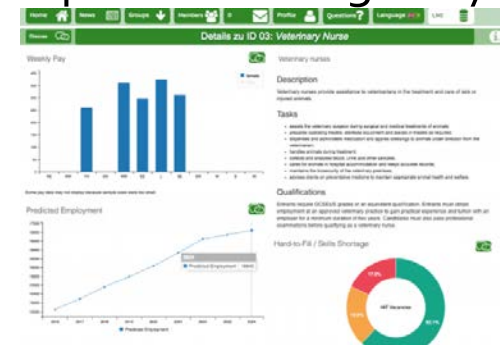
- Provided answers show reflection of daily work
- Platform has been used to support the new service (Q&A)
- Counsellors enjoyed the learning platform as a voluntary tool, without being forced to write something

Challenges

- Participants mostly took the role of readers, while moderators participated the content
- Fear from not writing a perfect post + lack of time
- Low engagement of management and some colleagues from Central office
- Difficulties to orient themselves in the platform

Efforts to enhance the use of platform and future plans

- Heads of Local Offices were at several occasions introduced to the platform in order to allow a dedicated time and motivate counsellors to participate voluntarily
- Face to face trainings and peer coaching sessions
- Peer Coaching Online course
- Posting a documentary film about young early school leavers supported by regional trainings
- Chat with the expert about drug related employment issues, dealing with difficult clients, home violence, psychiatric problems
- Hints and tips for newly employed who need to pass two obligatory exams
- Labour market information tool





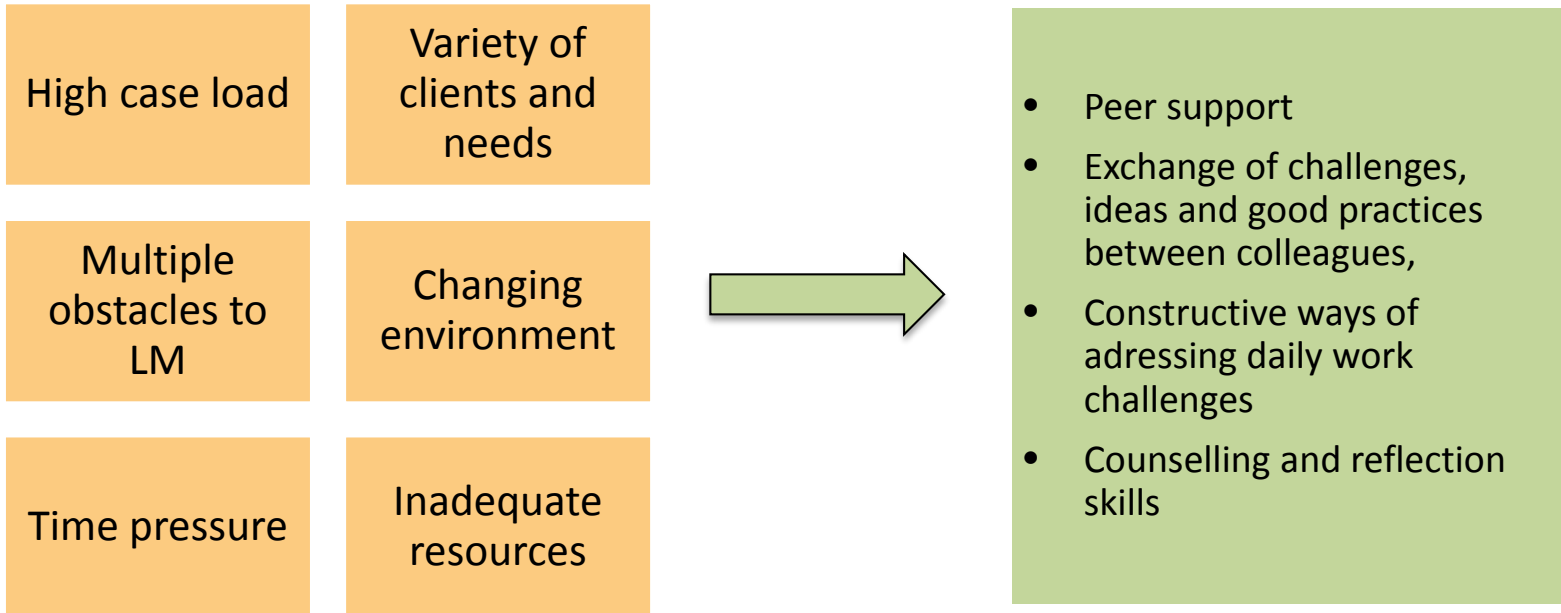
**Croatian Employment Service
(HZZ)**

**Strengthening professional
networks and peer support**



What do practitioners need?

Complex context and challenging work



PEER COACHING

**COMMUNITIES
OF PRACTICE**

Peer coaching colleagial learning

Problem solving method/process which is carried out in group of coworkers with the goal of helping individual to solve a certain problem.



Set of skills

- powerful questioning
- active listening
- growth mindset,
- emotional awareness

problem
state

change of
pattern
state

solution state

Peer coaching

How it was introduced

www.employid.eu

Workshops
management/practitioners



Online course for
employees



Train the trainer events



° Week 1 | EmployID Peer Coaching Concept

Welcome to week one of the Peer Coaching Online Course!

EmployID is a European research project funded by the European Union's Seventh Framework Programme for research, technological development and demonstration.

We try to empower Public Employment Services with Innovative Social Learning Solutions such as this peer coaching concept and training. If you are interested in what we do further check out our website employid.eu

To learn more about the team who created this online course, check here: [EmployID Peer Coaching Team](#)



© Carmen Wolff "Coaching Basics" pixton.com 2014

Week 1

Activities

- Coaching Basics & Ethics
- EmployID Peer Coaching Concept - Basics
- EmployID Peer Coaching Concept - Basics

Tasks

- read through all of the material (see asynchronous activities)
- Try to use what you have learned to say "Yes!" and tell us why you are interested in Peer Coaching
- If you contact us for a private version of the course it is possible to receive open badges and a certificate for completing assignments

[Back to Course Overview](#)



Courses Resources My Achievements Project Language:

° EmployID Peer Coaching Concept - Basics

© Wednesday March 16th, 2016 Public Peer Coaching Carmen

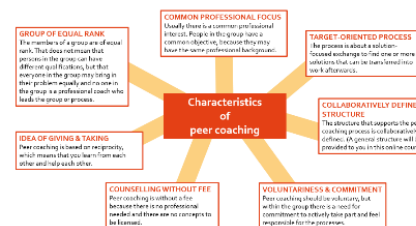
"This type refers to a specific form of coaching carried out among colleagues. The members of the group take turns in adopting the role of coach and thus provide coaching to each other. All members are responsible for the coaching process. Synonyms are: 'Intervention', 'Collegial Coaching'" (Ajdukovic et. al 2014, p. 28).



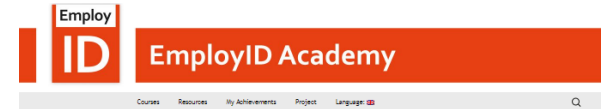
© EmployID "Peer Coaching" pixton.com 2016

Peer coaching comes from Supervision, where an expert works with one person or a group on their cases at work. It is often used for reflection of counsellors, coaches, and educators.

Characteristics of peer coaching



© EmployID "Peer Coaching Characteristics" 2016



° Powerful Questioning Skill

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4. Powerful Questioning

Sometimes they are also called reflective questions, open questions, coaching questions etc. Powerful Questioning is a method on using questions that support the client to reflect and think more deeply about what for example the situation the problem occurs really is about. For example the question "How would your supervisor feel about this?" This forces the client to take in another perspective and role, which can change the current view of the problem and lead to ideas for solving it.



Some questions are more and some less powerful. In any way avoid the "why". This is a powerful question, but it leads to force the client to back up and explain him or herself. This brings the client into a negative emotional state which leads to no creative solutions.



© EmployID "Powerful Questions" 2016 following voegt, Braun and Isaac 2003, p. 4

Give it a try now!

What we have accomplished

✓ **3 weeks online course** (83 participants, 2-3h of learning per week)

Higher individual reflexivity in work

I actively seek opportunities to improve my practice

I learn from thinking about past experiences

I adopt changes to work practices when the need arises

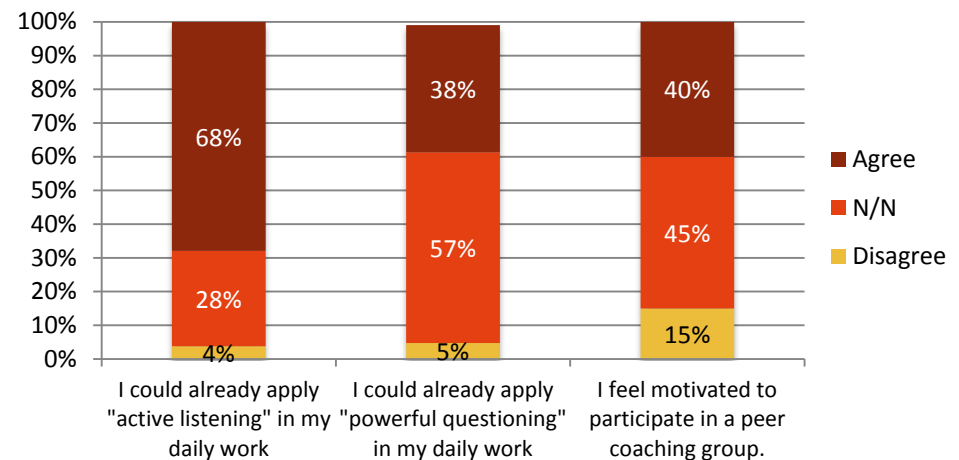
More collaborative reflection

I directly ask my colleagues for feedback to my work

I discuss with my colleagues possible solutions to work related challenges

- ✓ more than 1000 comments
- ✓ very positive experience of learning
- ✓ sustained changes in behaviours

Sustainable impact 4 months later



What do practitioners say?

„Solutions to problems are sometimes very simple. All we need is help from colleagues to become aware“

"I mostly learned to ask better questions to my clients so they can come to the solutions of their problems by themselves instead of proposing solutions to them."

"Recently I had a client who is basically interested in everything, but in the end always finds some problem which disables him to accomplish his idea. I followed peer coaching concept and in the end faced him with his real possibilities and options."

Work in progress and overcoming challenges...

- Increasing practitioners' PC skills using CoP
- Additional online courses on PC for employees
- Introducing PC skills into existing training system
- Sustainability planning in progress...

- Dedicated time for peer coaching
- A location and infrastructure to conduct PC
- Managerial support
- Human resources

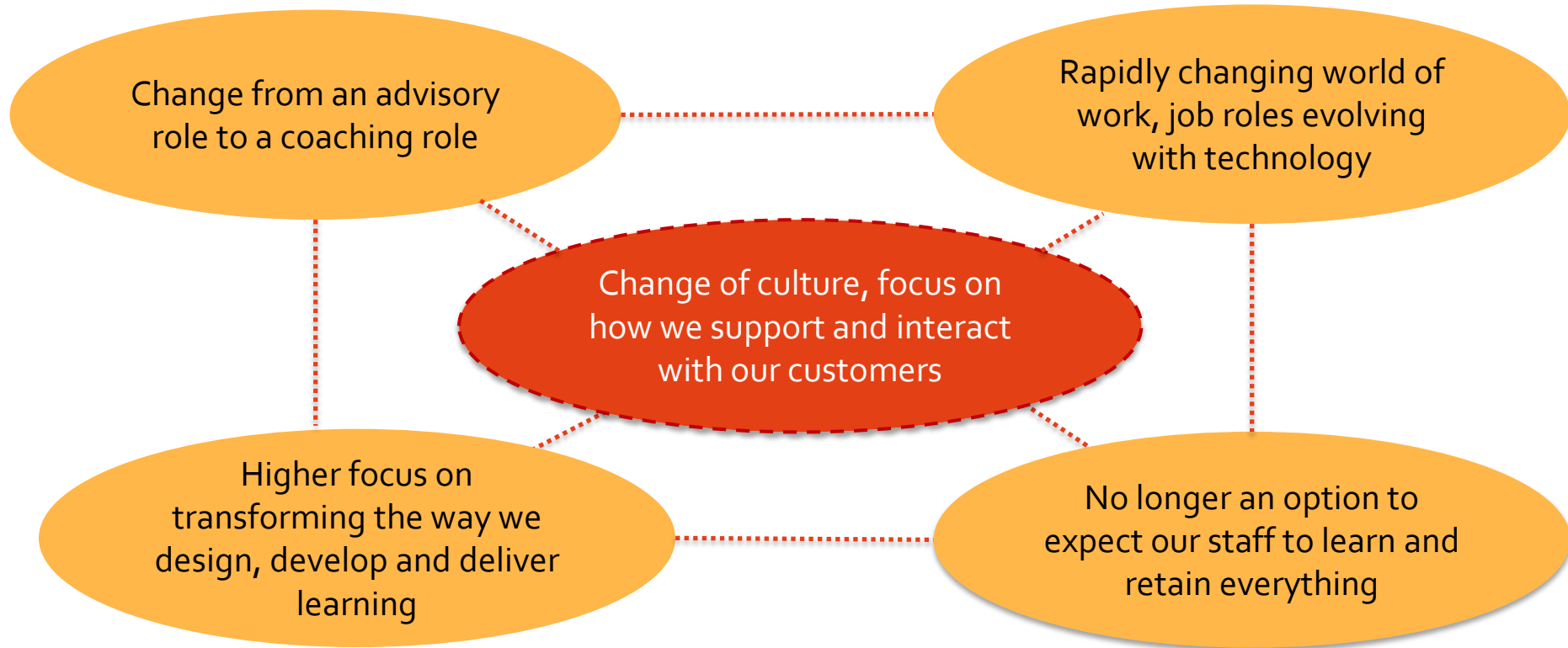


**Department for Work & Pensions, UK
(DWP)**

Identity Transformation using ICT: Building resourceful learner capability



DWP: Project Motivation

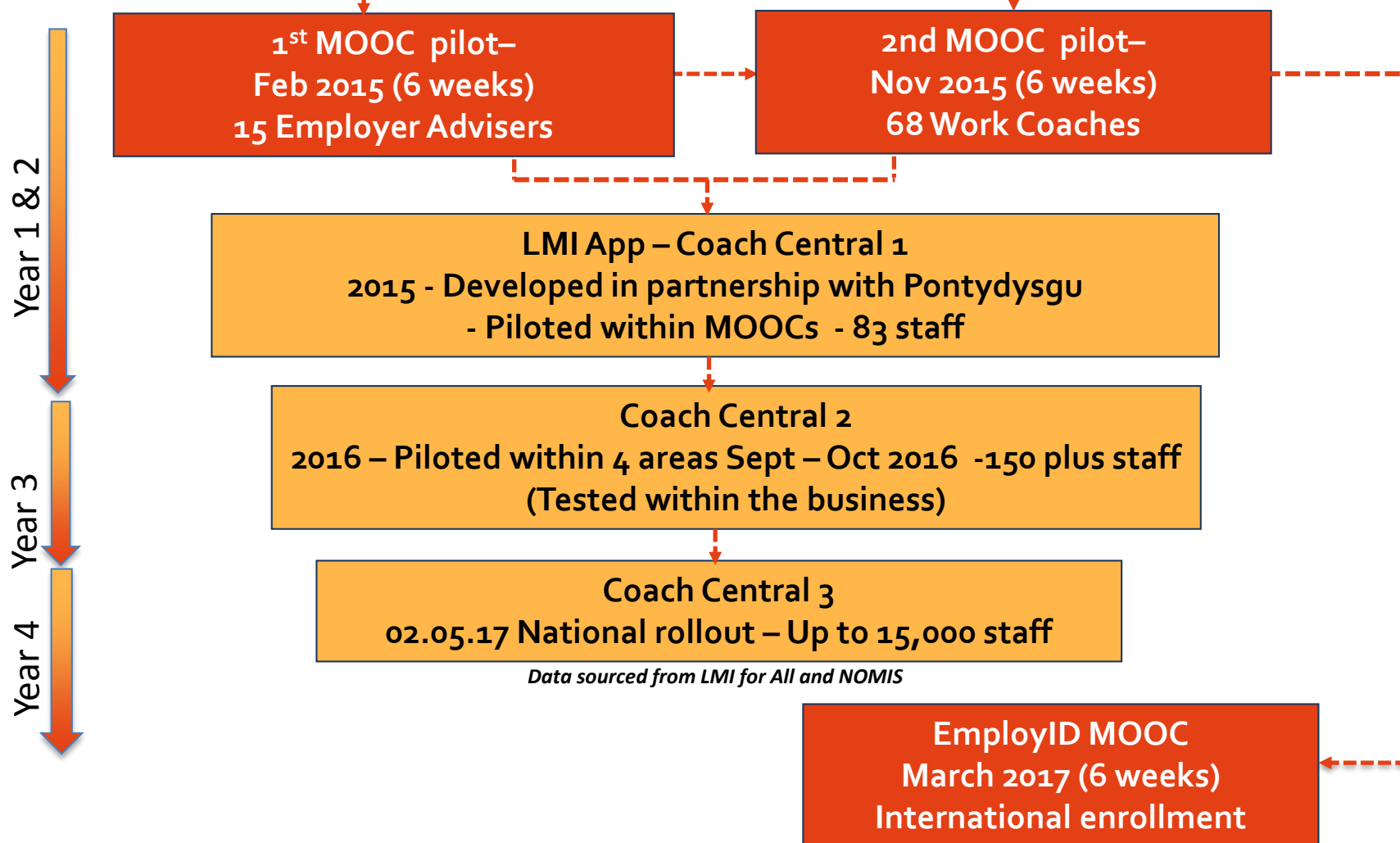


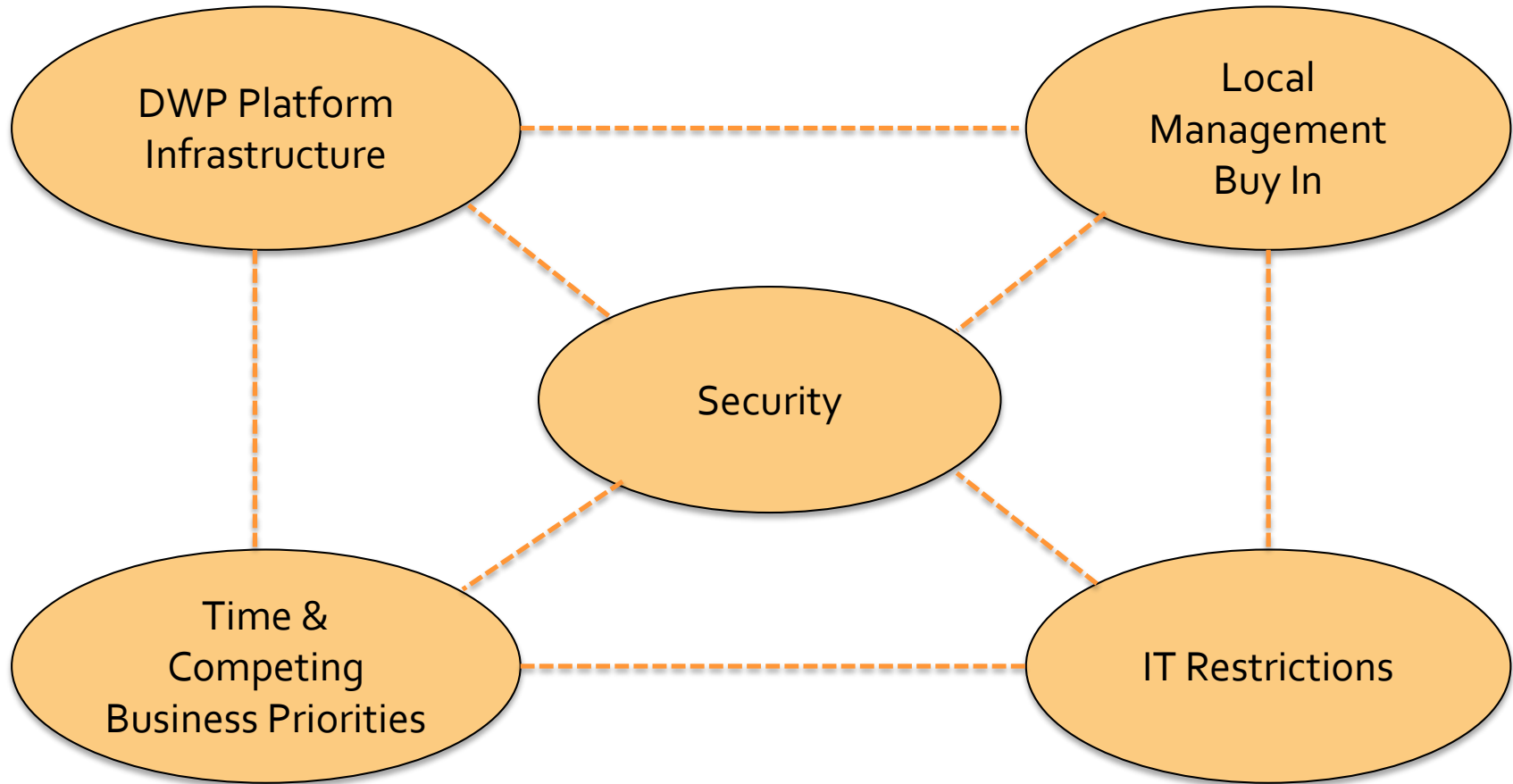
Identity Transformation in DWP is how we transform and support our staff to build their capability to be resourceful learner, and in turn support our customers, in an ever changing world of work.

DWP: EmployID Activities in the Project

www.employid.eu

Massive Open Online Course (MOOC) – ‘Changing World of Work’



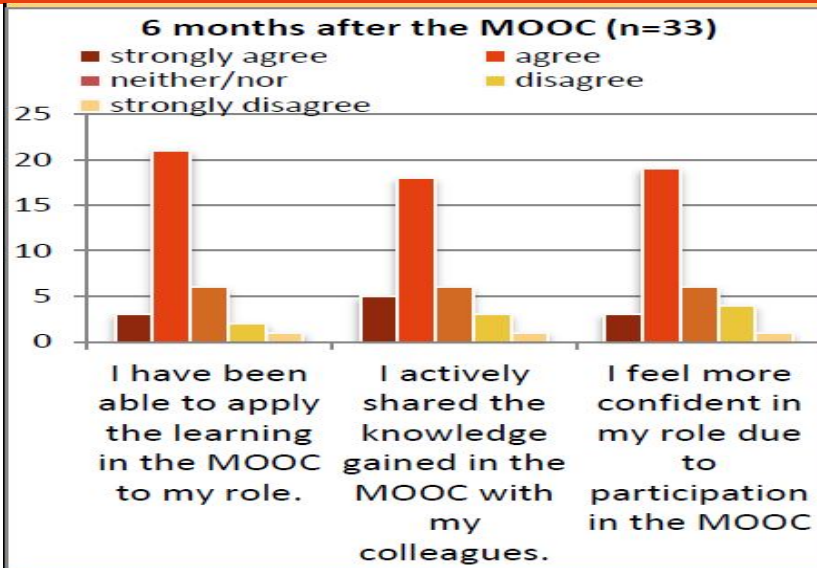


DWP: Experience

www.employid.eu

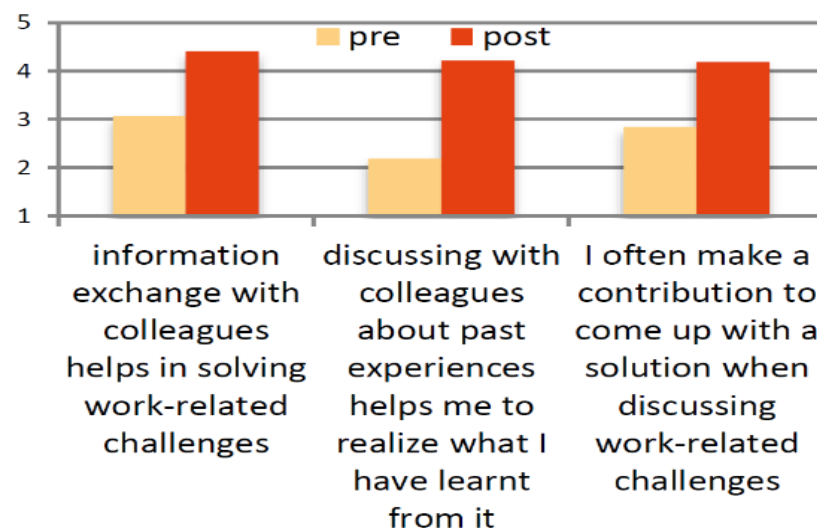
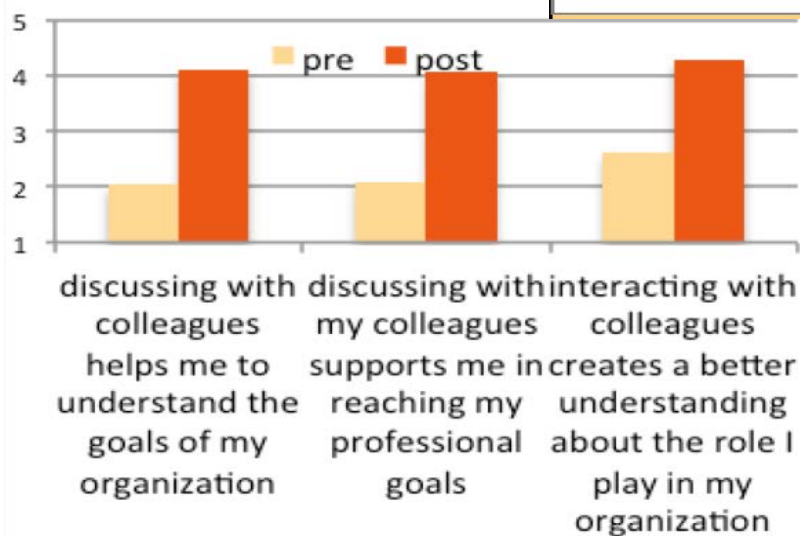
98% agree gained knowledge on how to enable the customers to assess/improve the quality of work search

83% agree increased confidence in using digital methods



93% agree gained knowledge of coaching methods to gain customer commitment to look for work effectively.

87% agree gained strategies to reduce, prevent stress



Coach Central 3

<https://cc3.pontycloud.com/>

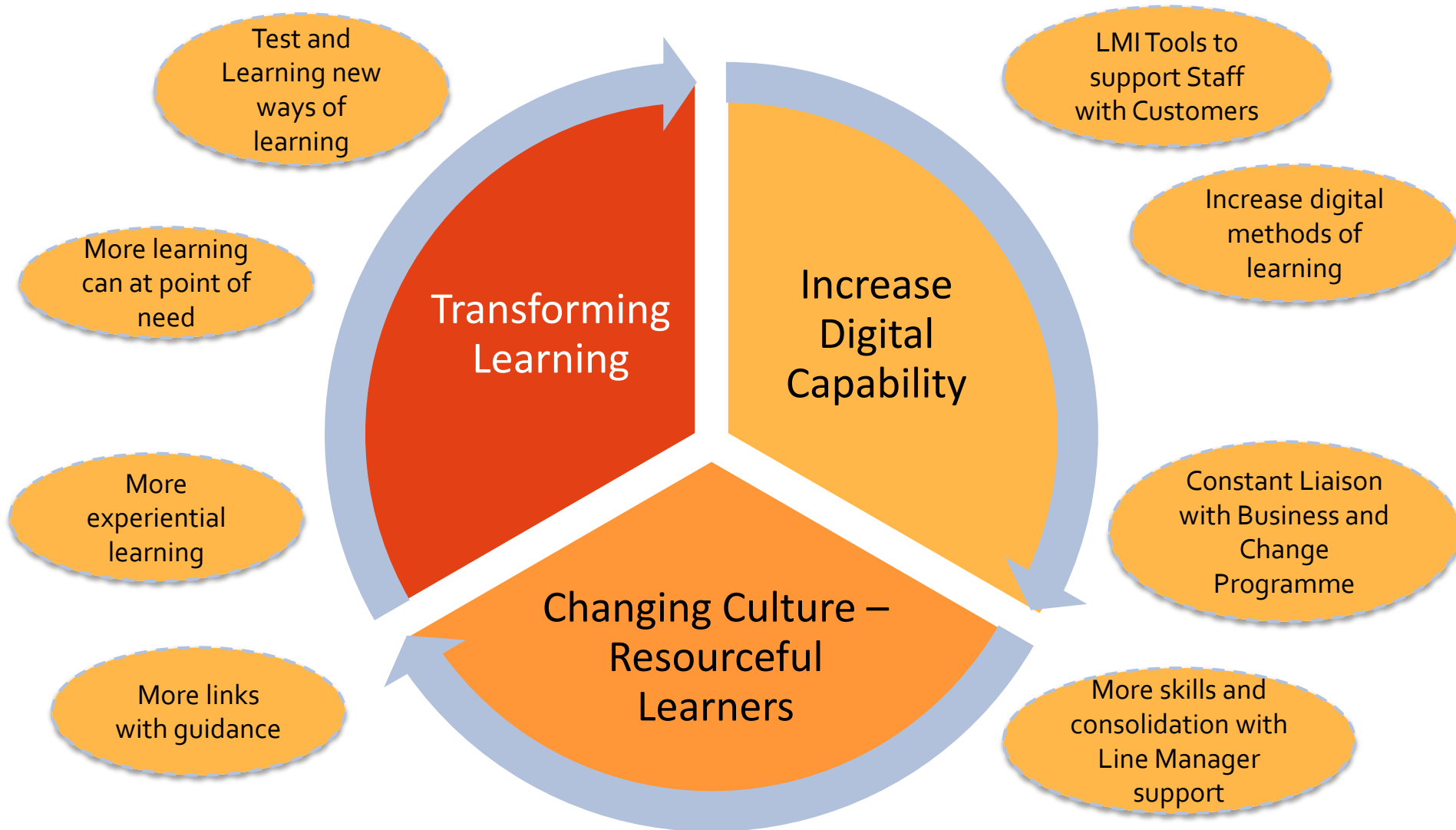
www.employid.eu



Coach Central 3 is a web-based tool that has been developed to help Work Coaches improve their labour market knowledge and help them with their conversations with customers about their job search

DWP: Sustainability - Shaping Change in DWP

www.employid.eu





Reaching out for sustainable impact


This project has received funding from the European Union's Seventh Framework Programme for research, technological development and demonstration under grant agreement no. 619619



International MOOC: The Changing World of Work

www.employid.eu

[Courses](#)
[Resources](#)
[My Achievements](#)
[Project](#)
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The Changing World of Work

The content here was originally delivered as a 6 week MOOC on the [EMMA platform](#) you can [find out more about the tutors here](#).

Please use the top right hand menu to navigate the main topics, links to associated materials are given on those pages.

The materials are provided for you to use as Open Education Resources under a Creative Commons licence (details in the orange section at the bottom of the page).


The Changing World of Work

- Introduction
- Professional Perspective
- An Intro to Coaching and Peer Coaching
- A New Digital Era
- Labour Market information (LMI)
- Reflective Practice


Changing World of Work MOOC

[#EmployIDMOOC](#)

Carmen Wolf Retweeted

 **Prof Rachel Mulvey**
@rachel_mulvey

Great to present Identity on Transformation: results of #EmployIDMOOC at #ECP2017 alongside Prof Alan Brown @IER.



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EmployID Consultancy Network
<https://consultancy.employid.eu>

www.employid.eu



Organisational development

Social Learning Spaces ▼

Labour Market Information

Peer Coaching

Empower Change

Accompanying the journey of professional identity
transformation

[Learn more](#)

[Contact us](#)



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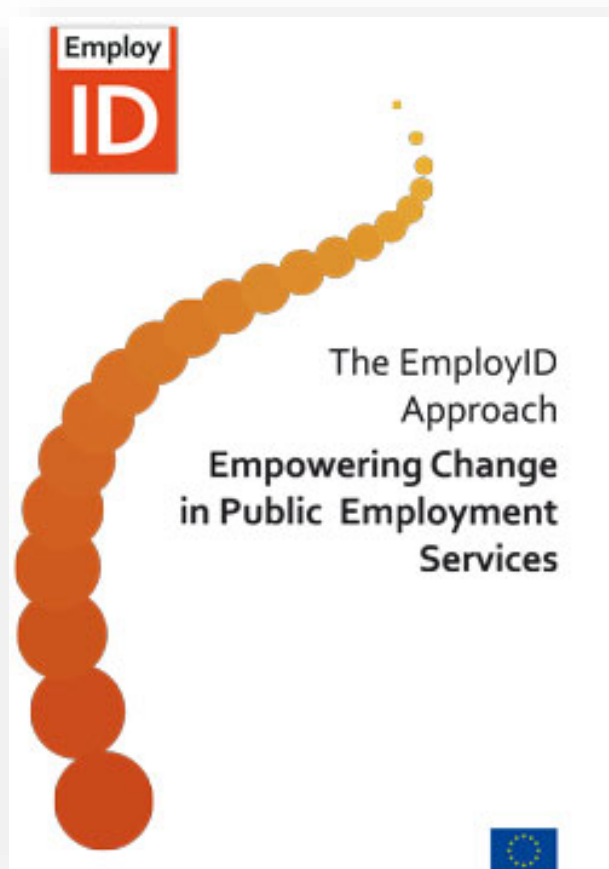
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