

A map of Estonia with a light green border and yellow internal county boundaries. There are 15 orange circular markers with white outlines scattered across the map, representing various locations. The text is overlaid on the map.

# Continuous learning as a central feature of performance management in the Estonian PES

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- Benchmarking using indicators enables the PES to detect better performing regional offices and also to find out and share best practices.
- Monthly meetings of managers include a section called “From manager to manager”
- Employees of regional offices visit other regional offices
- Central information days on specific fields
- Heads of fields visit regional offices
- CAF self-evaluation model
- Success stories in the Intranet
- Internal training programmes

**Approaches to promote continuous learning**

- Constant communication and feedback
- Trust
- Supporting organisational culture
- Small and flat organisation
- Posing problems bottom-up
- Piloting
- Group learning in internal training programmes
- (Optimal) incentive pay

**Success factors of implementing continuous learning**

## System of optimal incentive pay

- High enough to motivate, low enough to avoid perverse effects (cooking data/indicators, unhealthy competition between regional offices, etc.).
- Three components: individual objectives, department objectives and organisation objectives. Cannot be maximum if one of those not achieved.
- Maximum objectivity. For the results of subjective indicators (the quality of IAPs, etc.) a period of 2 weeks for dispute.
- Communication. Better performance indicators and higher incentive pay tend to reflect a better understanding of the overall mission of the PES.
- A well appreciated tool by managers. If managed and communicated right it serves as a reward.

## Incentive pay as a success factor

- Implementing new knowledge in practice
- Keeping common sense and balance when implementing learnt practices, maintaining flexibility and creativity
- Finding optimal level of resources invested in continuous learning, optimal level of coordinating and formalising the learning process

## Challenges in implementing continuous learning

- The performance management system is being redesigned to use more bottom-up approach, the regional offices are given more autonomy, the number of input and output indicators will be decreased and even more focus will be put on outcome indicators
- A data warehouse and appropriate user-friendly online tools for performance management will be developed
- (?) Implementing individual scorecards

**What was learnt during the Peer Review and follow up study visit?**

*Thank you!*

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