

A map of Estonia with a light green border and a yellow grid of administrative regions. Numerous orange circular markers with white outlines are placed across the map, indicating specific locations. The text 'Performance management system in the Estonian PES' is overlaid in the center of the map.

# Performance management system in the Estonian PES

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# Estonian Unemployment Insurance Fund

- ...is an independent public body
- tripartite management (social partners and government)  
Founded in 2001 to administer unemployment insurance  
Since 1 May 2009 also in the role of PES
- developing the performance management system since then  
Central office and 15 regional offices (ca 500 employees)

## NATIONAL LEVEL

Employment  
programme  
(2 years)

Development  
plan of the  
EUIF  
(3 years)

## ORGANISATION LEVEL

Annual action  
plan  
(1 year)

## REGIONAL LEVEL: PERFORMANCE PLANS

Impact  
(40%)

Output  
(25%)

Quality  
(25%)

Activities  
(10%)

## Goals and target-setting

# IMPACT

- Rate of entrances to employment within 12, 6 and 4 months for new recipients of unemployment insurance benefit
- Rate of entrances to employment within 12, 6 and 4 months for newly registered unemployed (excl. recipients of unemployment insurance benefit)
- Rate of entrances to employment within 6 months after work practice
- Rate of entrances to employment within 6 months after training

# OUTPUT

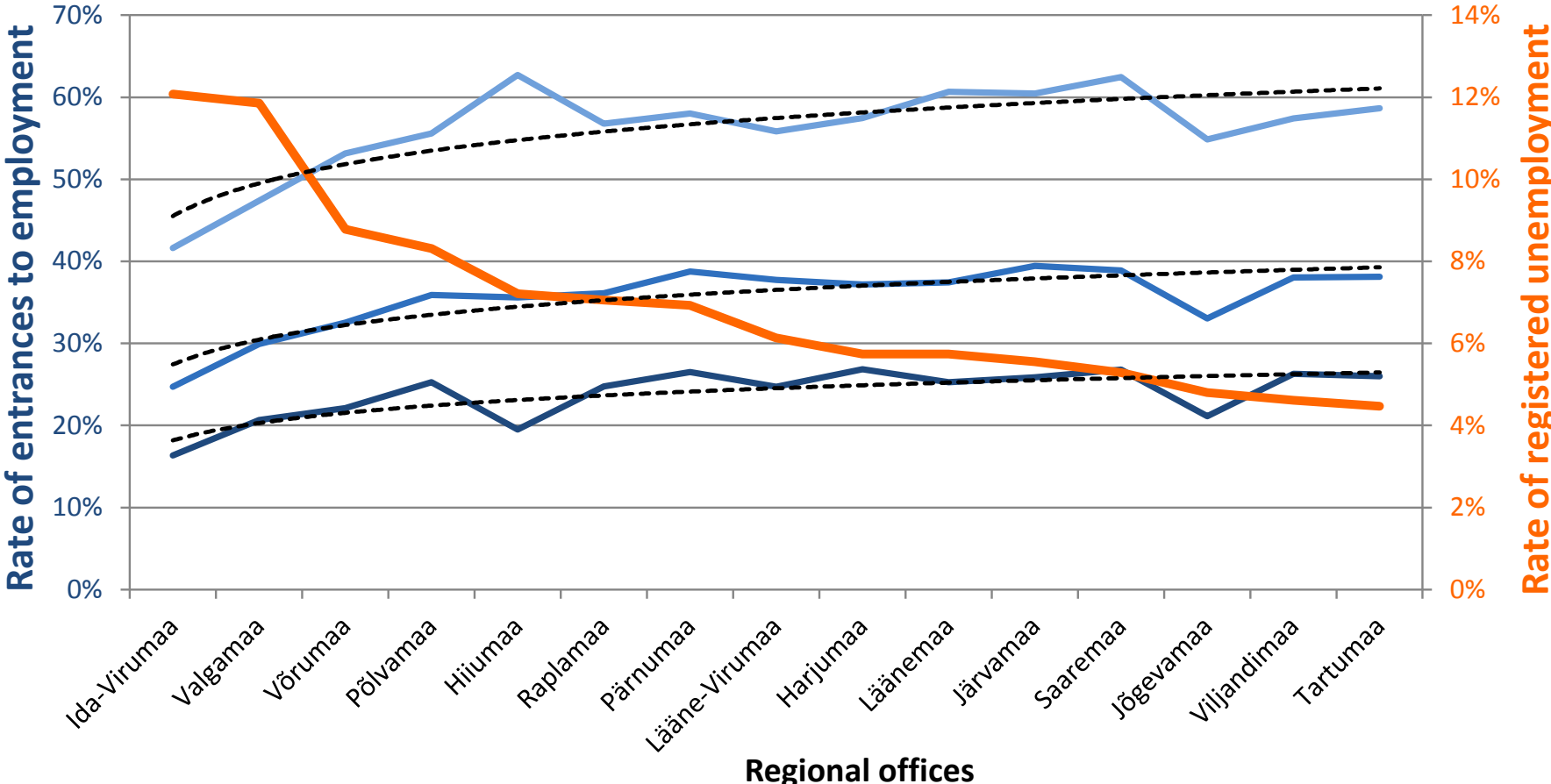
- Participation rate in active measures (monthly average)
- Participation rate in active measures of long-term unemployed
- Inflow to active measures (e.g. labour market training, career counselling, wage subsidy, etc.)
- Inflow of vacancies

# QUALITY

- Rate of documents and activities in deadline
- Quality level of documents of registering the unemployed
- Relevant and competent Individual Action Plans
- Relevant and competent summaries of career counselling
- Satisfaction indexes of job seekers and employers
- [Satisfaction index of employees of the EUIF](#)

# ACTIVITY

- Conducting job search workshops for young people
- Cooperation with local municipalities for helping longterm unemployed and unemployed with social challenges to employment
- [24 other activities](#)



- Rate of entrances to employment within 12 months
- Rate of entrances to employment within 6 months
- Rate of entrances to employment within 4 months
- Rate of registered unemployment (right axis)

## Regional differentiation

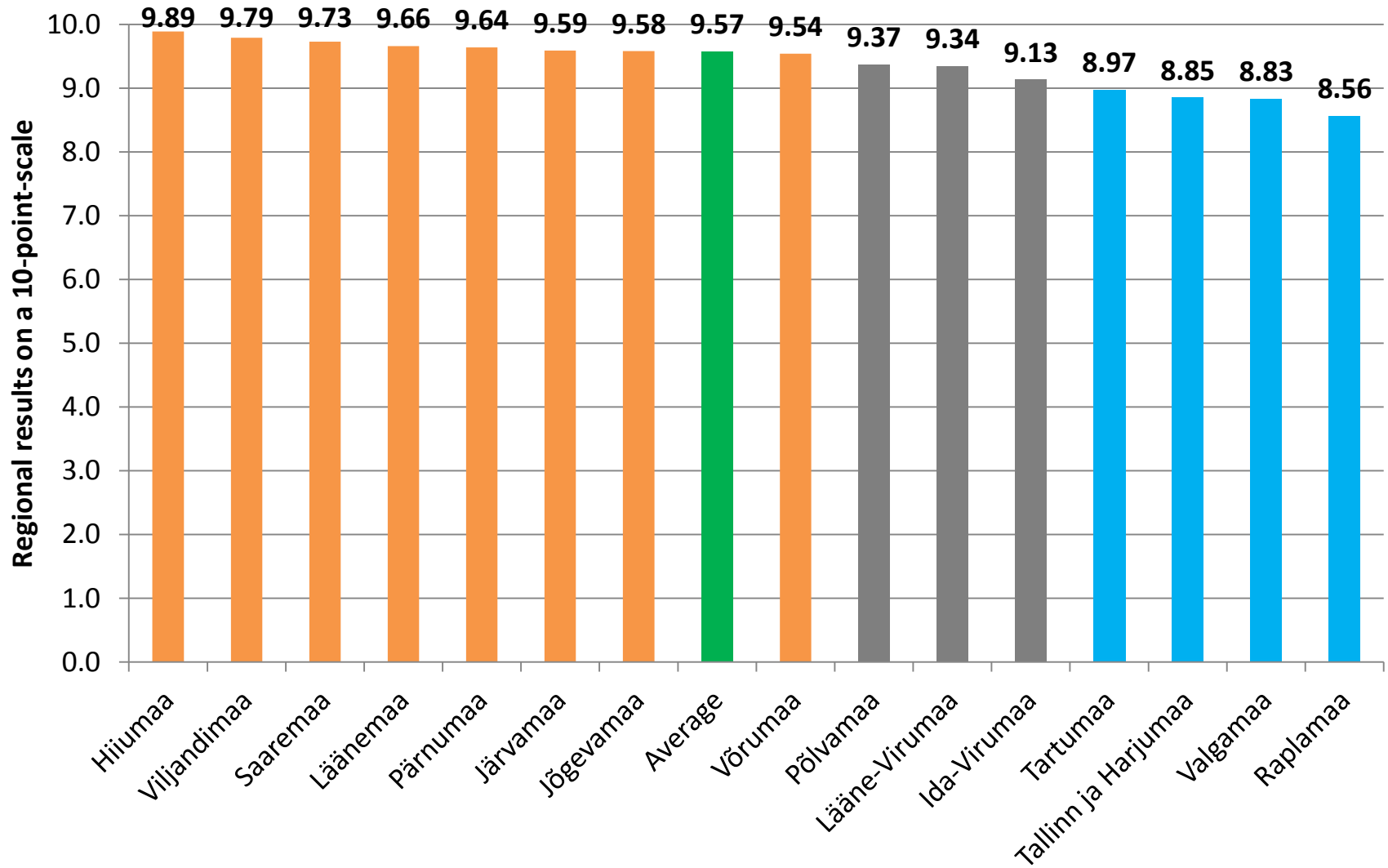
## Data for monitoring

- The IS of the PES
- Tax data from the Estonian Tax and Customs Board
- The data are analysed centrally
- Specific methodology developed for quality indicators

## Feedback on performance

- Every month feedback on the achievement of most of the output indicators
- Impact and quality indicators measured generally twice a year
- Activity indicators and client satisfaction indicators (quality) measured once a year
- In addition, feedback on entrances to employment by job search counsellors is given monthly
  
- Regional performance discussed with the Management Board monthly, overall performance discussed between the Management Board and Supervisory Board quarterly

## Monitoring and feedback



Rate of additional incentive pay: 75%, 63%, 55%

The results of individual indicators and the weighted groups of indicators enable the PES to detect better performing regional offices and also to find out and share best practices. The results also provide information on those regions and fields that need to go through some improvements.

This process is complemented by:

- 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

**Continuous improvement and peer learning**



*Thank you!*

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