



Look who's talking!

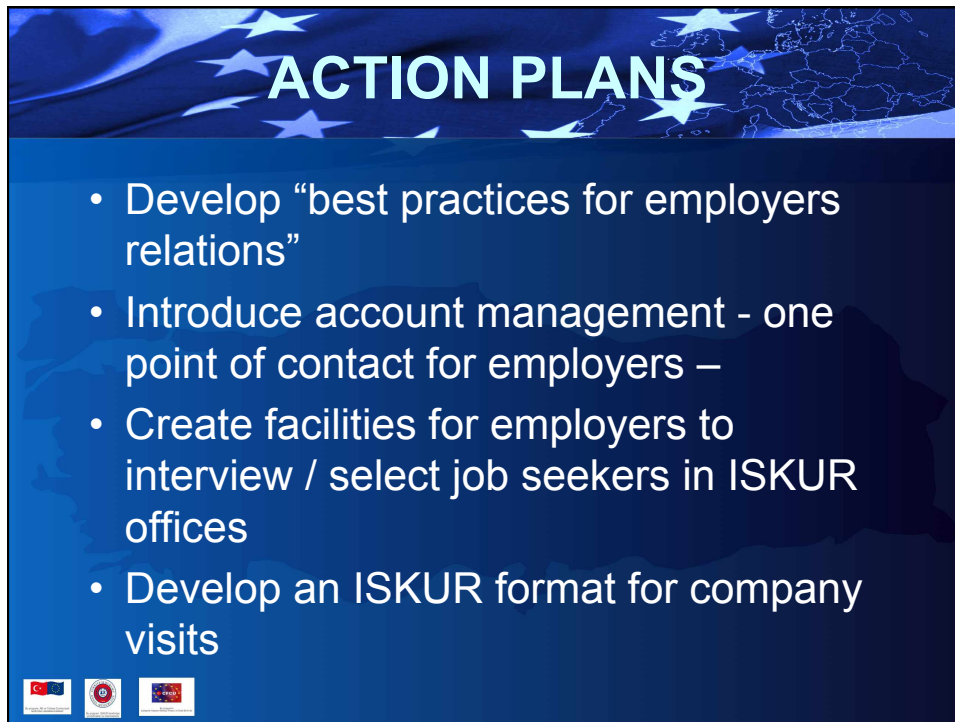
Reflections from
provincial management



ACTION PLANS


- Differences between planned & realised visits are too high
- Provinces with small companies require other concepts for visits and services
- Create ISKUR-wide methodology and structure for the ISKUR services
- Work according to sector structure and company size





ACTION PLANS

- Develop “best practices for employers relations”
- Introduce account management - one point of contact for employers –
- Create facilities for employers to interview / select job seekers in ISKUR offices
- Develop an ISKUR format for company visits



ACTION PLANS

- Create facilities for nationwide employers weeks
- Create a transportation budget for enterprise visits





ISKUR Strategy

- Lack of communication/coordination between the ISKUR HQ departments:
 - Piling & conflicting priorities
- Coordination with other public institutions, (MoE institutions) ineffective
- Regulation and legislation not clear
- Employment Boards sub-optimal:
 - Awareness, involvement, authority



Structure

- Lacking communication between HQ and provinces:
 - No joint activities in service development
 - Exchange of information between provinces not present
- Lack of consistency in the execution of plans and meeting priorities
- No coordination of priorities and planning
- Structure of provincial directorates is too bureaucratic and inflexible



Systems

- Lack of provincial budgets
- Information materials not available:
 - Brochures / folders / pamphlets/ CD's
- E-module facilities not focused to costumer (employer) needs
- Too much “internal spam”



Staff

- Provincial management not involved in staff selection, appointment and evaluation
- Rotation / mobility of staff does not meet the needs of the provinces
- Unmotivated staff is a problem, limited disciplinary authority for provincial management lacks





Developing organisational strategy

- 10-25% market share
- Customer focus
 - Distinguishing internal and external customers
- Service orientation:
 - up-to-date, equal and transparent service levels
 - widely accepted and recognised in the market
 - accomplishing constant growth
- Therefore, bottom-up approach and decentralisation

At the bottom left, there are three small logos: the Turkish flag, the İSKUR logo, and the Ministry of Labour and Social Security logo.

Developing organisational strategy

- Participative management
 - dialogue with provincial management has an essential role in developing ISKUR
- Create – action driven – experiments
 - invite provincial and national staff
 - Create joint units / projects to improve services
- Start service units in areas with high potential (flexible, even mobile services)



Developing organisational strategy

- Standardise services and qualification criteria of offices and staff
- Turn inspection and punishment tasks into incentive programmes for best practices
- Start a “de-bureaucracy project”
- Use strategic partners to boost the need for and the results of change
 - employers organisations, CoC, social partners
- Create benchmarks for comparison



Structure

- Create bigger autonomy for ISKUR
- Solve the span of communication / coordination / control puzzle:
 - 1 head office, 81 provinces...
- Build ISKUR's structure on its services and operational capacity:
 - Provincial offices are the basis
 - Focus the infrastructure on decentralisation
 - Extend reliability of (targeted) data measuring the impact of services



Structure

- Create balanced responsibilities and authority between central and provincial management
- Assure consistency in agreed rules, procedures and processes
- Assess HQ tasks (and size) against the concept for a decentralised ISKUR



Structure

- ISKUR HQ should focus on facilitating, result-monitoring and supporting the provinces
- Transfer experts and expertise to the provinces
- Extend responsibilities and authority of branches in economic important areas (Gebze, Alanya and Bayrampasa)



Systems

- Technology driven: facilities will be client-friendly and service focussed
- Develop a tailored service target system aligned with the provincial labour market
- Develop a system of performance measurement, monitoring and evaluation, using:
 - internal evaluation
 - customer evaluation
 - external evaluation



Systems

- Develop a performance system for individual targets, appraisal and start discussing results
- Extend a system of management by objectives – as action plans are – and make planning of results and resources a gradually participative process
- Create accountability on results and facilitate this with a participatory approach in the planning & control cycle.



Shared values

- Strengthen an organisation culture:
 - Quality and customer orientation
 - Encouragement of self-confidence
 - Demonstrating ownership for services and in which mission and vision are internalised
- Maintain in the organisational culture: friendliness, loyalty, sincerity and informality
- Make staff proud to work for ISKUR: celebrate successes!



Shared values

- Develop a motivation & communication programme
 - Directed towards (silent) resistance to change
 - Involve staff in change
 - Make sure change is communicated
- Make ISKUR the best institution to work with and for: ISKUR: çok nice!



Skills

- Invest in professionalism (skills, knowledge, attitude)
- Develop a Management Development programme for all managers, experts and management talent:
 - New leader skills
 - Introduce coaching and mentoring
 - Create instruments to identify talents
 - Consider to create a pool for management talent





Skills

- Develop an ISKUR company-wide training strategy and programme
 - Setting the standards for all ISKUR's staff qualifications
 - Outlining the different skills levels
 - Describing programmes for all ISKUR staff, based on their job descriptions
- Create possibilities to share experiences by providing individual-unit-departmental-organisational learning platforms



Skills

- Promote service focus of staff in starting a “How can we help you” programme, based on:
 - Service and customer focus
 - Labour demand orientation
 - Development of a qualified labour force
 - Structured services
 - Client-management
- Create/use intranet to publish training programmes and materials



Staff

- Aim on developing a satisfied, proud staff
- Establish a remuneration policy:
 - Comparable with comparable positions in other institutions
 - ISKUR should be able to compete in attracting qualified staff.
 - Create perspective in careers
- Equalise facilities (transportation, child care) for all staff



Style of management

- Starting with senior managers as role models, make all management aware of the fact that change starts within themselves: practice what you preach
- Provincial management plays a crucial role in ISKUR's change process:
 - Train, coach, assess & evaluate each manager,
 - Follow and monitor their performance
 - Do not be afraid to let the unwilling go





Look who's talking too!

Suggested priorities

Strategic priority suggestions

1. A thorough organisational assessment
2. Experiments with participative management
3. Work jointly on corporate methodologies for services
4. Experiment with Corporate Social Responsibility instead of punishment
5. Start thinking about shifting internal inspection to support
6. Make an Action Plan for the Management Board



Operational priority areas

1. Intensify communication / deliberation with provinces
2. A budget for transportation
3. ISKUR brochures / pamphlets / CD's
4. A friendly portal

