



Multi-Year Work Plan 2015-2019

The strategic planning process was carried out with the support of



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Tevet's Vision and Mission¹

Vision

JDC-TEVET strengthens the social and economic fabric of Israel and cultivates equal opportunities through workforce participation and career advancement.

It creates broad partnerships to generate sustainable change in the Israeli labor force.

Mission

It achieves its goals by:

- 1. Developing programs, models, and innovative approaches to employment.**
- 2. Working closely with employers to implement solutions and initiatives addressing employment in Israel.**
- 3. Serving as a hub for knowledge development, to cultivate cutting-edge concepts and interventions.**

¹ Written August 2014.

Foreword

From the Chairman's Desk

This year, the JDC is celebrating 100 years of work benefiting the Jewish people and Israeli society. As we have from the very beginning, we continue our tradition of aiding disadvantaged populations, and are successful in doing so because of our meaningful partnership with the Israeli government. Together we develop services in the field of employment for the aging, disabled, and at-risk children and youth populations.

It is clear that Tevet – the third such partnership between JDC Israel and the government – has succeeded over the years in fulfilling its stated missions:

1. To develop and implement programs for populations that do not participate in the job market.
2. To expand individual responsibility throughout the process of entering the job market and integrating within society.
3. To increase the involvement of the community and employers in this process.
4. To encourage the exchange of knowledge between Israel and the Diaspora regarding employment-related issues.
5. To optimize services for people who find themselves outside of the workforce and contribute to their integration into society.

Tevet significantly contributes to Israel's job market through the integration of disadvantaged populations, yet our job is far from finished.

Currently, most of Israel's poor are working poor, which means they live in a household with at least one breadwinner. In 2008, 16.2% of families living in poverty had one full-time earner. About half of the working poor are Arabs, and another 12 percent are Haredim (Ultra-Orthodox Jews). In this challenging reality, we must take a step further and work with employers to create career advancement opportunities to help people achieve social mobility and escape from the cycle of poverty.

In order to assist families in breaking the cycle of poverty, we must utilize the holistic approach prevalent today in the development of social services. This strategy looks at comprehensive solutions on the individual and familial level when attempting to solve problems of poverty. The issue of employment must be connected with the entire array of interventions applied to various segments of the family unit: children and youth, parents caring for their parents, the elderly, as well as the jobless. If, in the past, the issue of employment was perceived as

something peripheral to the framework of the holistic solutions, today it is clear that we must include it in our creation of comprehensive interventions. Thus, in order to develop effective holistic solutions, it is vital to consider how to incorporate the issue of employment into the intervention framework both within and outside of JDC.

Finally, I would like to thank our partners, friends accompanying us in the professional committees, the members of the board of governors, and the members of the steering committee – who generously give their time and vast experience. Your contributions, and the added value you bring to Tevet, are very significant and have contributed greatly to the success of Tevet and Israeli society.

Prof. Yossi Tamir

JDC Israel Director-General, Chairman of the Board

A Word from Tevet's Director-General

“Work saves us from three great evils: boredom, vice, and need.” (Voltaire)

Employment in a Changing World

About 200,000,000 people around the world are unemployed. This figure represents a rise of 5 million since 2012. Nearly 50% are from southern and eastern Asia, Africa and Europe. These numbers represent the fact that **demand for labor is not growing in proportion to growth in the workforce**. Moreover, since the 2008 economic crisis, the length of time spent searching for work in developed economies has increased significantly, and currently reaches 8-9 months in Greece and Spain. Even in the US, despite an improvement in the unemployment rate, over 40% of all job seekers are long-term job seekers.² In global terms, the labor force participation rate has not risen, rather it has slightly declined. A significant component of this decline stems from a drop in the workforce participation of women in southern and eastern Asia, and from a declining participation rate among young people in developed economies.

When we consider demand in the global job market, it is striking that **nearly 50% of the growth in demand is in the service sector**. Today, some 45% of the world's workers are employed in the service sector (a rise of 10 percentage points over the last two decades); 32% in agriculture (a drop of approximately 10 percentage points over the last two decades); 23% in industry, where a dramatic reduction in the number of new jobs was observed – 9 million new jobs in the sector in 2013 compared with 20 million each year in 2010-2013.

These data indicate that the portion of workers in the service sector is growing worldwide, with technology replacing human capital in industry and agriculture. Moreover, economists say that even the service sector may soon undergo a fundamental change due to technological developments, and also be included in the transition from human capital to technology. Workers who do not possess suitable tools for working in the technological age will be most affected by this shift.³ The World Economic Forum (WEF) placed the issues of unemployment and economic inequality on its list of the 10 greatest global risks (numbers 2 and 4, respectively), with only a major economic crisis (1) and a global water crisis (3) ranking higher.⁴

² Global Employment Trends (2014) Risk of a jobless recovery? *International Labour Office*. Geneva: ILO.

³ See for example the writings of economist Andrew MacAfee: <http://blogs.hbr.org/andrew-mcafee>.

⁴ Global Risks (2014), Ninth Edition, *The World Economic Forum*.

Global discourse and activity in the field of employment have undergone a revolution, especially in developed countries. This began in the 1980s and 1990s with the transition from welfare allowances to programs for employment placement, taking a “welfare to work” approach. Later progressing to the initiation of Active Labor Market Programs/Policy (ALMP) for employment placement, which then expanded to include Employment Retention and Advancement (ERA) programs, placing an emphasis on training programs.

ALMPs increase the efficiency of job markets by optimizing information and coordinating between supply and demand. Such programs also assist job seekers by providing support in soft and vocational skills, and assisting employers integrate populations that are distanced from the job market. The average investment in these types of programs in OECD⁵ countries is 0.6% of their GDP, while the countries of northern Europe (Austria, Belgium, Denmark, Finland, France, Germany, Luxembourg, Holland) invest on average almost double – 1.1% of their GDP. In an economic model analyzed by the ILO, it was found that doubling investment in ALMP programs by the countries investing 0.6% of their GDP in such programs would bring a reduction of about 0.8 percentage points in the unemployment rate by 2016, which translates into a rise of some 3.6 million jobs in those years.⁶

And in Israel...

The labor force participation rates in Israel have risen in recent years compared to the OECD countries. The most up-to-date comparative data (from 2010) indicate that from among 36 countries, Israel ranks 28th in participation rates, at 75.5%, whereas the OECD average rate is 76.2%, and North American countries are at 77%. Women in Israel rank relatively high in their participation rates, taking 21st place with a participation rate of 69.7%. The men, on the other hand, are fourth from last, with a rate of 81.6%.⁷

The demographic trends in Israel, which include an aging population, rising dependency ratio, and relatively higher growth in populations that currently have low participation rates (mainly Haredim and Arabs), teach us that action must be taken to increase the participation rates of populations

⁵ Organization for Economic Co-operation and Development.

⁶ Global Employment Trends (2014) Risk of a jobless recovery? *International Labour Office*. Geneva: ILO. Global Employment Linkages Model.

⁷ <http://skills.oecd.org/supplyskills/documents/21ablabourforceparticipationbygenderandage2010.html>

distanced from the job market, and to support and assist in the optimization of human capital through education and training, in order to reduce the existing and future gaps in the job market.⁸

According to the chapter, “Data Analysis and Survey of Trends”, which was written by the Myers-JDC-Brookdale Institute and appears as an appendix to this document, employment rates among Arabs and Haredim experienced growth between 2000 and 2011. Nevertheless, it is clear that, among both Haredi men and Arab women, there is a gap that requires continued improvement in job-market integration in order to reach governmental targets for employment rates in 2020. Among the Ethiopian immigrant community, there has been a significant rise in employment rates, and it appears that if this growth trend continues, employment rates will reach the target in 2020. Among people with disabilities, there has been a moderate rise in participation rates during the 2000s, but further intervention is clearly required in order to reach the government targets for lowering unemployment. It is worth noting that, in every case of analyzing employment rates, even when assuming a growth in employment rates, the number of those not in the labor force will grow in absolute terms due to the growth in population (see the chapter “Data Analysis”, Table 1, “Forecast for 2019 for the Number of People Aged 25-64 who are Not in the Labor Force, by Population Group”).

Tevet – Where from and Where to?

In the last eight months, we at JDC Israel-Tevet have worked, together with our partners, to establish a multiyear plan. This is not something to be taken for granted in an organization whose essential function is to identify needs and develop innovative models to provide solutions. Like all of the social and economic phenomena of recent years, employment is also a dynamic field subject to changes on both macroeconomic and microeconomic levels. Thus, the planning and development of solutions should incorporate an appropriate measure of flexibility and ability to implement alternatives at test points of socioeconomic change in the local economy and in the world.

This is an opportunity to thank you, members of the professional committees, members of Tevet’s board of governors, and other partners, who have harnessed their experiences and creative thinking for the common good, with both enthusiasm and true partnership. Thanks must also go out to the

⁸ **Economic Policy and Budget Policy for the Years 2013-2014**, Ministry of Finance. Available on the ministry website: www.mof.gov.il

hard-working staff, and to everyone who has helped in conceiving and writing the multiyear work plan.

Where do we Stand Today in Relation to the 2012-2014 Plan?

In the previous three-year work plan for 2012-2014, some 10 meta-goals were set. I will take this opportunity to share with you the progress and achievements in relation to those goals:

- 1 **Plan: Integration and retention** in employment of Tevet's target populations.

Execution: During these years, Tevet continued developing and disseminating models for employment integration. Models such the development of Haredi employment centers (Mafteach), employment centers in the Arab sector (Rayan), STRIVE, and other programs, expanded under government leadership with Tevet's assistance. Tevet also developed new models for employment integration aimed at specific populations, such as Afikim for integration of at-risk youth, to provide focused and customized solutions.
- 2 **Plan: Advancement** – Development of models for the professional advancement of Tevet program participants and alumni.

Execution: TEVET developed an employment model that is implementable, effective, and disseminative, as indicated by the interim results of the accompanying study. Development work for professional advancement will continue to be part of our endeavors in the next few years as well, with an emphasis on assisting the creation of advancement tracks directed at quality employment that provides a lifelong livelihood.
- 3 **Plan: Development of knowledge, and professional development** – Special focus on the field of knowledge development, which is a key factor in increasing Tevet's influence and in disseminating its programs.

Execution: An increased scope and expansion of activities to a variety of target populations in Tevet programs, corresponding ministries, and among partners.
- 4 **Plan: Local Employment Centers** – Strengthening the infrastructure programs by connecting them with new program.

Execution: Dissemination and implementation of various infrastructure models and strengthening the professional knowledge in the field.

- 5 **Plan: Populations with multiple barriers** using existing programs as infrastructure.
Execution: Among the main populations, i.e. Haredim and Arabs, significant breakthroughs occurred both in the communities and within the system. Among Ethiopian immigrants, studies indicate significant achievements in employment placement coupled with challenges in advancement and emergence from poverty. Regarding people with disabilities, a formula does not yet exist for making a significant breakthrough in employment, neither in the supply of workers nor in the demand from employers. This issue will continue to be a significant focus of Tevet's activities in the coming years. Furthermore, the term "populations with multiple barriers in the job market" has not been defined, and no decision has been made regarding activities directed to this population.
- 6 **Plan: Sustainability of employment and environment** – Opening new and challenging fields of employment for Tevet's target populations.
Execution: The issue was raised as an important and significant one, but no clear goals were set, and no in-depth study of the issue has been done.
- 7 **Plan: Supportive tools** – Increased use of supportive tools for all target populations.
Execution: In this area, continued thinking is required together with government ministries, especially the Ministry of Economy, to define employment-supporting tools and to institutionalize the use of these tools in existing employment infrastructures.
- 8 **Plan: Employer relations** – Strengthening large and midsize employers' and placement companies' awareness of the benefits of employing diverse workers.
Execution: Tevet strengthened its activities as a founding partner in the Forum for Diversity Hiring, and placed the issue of employment diversification on the agendas of the large employers and of many parties dealing with employment. This forum informed and strengthened the professional knowledge and work among human resource staff members in the business and public sectors.
- 9 **Plan: Optimization of program acceleration in government ministries** and structuring the guidance in terms of knowledge, training, and accompaniment after integration of the program in the ministry, including the development of a model for an "umbrella" framework.
Execution: During the years of acceleration, the first programs were handed over to the government and different models were adopted for each program. Furthermore, Tevet

established the “Implementation Committee”, led by the Employment Commissioner in the Ministry of Economy, which included representation from the executing ministries, and of the Budget Division and the Accountant General in the Ministry of Finance. Over the last year and a half, the committee dealt with formulating and designing the model based on the accumulated experience.

- 10 **Plan: The demand for workers** – Tevet will strive to adapt programs to patterns of demand for workers in the economy.

Execution: We made a large effort to understand the needs of employers and to adapt the information for the integration of populations among employers. This laid the foundation for additional work in this area, which is being done as part of the preparation for the current strategic plan.

Where are We Heading in the Coming Years?

This document presents the main directions for Tevet’s work in the next few years and the rationale behind the choice of these directions; therefore, we will not specify them right now. In general terms, the new directions will include the development of models for populations that, in the past, Tevet has focused on less, such as long-term low-wage workers and seniors. During the next few years, emphasis will also be placed on developing programs to integrate people with disabilities in the job market. Activities among the Haredi and Arab populations will focus on tools and specific demographics within these groups. Among Ethiopian immigrants, the main focus will be on the advancement of young adults.

In the next few years, emphasis will be placed on the development of new tools for vocational advancement for all populations. Such tools will include models for professional training, savings and financial tools, technological arenas in employment, and development of models for social businesses.

In addition, we will continue to work to define and sharpen our operational concept, which we derived from the JDC’s unique work methods, particularly related to innovation, development, implementation, measurement, assessment, and system-wide impact. We will also continue acting to optimize and improve Tevet’s internal functioning as an innovative organization.

It is our hope that you will enjoy the extensive document being presented to you, and we invite anyone interested to join us and assist us in planning, so that together we can promote social action efforts to equalize opportunities in the Israeli labor market.

Dr. Sigal Shelach

Director-General of Tevet, JDC Israel

Executive Summary

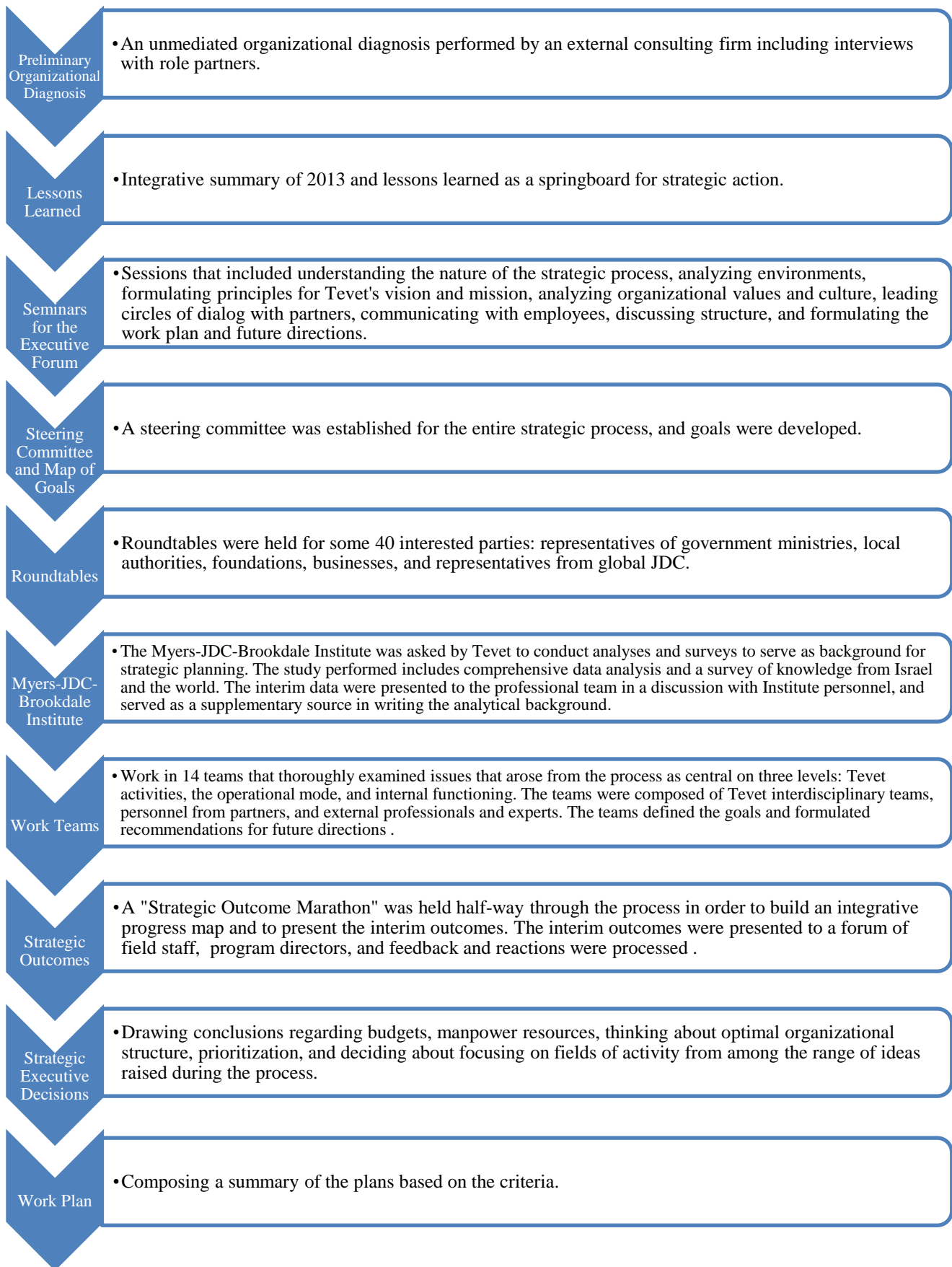
Introduction

In 2014, **an innovative and comprehensive process of strategic thinking** was conducted in order to formulate directions for the organization's development and growth in the years 2015-2019; a successful and influential organization like Tevet needs to reassess and reflect on the future.

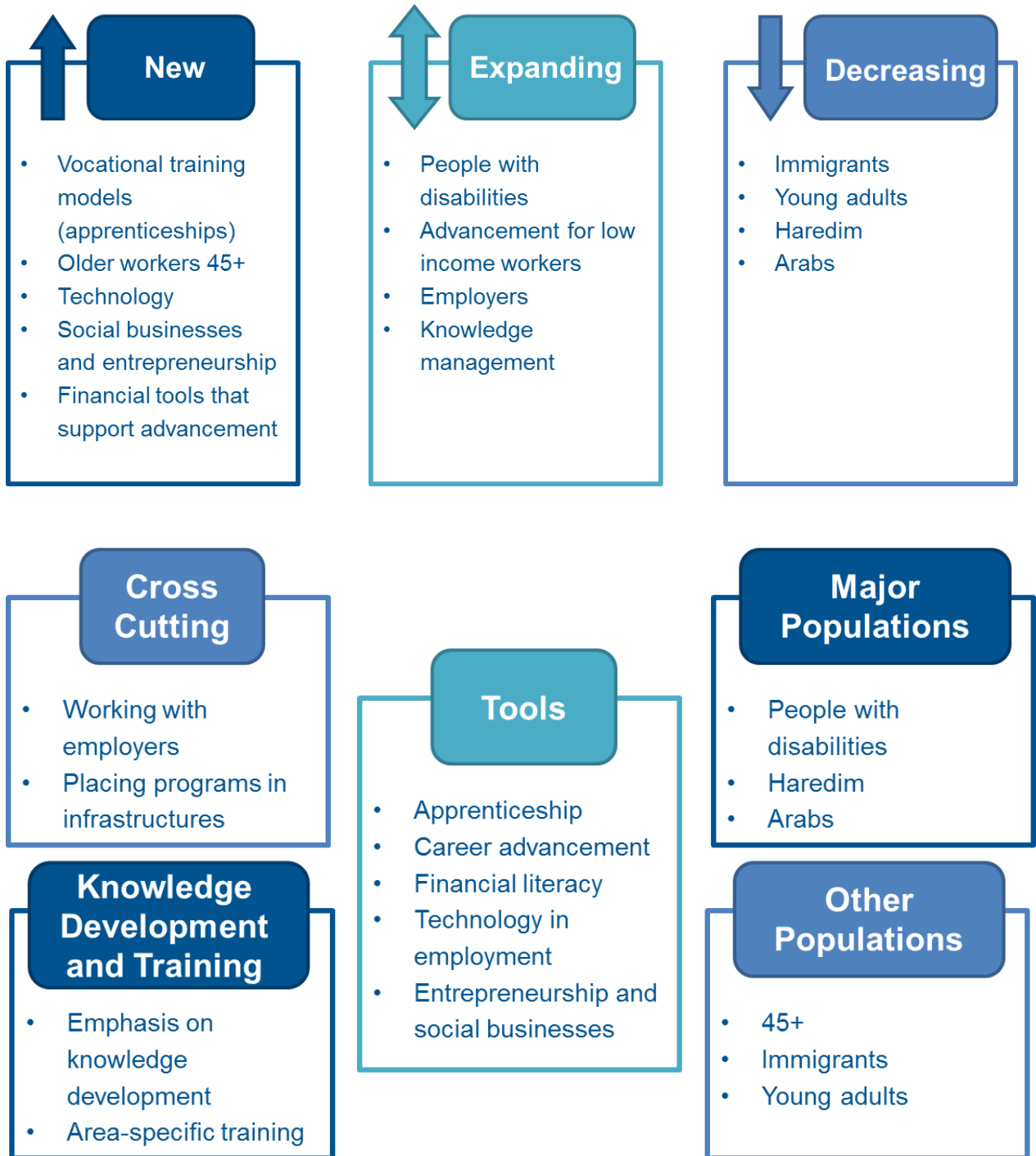
This process was built over the course of several months, through intensive and result-oriented thinking.⁹ As far as outputs are concerned, the process yielded three significant axes of action: (1) new goals and continuing goals, (2) goals that should be abandoned, and (3) areas of action whose mode of operation or functioning should be changed.

The planning process:

⁹ The strategic planning process was conducted under the guidance and leadership of the Director General and the entire management of Tevet, was shaped by Tevet's Director of Planning and Development, and had the professional guidance of Amira Raviv Organizational Consulting Ltd.



The output of this process appears in a booklet in the form of a work plan that includes discussion of the substance of activities, the operational concept, and the internal organization at Tevet, in line with the strategic directions outlined by Tevet management:



Knowledge Development and Professional Development

The development of new knowledge and professional management of existing knowledge is essential for achieving Tevet's mission. Therefore, knowledge development and training are of great strategic importance to Tevet.

1. Developing employment as an **applied field** in Tevet based on knowledge from the field. This knowledge cannot be found in academia or in research institutes, and the procedures for processing and conceptualization are unique and extremely important.
2. The creation of a new profession – an **employment counselor**. Training and guidance for the staff are part of the process of developing the professions and shaping them within the arena of employment activities.
3. **Multi- cultural working environment** - ongoing guidance is required on both an individual basis and a group basis; this includes advice regarding professional dilemmas, mentoring, professional instruction, and training courses for employees that are practiced in various other disciplines, such as social work, counseling, and teaching.
4. As an organization dealing with development, Tevet generates new knowledge all the time. There is, thus, a need **to update the knowledge and to conceptualize** it, and also to continually update the program staff members.
5. It is important to **consolidate, conceptualize, and transmit this knowledge** during program implementation. This includes transmitting information to the relevant government ministry, transferring the program and training the professional staffs, and integrating track programs developed at Tevet within existing infrastructures. Tevet is currently prioritizing continued development of knowledge in the programs, and continued transmission of knowledge to implemented programs.

Activities for knowledge development and professionalization are carried out in four circles: **The first circle** includes Tevet's professionals, from the executive staff to the professionals working in the various programs in the field; **The second circle** includes partners and senior government

¹⁰ The issue of youths arose from the outcomes of the planning process and at this point is not budgeted; in-depth analysis, study, and preparation for implementation with intra-organizational cooperation are still required.

officials, who handle employment policy and work with issues related to Tevet populations; **The third circle** includes employers; **and the fourth circle** includes academics.

The overarching goal of this field is the development of effective knowledge and training to improve the quality of work, and to achieve the goals of employment integration. In Tevet's strategic planning, the need for knowledge development activities arose prominently in each of the following areas:

- 1 **Group training sessions** for all of Tevet and specialized training sessions for the programs – direct training in courses, indirect training through the training directors of the various fields and programs.
- 2 **Mentoring and instruction** – Especially for training personnel and new directors.
- 3 **Development of models and tools, publications and knowledge management** – Assistance in development processes for the new programs, with an emphasis on new populations, such as seniors, and on developing new tools. Focus areas include: developing and consulting activities for establishing new models and new centers; writing articles, briefs, and online content for a broad community of employment professionals; knowledge management on internal and external websites and in a learning environment for courses.
- 4 **Assistance for implemented programs in development and guidance throughout implementation.** This topic refers to training professionals in the government who are not yet in charge of running a program but will be adopting the programs: training and guidance for senior government officials, for employers and for other partners.

Professional standards: In the coming years, Tevet will invest in a system-wide effort to institutionalize professional benchmarks, professional standards, and the definition of a “Standards Mark” for those involved in employment training, integration, and advancement. This process will aid in creating a new and recognized field of occupation, enabling mobility among employment organizations, and developing career ladders for these professionals.

Furthermore, we will emphasize:

- Innovation and technology
- Developing employer relations, tools for employers
- Training for in-depth work with the database
- Institutionalizing the training library and training software
- Accessing global knowledge for program development

Goals – Populations

Tevet’s work in the coming years will focus on four main populations: **people with disabilities, Haredim, Arab society, and seniors. In addition to this, programs will continue with immigrants and youth.** The main goals of the work with each of the population groups are as follows:

People with Disabilities

Overall Goals	Directions for Work	Development Goals	Continuing Programs
Increase the labor force participation rate of people with disabilities	<ul style="list-style-type: none"> • Work with multiple -partners and create broad collaborations. • Where are they? Who are they? – Focus on identifying the population, characterizing it, and raising awareness • Creating accessible universal infrastructure – promote activities within existing infrastructure to make existing universal services accessible. Developing specialized services in these frameworks. • Professionalization of workers – training courses for employment coordinators in various programs. • Making professional training courses accessible to the participants by working with employers. 	<ul style="list-style-type: none"> • Employment of people with disabilities among Arabs and Haredim. • Employment of people with disabilities who have academic degrees– pilot program. • Employment tools for people with ADHD and learning disabilities. • Reduce and prevent employment dropouts. • Development of a model with the Israeli Employment Service (IES) for guidance of jobseekers with disabilities. • Development of a work model with employers in a service-providing consumer program. • Development of a model for a career management center for those finishing jobs, supported by the Ministry of Welfare. 	<ul style="list-style-type: none"> • Ramp Up, providing access to professional training courses and activities for the “Zeh Oved” coalition. • Professional guidance for the Rehabilitation Division’s main office in the Ministry of Welfare - building models and tools for working with the Rehabilitation Division population.

Arab Society

Overall Goals	Directions for Work	Development Goals	Continuing Programs
<p>Raise the employment rate among Arab society, taking into account the differences between various subpopulations. The primary goal is integration into work that is fitting and that provides suitable compensation.</p>	<p>Develop models for work with specific subpopulations:</p> <ul style="list-style-type: none"> • Arab population in mixed cities • Arab seniors • Arab youth • Arab families and integration into the labor force • Professional retraining for sought-after professions <p>Tools supporting employment in Arab society:</p> <ol style="list-style-type: none"> 1 Hebrew 2 English 	<ol style="list-style-type: none"> 3 Professional retraining in sought-after professions. 4 Model for learning Hebrew as a second language for Arabs and English as a foreign language. 5 Employment model for Arab seniors. 6 Employment model suited to mixed cities through study of existing models in the rest of the Arab population. 	<ul style="list-style-type: none"> • Employment center in Beit Hanina and Shuafat • Eshet Hayil / Riyadiah • Excel HT

Haredim

Overall Goals	Directions for Work	Development Goals	Continuing Programs
<ul style="list-style-type: none"> • Implement Mafteach infrastructure in a manner that will ensure transmission of knowledge and experience accumulated by Tevet staff in the field. • Implement the Chen program using a model that will enable its ongoing dissemination and development. • Solidify the Chanoch program for young Haredi men. • Develop specialized programs combining communal involvement with broad employment horizons. 	<ul style="list-style-type: none"> • Focus activities on advancement and on completion of vocational education. • Expand alternative training tracks. • Provide a solution for youth. • Develop a track for matriculation studies and a universal academic preparatory program. • Strengthen options for choosing a profession and studies. • Develop tracks to integrate Haredi university graduates into quality employment in the civil service and in the business sector. • Expand career advancement programs. • Expand activities for additional subpopulations within the Haredi sector: charity committees, STRIVE for Haredim, men in civil service tracks and the military, youth, people with special needs, seniors. • Implement and reinforcing programs, and developing an umbrella framework. 	<p>Lighthouse – Leadership Cluster:</p> <ol style="list-style-type: none"> 1 Intern program, cadet program in civil services and vocational leadership program. 2 Tools, strengthening vocational capability, strengthening integration processes for work among the general populace, working with employers and participants, and improving the counseling and placement processes for university graduates. <p>Community and Family Cluster</p> <ol style="list-style-type: none"> 1. Strengthening the community with respect to employment and home economics. 2. Working with intra-community organizations, newly religious, young female dropouts, and adapting STRIVE for Haredim. 	<ul style="list-style-type: none"> • Derech Eretz program • Chen program • Hanoch program

Seniors

Overall Goals	Directions to Work in	Development Goals
<ul style="list-style-type: none"> • Learn the needs of the population, develop a specialized solution, and improve its socioeconomic status and ability to contribute to the economy. • Raise labor force participation rate of seniors. 	<ul style="list-style-type: none"> • Raise awareness of the target population among employers. • Expand and identify ideal professions and industries for seniors. • Operate programs based on existing infrastructure. • Develop vocational training to enable planning a second or third career. 	<ul style="list-style-type: none"> • Preventing dropouts • Planning another career

Immigrants

Overall Goals	Directions to Work in	Continuing Programs
<p>Advancement of Ethiopian positions that suit their education and provide suitable compensation.</p>	<p>EMET program – culturally fair testing:</p> <ul style="list-style-type: none"> • Continued implementation and dissemination of the culturally-adapted screening process among the screening institutes and among employers for all candidates. • Guidance of the organizations and adapting the tools to suit their needs. • Follow up for those accepted into the organization (comparing employer evaluations after six months to results of the screening examinations). 	<ul style="list-style-type: none"> • EMET • Career advancement for Ethiopians

Young Adults

Overall Goals	Directions to Work in	Continuing Programs
<p>Development of vocational training programs and career tracks to help young people advance to areas of employment and professions, which will enable economic well-being for themselves and for their future families.</p>	<p>Distinction is drawn between two groups of youth:</p> <ul style="list-style-type: none"> • Youth who neither work nor study • Youth who have worked long-term in nonprofessional jobs, with no vocational horizon, and with a high probability of becoming working poor when establishing a family <p>Promote youth employment through development of new models in the field of professional training (as described in the chapter “Models for Professional Training”).</p> <p>Needs to be determined if TEVET will target youth in the future.</p>	<ul style="list-style-type: none"> • Afikim • Afikim Meshalevet • Continued employment for ex-convicts • STRIVE tracks in employment infrastructure

Employment Programs in Conjunction with JDC Israel

Arab Society	Haredim	Immigrants
<p>Employment Guidance Centers (Rayan): Serve as infrastructure for providing a comprehensive solution for vocational needs in the Arab population.</p>	<p>Mafteach (“Key”) Program: Implement Mafteach infrastructure in a manner that will ensure transmission of the knowledge and experience accumulated at Tevet and by staff working in the field.</p>	<p>Career advancement for Ethiopians</p> <p>Expansion of activities to nine towns, integration of participants in a variety of services provided at the center, referrals to professional training courses and employment programs in conjunction with the Ministry of Economy.</p>

Goals – Tools

Tevet’s work in the coming years will focus on the following tools: **advancement of low-wage workers, employment-supporting financial tools, development of models for professional training, STRIVE tracks in employment infrastructure, business entrepreneurship and social entrepreneurship, and technological employment.** The main goals for each of the tools are presented below:

Advancement of Low-Wage Workers

Overall Goals	Main Directions to Work in and Development Goals
<ul style="list-style-type: none"> • Vocational advancement for low-wage workers and promotion of growth in the economy. • Implement the tools and work methods for vocational advancement – in government, businesses, and employment programs in the field. 	<ul style="list-style-type: none"> • Development of career ladders • Development of the work model and system of volunteer mentors • Knowledge development on the issue of exercising rights • Financial literacy • Family basket for advancement

Employment-Supporting Financial Tools

Overall Goals	Main Directions to Work in and Development Goals
<p>Build an economic model and a model for action for low-wage workers to save for the sake of professional advancement, as a tool to escape the cycle of poverty.</p>	<p>Development of a program that would provide a solution for Tevet program participants who are employed long-term in low-wage positions:</p> <ul style="list-style-type: none"> • A proper model for the individual to save • Financial literacy • Support and guidance

Development of Models for Professional Training

Overall Goals

- Develop human capital among workers and jobseekers.
- Develop models that will enable the training of workers in sought-after professions, while in employment circumstances such as unemployment, unprofessional work, or needing professional retraining.

Main Directions to Work in and Development Goals

- Apprenticeship program: its goal is to update, expand, and institutionalize the professional training tracks, which include classroom training and in-service training with employers.

STRIVE Tracks in Employment Infrastructure

Overall Goals	Main Directions to Work in and Development Goals
Implement core and successful elements from the STRIVE program, and disseminate the professional expertise developed in its framework into various employment infrastructures as a tool to promote quality placement and continued employment.	A structured process for gradual acceptance of the training and professional umbrella in order to ensure optimal implementation over time of STRIVE elements within the Israeli Employment Services (IES) and other government programs.

Business Entrepreneurship and Social Entrepreneurship

Overall Goals	Main Directions to Work in and Development Goals
<p>Business entrepreneurship: Develop tracks that will enable Tevet populations to make a respectable living through small businesses.</p> <p>Social entrepreneurship: Develop the potential in social businesses to affect significant change in the job market to close economic and social gaps.</p>	<p>Business entrepreneurship:</p> <ul style="list-style-type: none"> • Development of services that will enable greater exposure and be accessible to all population groups. • Creation of a continuum between the infrastructures of Tevet and the Israel Small and Medium Enterprises Authority through MAOF centers. <p>Social entrepreneurship:</p> <ul style="list-style-type: none"> • Development of models to start social businesses • Creating connections among the three main parties working in this area: government, knowledge mediators, and social businesses.

Arenas of Technological Employment

Overall Goals	Main Directions to Work in and Development Goals
<p>Develop knowledge related to technology use and develop technological capabilities that will enable Tevet to lead and to expand the scope of its participants' workforce integration.</p>	<ul style="list-style-type: none"> • Development of digital assets • Development and improvement of intra-organizational operations infrastructure • Development of knowledge and capabilities for digital literacy • Development of a dynamic database that includes participants, employers, and job positions, and its connection to the Spot database • Raising awareness of Tevet in the digital world, as well as awareness of its goals and the tools it offers to target populations • Establishment of an incubator for technological vocational ventures • Within the organization – development of a content-rich environment and improved internal communications infrastructure, and meeting management systems • Systems for remote learning and training (E-learning) • Digital literacy training for participants and workers • Development of programs for digital entrepreneurship and employment

Goals – Cross-Sector Activities

Tevet’s cross-sector activities in the coming years will focus on **employer relations and local employment infrastructure**, primarily in the form of employment centers. The main goals in these two areas are presented below:

Employer Relations

Overall Goals	Main Directions to Work in and Development Goals
<p>Enhance the service for all partners in the area of employer relations: government, Tevet programs, employers, and partner NGOs, thus influencing individual (participant) counseling as well as the work environment in the business sector.</p>	<ul style="list-style-type: none"> • Applied research on the issue of demand • Expanding knowledge and training for employers • Examining the structure of employer relations with partners in existing programs, and identifying alternatives. • Producing professional materials • Continuing solutions for ongoing work of Tevet and partners

Operational Concept

In the planning process, five main goals were defined that embody Tevet's modes operandi: innovation, development, measurement and assessment, implementation, and system-wide impact.

Innovation

Since its founding, Tevet has engaged in the development of services, infrastructure, and interventions, regarding all aspects of employment. Tevet is a pioneer in the field and built a broad base for innovative and creative activities. In order to enable continued innovation and creativity, structured processes must be put in place to further encourage this environment. This environment is composed of a number of layers: organizational structure, work processes, and professional partners. **The proposed work model is for Tevet to function as an organization that encourages, leads, and supports innovation.**

The issue of innovation will enter three main levels within the organization: (1) **veteran** programs that could benefit from rethinking, (2) **new** programs / interventions, and (3) organization / creation of a **language and environment**.

Development

Development in Tevet on the organizational level includes several components:

- **New program development** – a new idea, or a new solution or intervention, including **macro development of a program** – structure, partnerships, system-wide aspects, **and micro development of a program** – tools and components, models for action, cross-sector tools.
- **Program development in the initial implementation phase** – learning in motion, updating the program and the model, conceptualization and definition of pilot program operation.
- **Development of program models or components, including in the final implementation phase** – knowledge development at the program level or cross-sector level.

The process for program approval in the professional committees will be adapted to the development process and will be multi-phase, with the assumption that program approval in phases will make the learning processes easier and will enable a true development, greater transparency, and proper program budgeting. **The multi-phase work process:** professional committee phase 1 → building of a logical model by an interdisciplinary team → professional committee phase 2 →

professional committee → report and discussion in professional committee in the initial implementation phase.

Measurement and Assessment

Measurement: Tevet measures its programs on an ongoing basis by means of collecting data from participants and entering it into the computerized database (Spot). The system includes information on applicant characteristics, on services they receive, and on program results.

It is customary at Tevet to divide the measures of program results into three main types: **placement, continued employment, and advancement.**

Tools and processes that assist measurement:

- Measurement based on the program's logical model
- Common measures – coordination of measures with partners and program operators

Processes that must be completed:

- Addition of a measure for a rise in the program's employment rate
- A measure for placement by personal time and not only calendar time
- Completion of the summary report
- Ongoing quality control

Assessment: With regard to the external assessment studies, the recommendation is to continue recent research trends: to examine the **impact** of the programs and their **cost-benefit** ratios. In addition, it is recommended to **involve the research team** in the preliminary stages of considering the program in order to assist in developing appropriate research apparatuses.

Cost-benefit evaluation: During 2012, Tevet was selected to receive guidance for strategic thinking by McKinsey Israel. The company selects one NGO to support a year on a pro bono basis. They helped examine Tevet's basic values, objectives. It then considered how these goals are achieved and how a "business" environment, and strong work environment can be created and operate smoothly. The work process included examination of the strategic aspects of the organization, and in the end the analysis focused on two fundamental issues: (1) **allocation of Tevet's employment resources** in relation to the national employment goals; and (2) **analysis of the efficiency** and effectiveness of Tevet's various programs. As a second phase, out of a desire to hone the evaluation process, a study was carried out in conjunction with the Myers-JDC-Brookdale Institute to precisely examine the background assumptions for building precise calculations.

The findings indicate that some 65% of Tevet program budgets in the years 2009-2011 were used for programs in various stages of implementation; a clear success was seen in the transfer to the government and the expansion of the program for **establishment of Rayan Employment Centers** for the Arab population **and Mafteach Employment Centers** for the Haredi population. The study further indicates that two years after participants enter the program; the average benefit to the economy per participant is larger than the cost per participant in all three programs:

- **Eshet Hayil** – net benefit is **NIS 6,300-8,400** per participant
- **Mafteach** – net benefit is **NIS 8,200-11,300** per participant
- **STRIVE** – net benefit is approximately **NIS 6,700** per participant.

Implementation

The following are principles and methods for implementing Tevet programs in the government, developed by the recommendations of an inter-ministerial committee examining the implementation of Tevet programs:

- **Orientation toward implementation from the development phase** – selection of issues and identification of needs for the development of new programs in coordination with government representatives.
- **Preparation of the target ministry** – involvement of the leading ministry from the development phase; **inter-ministerial partnerships** – in programs that involve the cooperation of more than one ministry, steps should be taken to strengthen cooperation between the ministries from the development phase.
- **An orderly process for hand over within TEVET** – creation of an orderly work model within Tevet.
- **Mechanism for creation of an operational continuum** – methods should be examined for creating an operational continuum while transferring Tevet programs to the government.
- **Implementation guidance at Tevet** – Tevet will provide staff training to ensure professional continuity of the program model and the staff work.
- **Measurement and assessment** – assessment of the program should continue through the handover stage.

System-wide Impact

Broad system-wide impact serves as one of the main indicators for the success of a project; this is an attempt to influence systems and organizations in the public, social, and business sectors through creating change. In Tevet's activities to date, programs have been identified that can bring about system-wide impact. Nevertheless, this system-wide impact has yet to be measured in a systematic way or through an assessment study.

On the quantitative level – programs that Tevet has developed have reached populations on a large scale during the development phase and the implementation phase, although extensive dissemination has not yet been executed for most programs implemented in the government.

On the qualitative level – Tevet activities have brought about changes in perceptions and status among the target audiences, as well as the spread of knowledge and fundamental and innovative concepts with regard to employment.

In the framework of the strategic planning process, Tevet set a goal to instill within the organization's activities an orientation towards broad system-wide impact, as part of the honing and deepening of the organization's operational concept. In order to focus, directions for action were defined for system-wide impact:

- **Main target audiences** among whom there is a desire to effect system-wide impact – professional personnel in primary and secondary circles, employers and government partners.
- **Areas of intervention** where there is a desire to affect system-wide impact both on the program level and on the level of organizational activity.
- **Operational goals** and methods of dissemination.
- **Implementation and internalization** of the concept of system-wide impact among Tevet's professional staff.
- **Development of measures for system-wide impact** – together with the Myers-JDC-Brookdale Institute and other partners, Tevet will develop measures for evaluating the system-wide impact of each program itself and of Tevet as an organization.

Budget

Tevet's budget is derived from the five-year work plan developed in the framework of Tevet's multiyear strategic planning process. Tevet's proposed budget for the years 2015-2019 is NIS 190.27 million, representing some 127% of the multiyear budget (assuming a fixed budget of NIS 30 million per year for operating Tevet).

Figures 1.1 and 1.2 present the multiyear budget divided by category, as proposed in the multiyear strategic planning process. The plan includes kick starting 21 new programs, and continuing 25 established programs. A significant portion of the budget in the first years, 2015-2016, is designated for the continued development and operation of Tevet programs that are designated to eventually be implemented by government ministries, local authorities, etc.

**Figure 1.1 –
Distribution of Tevet budget by areas of activity 2015-2019 – cumulative**

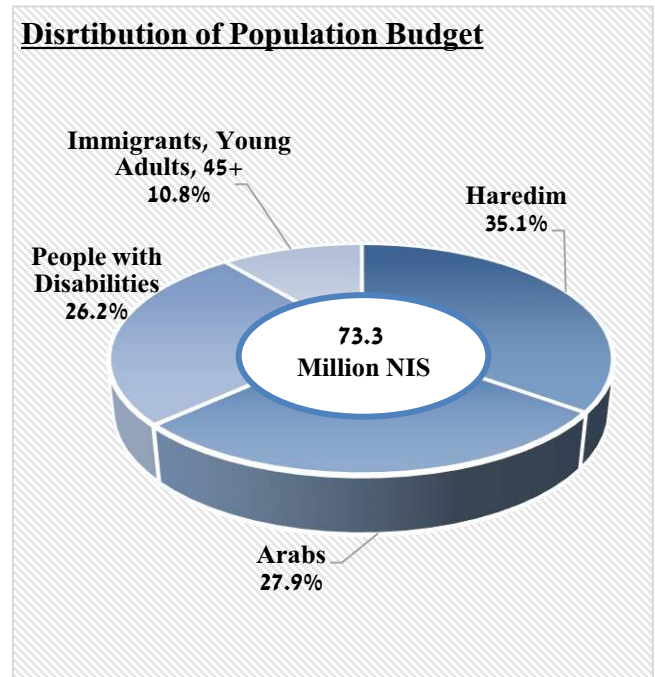
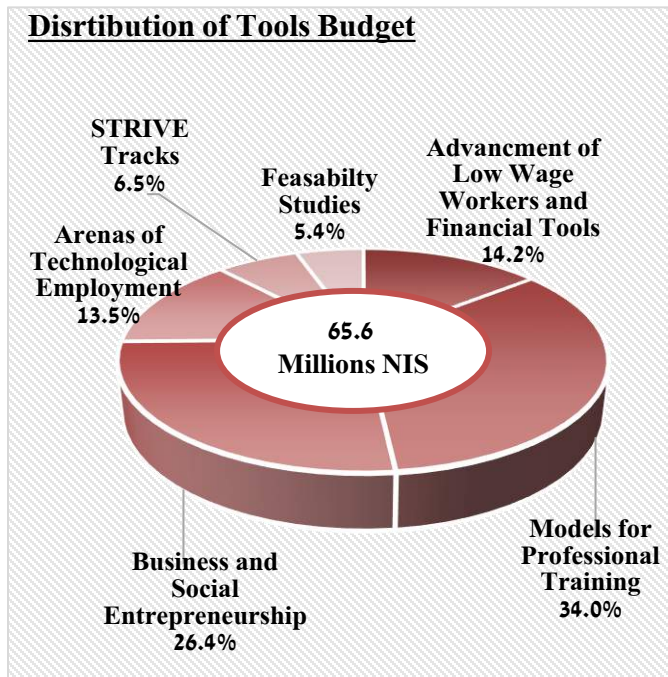
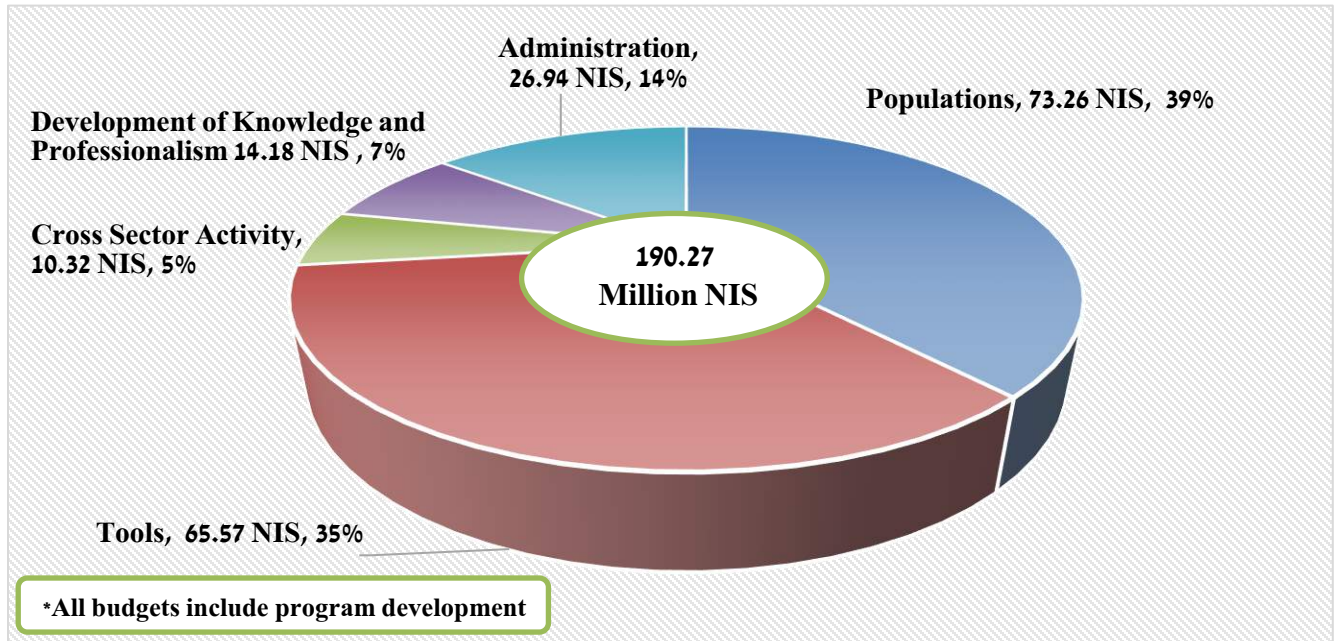


Figure 1.2 – Distribution of Tevet budget in Shekels 2015-2019

	2015	2016	2017	2018	2019	Total 2015-2019
Populations	21.10	19.30	12.65	10.57	9.64	73.26
Tools	10.07	12.48	12.51	15.59	14.92	65.57
Cross-sector activity	2.51	2.62	2.53	1.30	1.36	10.32
Knowledge and professional development	3.05	2.67	2.52	2.90	3.04	14.18
Administration	5.13	5.25	5.38	5.52	5.66	26.94
Total	41.86	42.33	35.59	35.88	34.61	190.27

* All budgets include program development