Developing and Implementing Quality in Career Guidance – a Matter of Cooperation and Coordination.

Experiences from Germany, Canada and Australia

Karen Schober
National Guidance Forum in Education, Career and Employment
(Nationales Forum Beratung in Bildung, Beruf und Beschäftigung e.V. (nfb)

1e Expertmeeting leven lang ontwikkelen
Samenwerking in kwaliteitsborging van loopbaanbegeleiding
Kansen van digitale loopbaandienstverlening
Ministerie van OCW | Den Haag
December 12, 2017

„Good Guidance is expensive –
bad guidance costs a fortune“

„Quality is a journey,
not a destination“

Developing and Implementing Quality in Career Guidance – a Matter of Cooperation and Coordination

Agenda

- The National Guidance Forum – a brief portait
- Career guidance and counselling in Germany – the political and institutional framework (providers, target groups, funding, quality, professional development)
- Quality in career guidance – some reflections on the policy context and the role of actors and stakeholders
- The „Open Process of Coordination for Quality Development“ – a bottom-up process for the agreement on common standards and guidelinces: The BeQu-Concept
- Canadian and Australian quality development processes as role models
- Implementing quality standards: Stumling blocks and success factors: Lessons learned

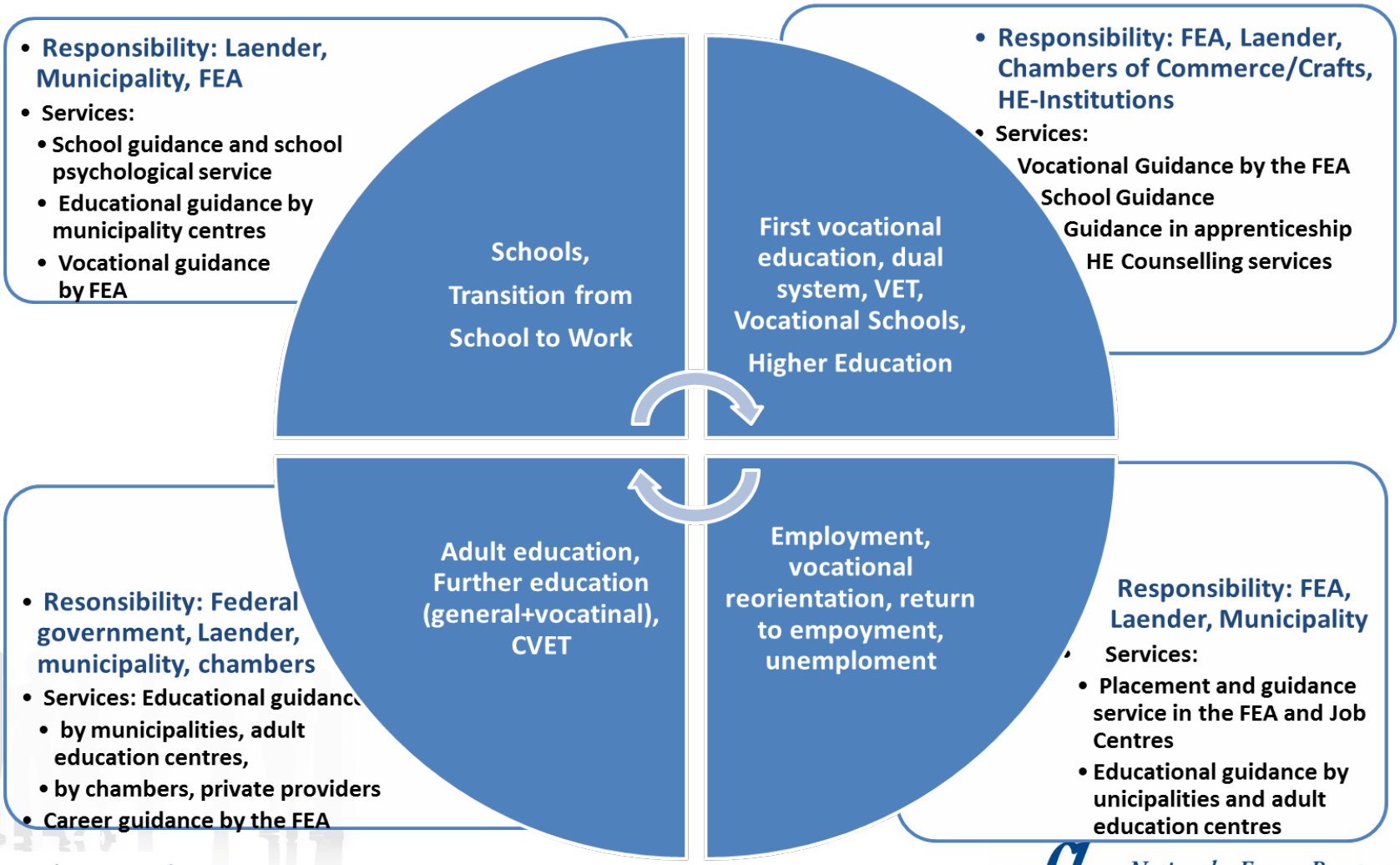
The German National Guidance Forum (*nfb*)
Short Portrait

- ✓ National umbrella association (founded in 2006), non-profit organization, European and international roots
- ✓ Mission and goals:
  - ✓ Co-ordinating mechanism in a heterogenious guidance landscape after abolishment of the PES monopoly in 1998
  - ✓ Raising the acknowledgement that career guidance is a high private and public good for the achievement of individual and societal goals
  - ✓ Policy and systems development for lifelong guidance, bring guidance forward on the political agenda
  - ✓ Platform for the professional community for information, knowledge sharing, discussion
  - ✓ Strengthen quality and professionalism of career guidance
  - ✓ Initiate and endorse guidance research and good practice
  - ✓ International/European collaboration and networking

The German National Guidance Forum (*nfb*)
Short Portrait

- ✓ 50 members: 1/3 individual, 2/3 institutional
  - ✓ Professional associations (practitioners, providers)
  - ✓ Research institutes and academics in the field of guidance research
  - ✓ Regional and local guidance networks, local authorities
  - ✓ Higher Education Institutions and other guidance training providers
  - ✓ Social partners, other stakeholders, policy makers
  - ✓ **Advisory Board – the policy link**
- ✓ Activities and Projects
  - ✓ ELGPN network: Framework for quality assurance and evidence base
  - ✓ „Open Process of Coordination“: BeQu-Concept for quality develpment in CGC,
  - ✓ Policy advice and consulting for various government initiatives
  - ✓ National and European Career Guidance Conferences

Career guidance and counselling in the life cycle – the political and institutional framework in Germany



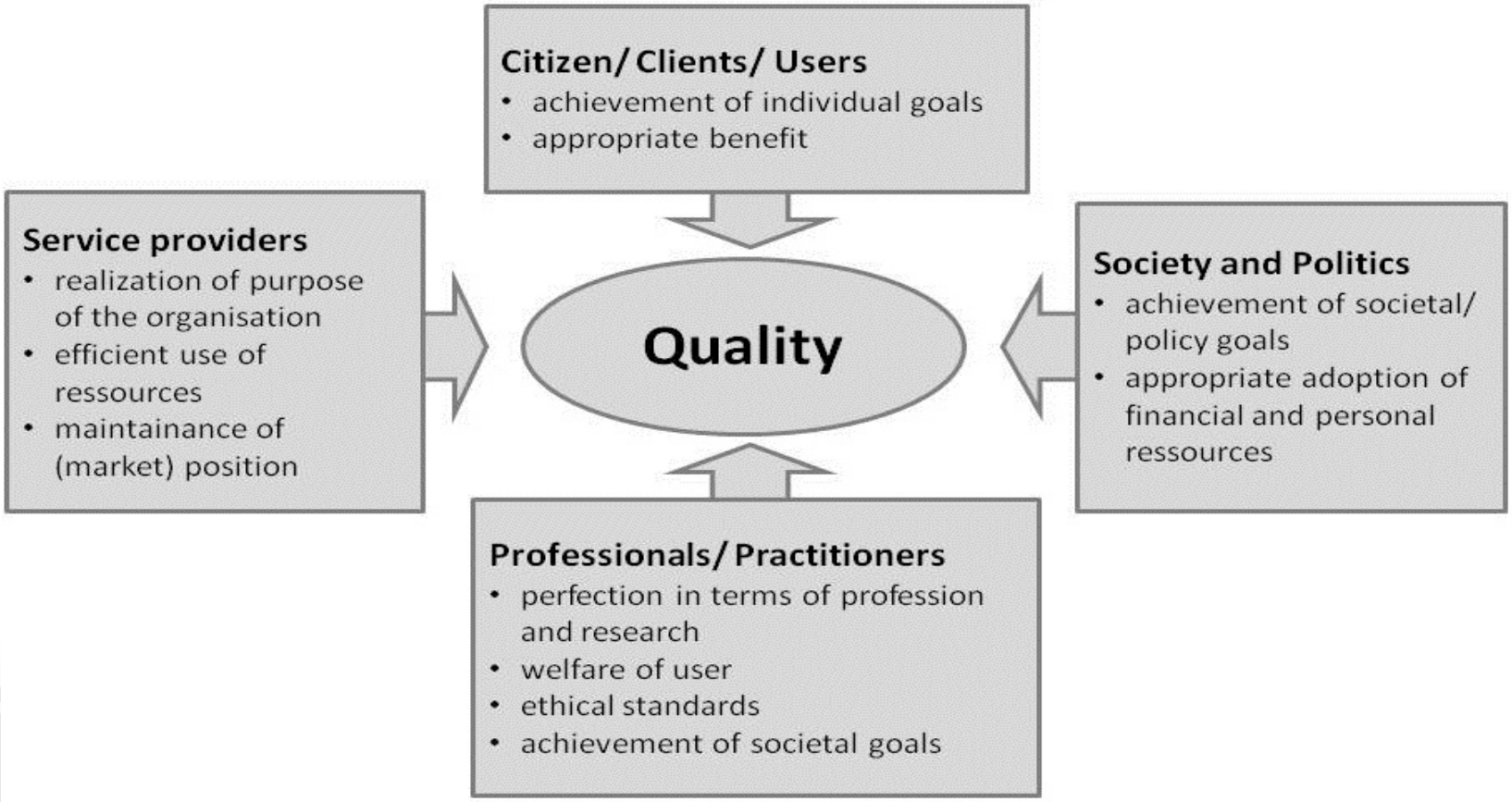
Political and institutional framework for career guidance in Germany

- Legal responsibility and funding
  - Federal Employment Agency (contribution of employees and employers; local employment agencies; → New Pilot Project: „Lifelong Vocational Guidance“
  - 16 Laender/regional governments/ local school authorities/ HEI
  - Federal Government (Education and Research; Labour and Social Affaires; Youth and Familiy Affaires,
  - Municipalities
  - Chambers of crafts and commerce → VET and CVET
- Providers
  - Local Employment Agencies (FEA)
  - Schools/local school authorities/ HEI, AE Institutions
  - Educational institutions run by Chambers, Employers Associations, Trade Unions
  - Non-profit and charitable organisations
  - Commercial career guidance and coaching companies
  - Sellf-employed professionals

Political and institutional framework for career guidance in Germany

- Target groups
  - Pupils, students, school leavers → transition school/education to VET or work
  - Employed persons wishing to attend further education/training
  - Unemployed, social beneficiaries
  - Special traget groups (women, migrants, disabled, NEET‘s, refugees, offenders, etc.)
- Funding
  - Public funding by taxes or by contribution of employers & empoloyees
  - Private-public funding by Foundations, donations
  - Private funding by clients
- **Quality standards**
  - **No legislation for binding quality standards which apply to all sectors of guidance**
  - **Variety of sector spedific or provider specific quality standards/guidelines**
- **Professionalization / professional development**
  - **No general legislation/standards/entrance requirements for guidance practitioners**
  - **No general requirements for continuous professional development (further training, supervision etc.)**

Quality in career guidance – a negotiation process some reflections on the policy context and the role of actors and stakeholders



The Open Process of Coordination for Quality Development in Career Guidance

- Involvement of policy makers and stakeholders on national, regional and local level
- European Resolutions and Activities as important drivers in national career development policies
- Canadian and Australien practitioner bottom-up initiatives for professional development and quality standards, supported and funded by the government
  - Canadian Standards and Guidelines
  - Careers Industry Council of Australia (CICA)
- Germany: *nfb* startet in 2009 the Open Process of Coordination for quality development in career guidance with financial support from the Federal Ministry of Education and Research and the backing of the ELGPN

The Open Process of Coordination for Quality Development in Career Guidance **(Developing the BeQu-Concept)**

Project details:

- Development phases: 09/2009 – 12/2014
- Funding from the Federal Ministry of Education: ca. 2.5 Million €
- Project Partners:Teams of *nfb* and University of Heidelberg
- 2 continously working Expert Groups (2009 – 2011)
- 2 Expert Conferences (2010/2013): ca. 70 participants
- 1 large National Conference 2012 (more than 200 participants)
- 4 RoundTables with policy makers (2012 2014); ca. 80 participants
- 9 Regional Conferences (2012 – 2014); 20 – 30 participants each
- 2015 – ongoing: Implementation process (no public funding): Workshops, presentations, conferences, implementation and supervision of a total quality development process

The Open Process of Coordination for Quality Development in Career Guidance **(BeQu-Concept)**

Goals

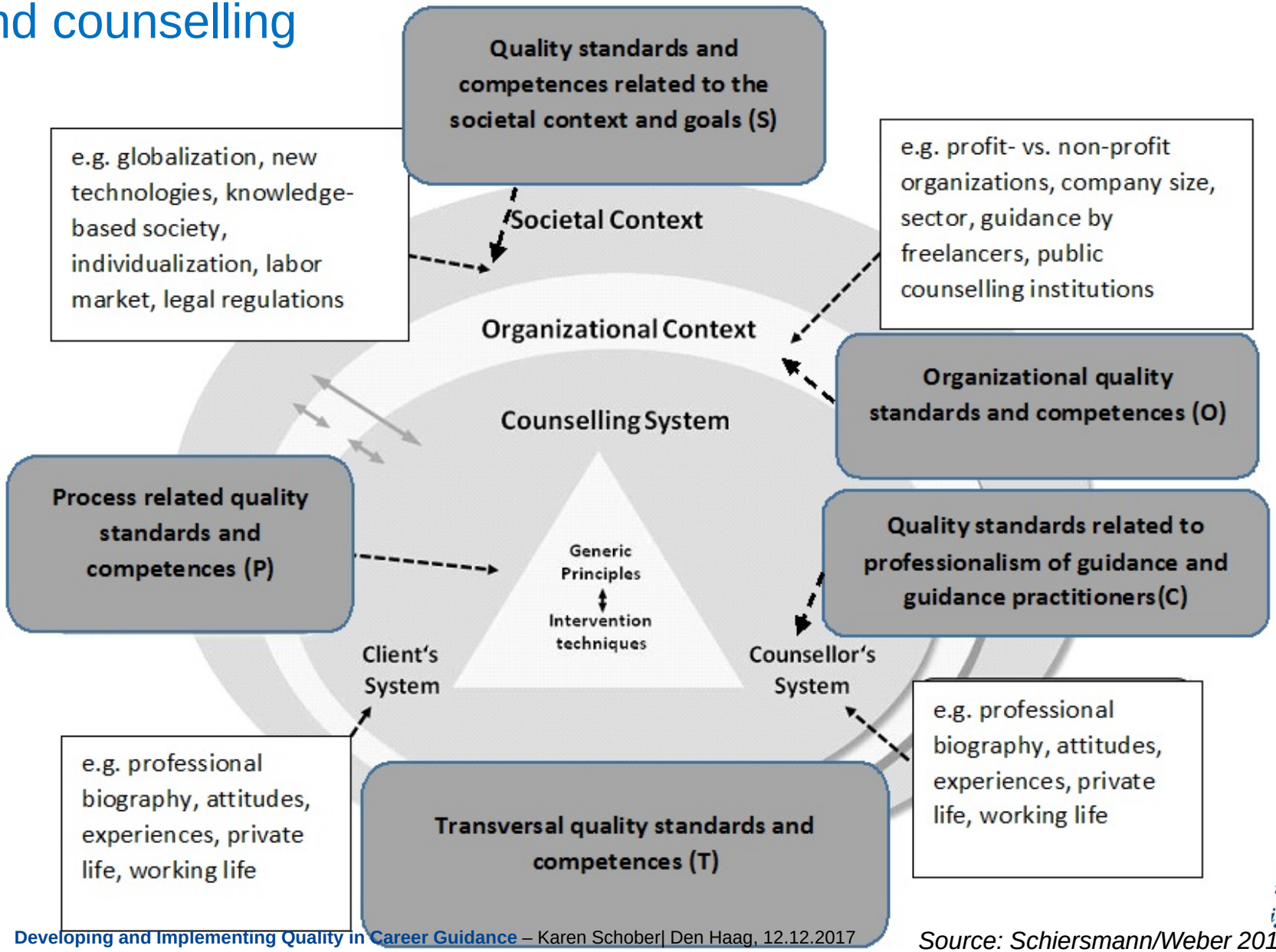
- Developing a common understanding of career guidance
- Developing a common understanding of quality in career guidance
- Developing a catalogue of commonly agreed quality standards
- Developing a commonly agreed competence profile for guidance practitioners
- Developing a quality development framework (QER) for guidance providers
- Scientific research and field testing of the BeQu-Instruments with 60 providers
- Develop a marketable product for quality development and quality assurance

The Open Process of Coordination for Quality Development in Career Guidance **(Developing the BeQu-Concept)**

Goals

- **Achieving the self commitment of policy makers responsible for career guidance in their field of action to promote and adhere to the commonly agreed BeQu-Standards**
- **What we were <u>not</u> heading for:**
  - **Esatblishing a low or legislation for qualiy assurance due to constiuttional conditions in Germany**
  - **A BeQu-Certificate and a Certification procedure**
  - **Certification in Germany is a crucial but controversal issue among professionals, providers and policy makers/funding institutions**
  - **Rather a BeQu-Lable which we offer under certain conditions to those who commit theselves to the BeQu-Standards**

Scientific background – a systemic model of career guidance and counselling



Source: Schiersmann/Weber 2013

Message of the systemic context model for quality and professionalism in career guidance

- Career guidance is not an isolated process between the counsellor and the client but rather **embedded in a systemic context**
  - The systems of the counsellors and the clients
  - The system of the guidance and counselling setting
  - The organizational context
  - The societal context
- Consequence: the **responsibility** for quality lies not only with the counsellor, his methods and behaviour, but equally with **the provider organisation and with the responsible policy makers**
- Therefore the **19 BeQu Quality Standards** and **17 BeQu- Competences** for practitioners equally address
  - **The counsellor**
  - **The management of the organization**
  - **The responsible policy makers**

Products & Publications

English Version

nfb/Universität Heidelberg,

„Beratungsqualität in Bildung, Beruf und Beschäftigung. The BeQu Concept for Quality Development in Career Guidance and Counselling: The BeQu Quality Standards and Competence Profile“.

English Version, Berlin/Heidelberg 2014/2016

available at:

http://www.beratungsqualitaet.net/upload/BeQu_EN_2016-12-15.pdf

Lessons learnt

- **Strong professional associations are crucial for successfully developing and launching quality standards/guidelines**
- **However professional associations may be reluctant in agreeing on a common certificate or certification process if they run already their own certification process (and gain monex with it)**
- **A longlasting breath is necessary to prepare the policy and practice field for a common quality development process**
- **Involvement of all stakeholders in the whole process is crucial**
- **Public funding is inevitable for the development phase and at least for the initial implementation phase**
- **However, governments may be reluctant in commiting themselves to one single quality concept due to fear of market regulation**
- **Implementation is much more difficult than development and needs strong partners (public and private)**

Thank you for listening and your attention!

Contact:
Karen Schober (schober@forum-beratung.de)

www.forum-beratung.de; www.beratungsqualitaet.net