

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

## Experiences from Germany, Canada and Australia

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



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Developing and Implementing Quality in Career Guidance – Karen Schober | Den Haag, 12.12.2017



*Nationales Forum Beratung in  
Bildung, Beruf und Beschäftigung*

**„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 portrait
- 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 guidelines: The BeQu-Concept
- Canadian and Australian quality development processes as role models
- Implementing quality standards: Stumbling blocks and success factors: Lessons learned

# The German National Guidance Forum (*nfb*)

## Short Portrait

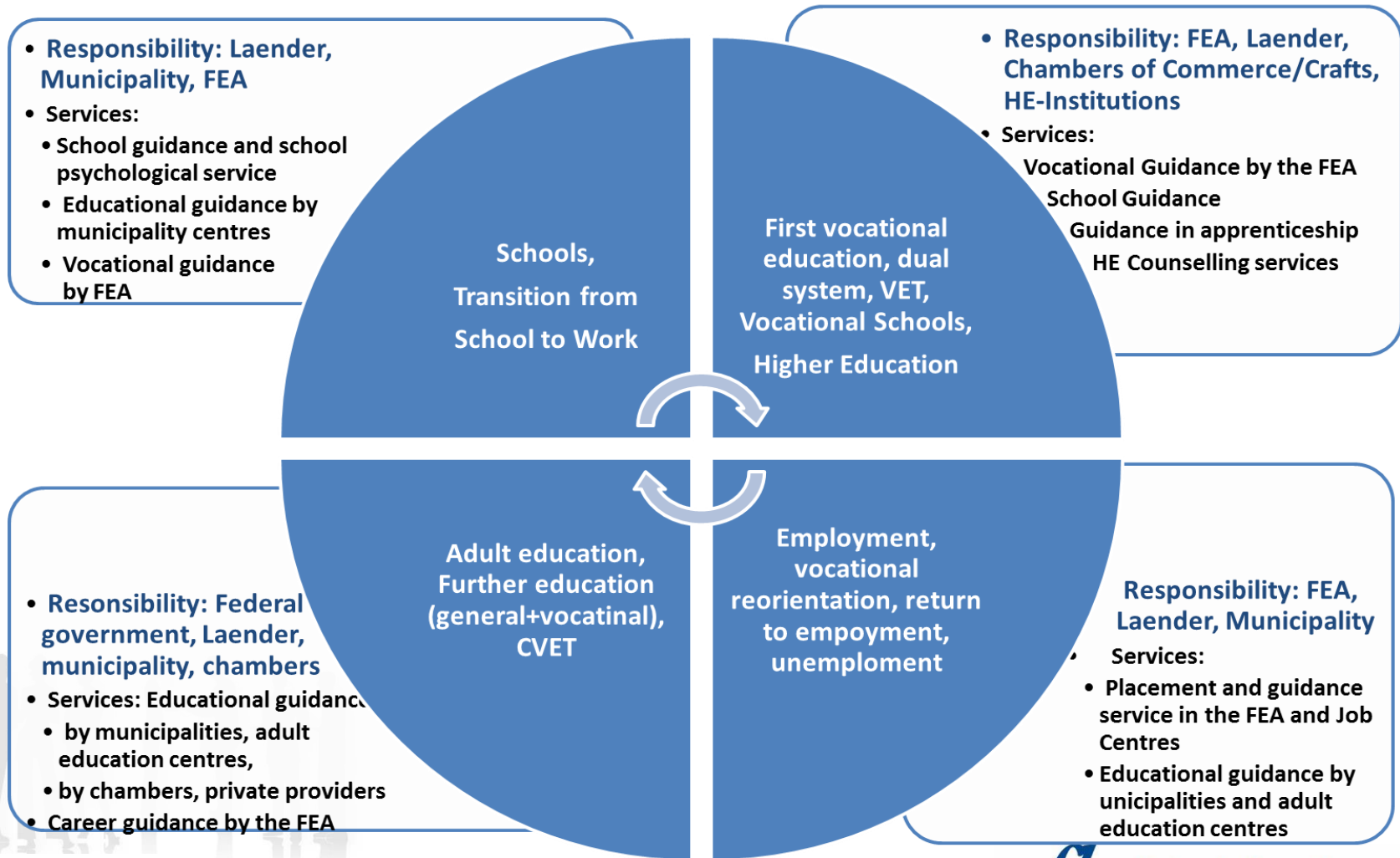
- ✓ National umbrella association (founded in 2006), non-profit organization, European and international roots
- ✓ Mission and goals:
  - ✓ Co-ordinating mechanism in a heterogenous guidance landscape after abolishment of the PES monopoly in 1998
  - ✓ Raising the acknowledgement that career guidance 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 development 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

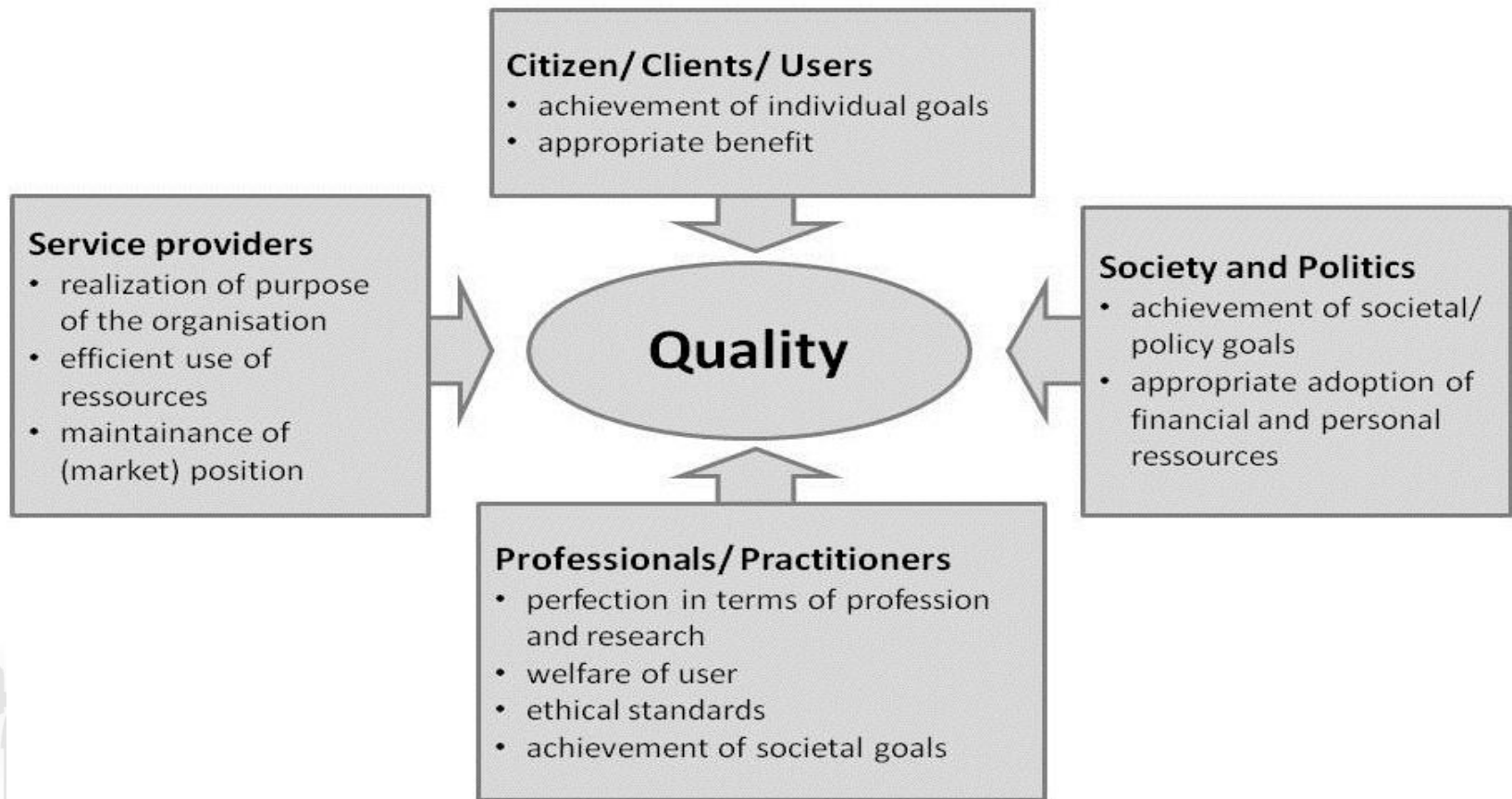
- Legal responsibility and funding
  - Federal Employment Agency (contribution of employees and employers; local employment agencies; → New Pilot Project: „Lifelong Vocational Guidance“)
  - 16 Laender/regional governments/ local school authorities/ HEI
  - Federal Government (Education and Research; Labour and Social Affairs; Youth and Family Affairs,
  - 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
  - Self-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 target groups (women, migrants, disabled, NEET's, refugees, offenders, etc.)
- Funding
  - Public funding by taxes or by contribution of employers & employees
  - 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 specific 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 continuously 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 not heading for:**
  - **Esatblishing a law or legislation for quality assurance due to constiuttional conditions in Germany**
  - **A BeQu-Certificate and a Certification procedure**
  - **Certification in Germany is a crucial but controversial 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



www.fi

# 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



**beratungs  
qualität**  
in Bildung, Beruf  
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**Qualitätsentwicklung  
in der  
Bildungs- und Berufsberatung**

- Das BeQu-Konzept -

**Workshop-Angebote  
für  
Beratungseinrichtungen  
Beraterinnen und Berater**

**nfb** Nationales Forum Beratung in  
Bildung, Beruf und Beschäftigung



# 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](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 money 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 committing 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!

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