

# **Levels and mechanisms of co-operation and co-ordination in lifelong guidance**

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# Discussion themes

- Summary of the country responses from 13 countries (AT, BE, DE, EE, EL, FI, FR, IE, LU, NO, PL, RO, SE) and from EARLALL
- Brief history of national and regional co-operation mechanisms
- Current situation
- Links between national and regional co-operation
- Future?



# Actions taken at European level - brief history

- Resolutions on Lifelong Guidance by the Council of Ministers of Education (2004 and 2008)
  - Co-operation and co-ordination as one of the four priorities
- A Handbook on Guidance Policy Development 2004
- 2004-2006, assemblies and emerging national co-ordination groups of 12 countries took part in the *joint actions EU programme* with collaborative activities
- ELGPN 2007-15: in most countries a national forum or a representative structure
- ELGPN Tools No. 6: Guidelines for Policies and Systems Development for Lifelong Guidance – *Guideline 5*



## Strategic leadership of LLG (ELGPN 2015)

- Strategic leadership refers to how policy and systems development for lifelong guidance are managed in a country, region, and locality. In particular it refers to **co-operation and co-ordination mechanisms** that implicate all of the relevant stakeholders in policy and systems development.
- Key variables in planning and organisation of lifelong guidance provision include:
  - policy and administrative responsibility (ministry);
  - knowledge sharing between ministries;
  - centralised v. decentralised government responsibility (region, municipality, institution);
  - stakeholder involvement;
  - inclusive policy frameworks such as human resource development, lifelong learning, and employability, which are a shared responsibility of several ministries.



## National co-ordination/co-operation mechanisms 2012-16

Type of co-ordination/co-operation	2012 ELGPN	2016*)
Legislation to underpin the formation and operation of the LLG Forum	DK, EL	LU (centre)
Legislation in place which facilitates a direct line to Prime Minister and Council of Ministries	FR	?
Forum as a legal entity with constitutional arrangements	DE, PL	DE
Forum in place, led by one or more ministries	AT, CZ, FI, HU, LV, LT, LU, NO, PT	AT, FI, NO
Structures under the banner of a National LLG Forum	EE, IE, NL, RO, SK, UK	SE, EL <del>EE, RO</del>
Progress in setting up a Forum	BG, CY, ES	?
National working groups that feed into the work of ELGPN	IS, SI, SE, BE, IT	?
Regional Fora	FI, NO, PL	FI, NO,
Regional representative structures/working groups, projects, partnerships		AT, BE, DE, EE, LU, RO, SE

\*) data collected from the country responses for this seminar



## LLG forums: roles and functions (Cedefop 2008)

- **dialogue:** a platform where actors and stakeholders meet to discuss and exchange information and viewpoints, mainly to create common understanding and voluntary coordination of activities;
- **consultation:** a body set up primarily to act as a reactive sounding board for government initiatives and policies; , e.g. Youth Guarantee
- **policy development:** a proactive forum to promote the concept of lifelong guidance through concrete policy proposals and initiatives;
- **systems development:** a place for developing concrete, practically-oriented issues in the framework of lifelong guidance (quality assurance frameworks, or training provision).



## Questions for consideration when implementing coherent guidance provision

- Distinction between three level of linkages
  - Communication
    - Exchanging informaton, exploring potentials for co-operation
  - Co-operation
    - Between partners, within existing structures, decision powers and mandates retained by each partner
  - Co-ordination
    - Requires a co-ordinating structure with operational mandates and funding (contract or legal mandate)



## Questions for consideration when implementing coherent guidance provision (2)

- Potential advantages of top-down approaches
  - Funding base
  - Direct link with policy
- Potential advantages of bottom-up approaches
  - May be more sustainable
  - More independence in actions
  - May produce a greater sense of ownership and motivated participation





## Questions for consideration when implementing coherent guidance provision (3)

- Integrative potentials of the ICT
  - Bringing together the stake holders
  - A tool and a powerful agent of change
  - Data collection and dissemination
  - System integration



# Levels of co-operation and co-ordination



## Statutory council/legal entity

- Establishment by an act, which sets its powers
- Advantages:
  - Relatively high degree of permanence
- Limitations
  - The potential range of tasks depends on the remit and funding it is given
- EOPEPP (Greece)



## Government-initiated body

- A working group or other body
- Goal: to solve specific tasks or to prepare more permanent solutions
- Advantages:
  - Some legitimacy with relevant ministries
  - Access to resources to carry out this work
- Limitations
  - Due to proximity to government – barred from independency
- Finland, Norway



# Voluntary association

- May consist of factions grouped around specific stakeholders
- Advantages
  - Independent from the government
  - Free to provide independent opinions on its policies
  - Independent initiatives
- Limitations
  - Legitimacy and effectiveness depend on its success to attract key stakeholders in guidance
  - It has to raise its own funding from a number of sources
- National Forum for Guidance in Education, Career and Employment in Germany



# Experimental/Project-based body

- A project under national or transnational programmes
- Advantages
  - Possibility to test different models of co-ordination and co-operation
  - Possibility to conduct feasibility studies
- Limitations
  - Temporary solutions
  - Need for a more formal structures
- Establishment of a national steering group as a lead into developing a national guidance policy forum in Estonia
- An "initiative group" for establishing a national guidance policy forum in Slovenia



## Regional forums

- Regional support mechanisms, set up to prepare or co-ordinate regional implementation of lifelong guidance policies
  - Regional forums in Finland and in Denmark
- Regional forums in countries with devolved government where regions have autonomy in matters of guidance, comparable to national forums
  - Regional forums in Scotland
    - Improving dialogue with the government
    - Providing a focal point for professional guidance matters
    - Improving a channel for regional and international communication in guidance
- Regional forums in AT, BE, DE, EE, LU, RO, SE



# Membership

- Core ministries with responsibilities and powers over guidance services and key stakeholders, e.g.
  - employers and trade unions,
  - education and training institutions,
  - various organisations in education and training (school principals' organisations, adult education organisations),
  - public employment services,
  - user representatives (parents' organisations, student unions, etc.),
  - national consumers associations,
  - associations of guidance professionals,
  - representatives of universities/colleges responsible for training guidance counsellors,
  - local government representatives,
  - Euroguidance representatives.
- Experts and researchers





# Resourcing

- Funding
- Secretarial support
- Infrastructure (housing, furniture, etc.)
- The time of members
  
- Governmental working groups
- Membership basis with fees
- Work based on grants
- Project funding for specific tasks
- Revenue-generating activities – potential parallel competitions with others in the national guidance community
- Work under EU programmes (especially in regional level)



## Other issues for consideration

- Steering and day-to-day co-ordination
  - Chairperson is often from ministries or national agencies
  - Executive committee and subcommittee
  - Secretariat
- Decision-making processes
  - Dialogue
  - Consultation
- Communication channels
  - General assembly, activity reports, newsletters, websites, online working spaces, articles in journals, career fairs,



## **Linkages between national, regional and local forums/mechanisms**

- Formal contractual arrangements and reporting procedures between the ministry/agency and regional forums (Finland, Norway)
- National agency/project promotes professionalism and development of services in regions (Belgium, Greece, Poland)
- Institutional and personal contacts between national and regional forums (Austria, Germany),



## Questions for further consideration...

- A cross-sectoral national representative structure supports LLG policy and systems coherence within and across sectors.
- Any future cross-cutting work in LLG policies and systems requires well-established common understanding of LLG within the Commission, especially in the relevant Policy Units.
- Co-operation among national LLG forums provide support for peer learning and exchanges for policy sharing and learning, including through thematic conferences and thematic clusters



## Questions for further consideration...

- A political adoption of EU Guidelines for Lifelong Guidance Policies and Systems by Council Resolution would strengthen national strategic leadership in LLG across sectors
- A national cross-sectoral forum can promote high political visibility to lifelong guidance in regional, national and EU policies for education, training, employment and social inclusion
- The work of national forums could be included in a EU Inventory and a data base/country fiches of good policies and systems for lifelong guidance



# Regional/local guidance centers



## One-stop guidance centers – design principles:

- Universal access
  - *easy access to needed services*
- Customer choice
  - *ability to decide which services are most appropriate for meeting their needs*
- Integrated services
  - *collaboration in establishing common service functions and sharing infrastructure*
- Accountability
  - *empasising performance-driven/outcome-based services*

- Sampson & Reardon 1997 -



## Policy initiatives in establishing one-stop guidance centers

- Youth guarantee (FI,
- Promoting employment services (AT, BE, DE)
- Promoting professionalism of services (FI, NO)
- Transition from education to work (DE, FI)
- Widening access to services (FI, SE)







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## Conceptual frameworks for integrated guidance services (Kettunen & Vuorinen, Jyväskylä 26 Nov 2015)

<b>One-stop guidance centers</b>	non-existent	local	regional	national
<b>Services</b>	n/a	specific user groups	variety of user groups	all user groups and support for the services providers
<b>Policy for one-stop centers</b>	absence	emerging	sectorial	cross-sectoral
<b>Funding</b>	project	private/ programme	co-funding	state coordinated

## Questions for further consideration...

- Citizen entitlement to lifelong guidance and user needs/involvement are key policy levers for co-ordination and co-operation and cross-sectoral service provision.
- Citizens need to have confidence that the lifelong guidance activities offered are provided by persons with the knowledge, competence and ethics to do so.
- All bodies and organisations contributing to cross-sectoral local guidance centers should share pre-established quality standards for services and products.



## Questions for further consideration...

- Understanding the efficiency of use of existing investment and the identification of additional investment needs for different aspects of LLG service delivery can be promoted by collection of expenditure and resource-usage data.
- The one-stop centers should help their clients in understanding the basic concepts and functionality of labour market and labour market information as part of acquisition of career management skills (CMS).



Thank you!

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