



*Quality standards,
impact measures
and evidence of
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Careers Scotland Quality Standards

Careers Scotland as a national career planning organisation wants to ensure that its products and services are delivered to the highest standard. Careers Scotland's service delivery standards clearly outline to staff what is expected of them in relation to their role within the organisation. The standards should also ensure that

- We deliver consistent and reliable services
- We achieve the intended career outcomes and decisions for individuals accessing our services
- We have resources available to deliver our career products and services
- Our staff have the appropriate knowledge and skill levels

The Careers Scotland Quality Assurance Framework outlines the service delivery standards for individual products and services. It also details the intended outcomes we aim to achieve with the individuals with whom we work and how we will evidence our impact. The implementation of the Quality Assurance Framework (www.careers-scotland.org.uk/qualitytime) should ensure that the relationship between quality standards, evidence based practice and continuing professional development will be drawn together and strengthened.

Careers Scotland's quality standards support our Operating Model by focussing on the individual, identifying and responding to their career planning needs. It is important that individuals are supported effectively and efficiently and that the products and services chosen to support their agreed need have a clear focus and clarity of outcome.

Careers Scotland's activity should have an impact on the individuals with whom we work. The level of impact will depend on the stage within the Career Planning Journey people are at and the 'distance' they may be able to 'travel' at any given point.

This document is a resource for staff that pulls together elements of our Quality TIME Strategy and is intended to support Reflective Practice, training, continuing professional development and planning. It also supports staff to contribute to the development of a culture of quality within the organisation.

Outcomes for Individuals

Outcomes for individuals will link to the Career Planning Journey and demonstrate progress.

Individuals will be supported to:

- Express their expectations
- Become actively involved in the process and motivated to career plan
- Identify their career planning needs
- Develop a method and acquire the skills to career plan e.g. via the Approach to Guidance interview and Career Education activity
- Apply a method and develop the skills to become more Self Aware and relate this to Occupational Awareness and use these skills to make well informed, realistic career decisions

- Develop the skills and confidence to find out about their chosen job or course
- Develop the skills and confidence to know how to apply for opportunities
- Develop a career plan of action that clearly outlines the actions that need to be taken to achieve agreed career goals
- Understand interviews and assessment and develop the skills and confidence to manage the selection process and outcomes
- Achieve a sustainable outcome
- Use the skills acquired to manage their career in the future, keep their skills up to date or cope when circumstances change

Evidence will be provided through Customer Tracking, Customer Follow Up, Evaluation Activity, School Leaver Destination Report and Performance Reporting.

Service delivery standards

- Individuals will be able to access Careers Scotland resources through all of our Channels – log in, phone in, look in and walk in
- Products and services are impact assessed to ensure they meet the requirements of Age, Sex, Disability and Equal Opportunities legislation
- Products and services will comply with national branding to provide staff and individuals with a consistent and recognisable range of products
- Products and materials will meet approved Careers Scotland criteria, be quality assured to ensure they are fit for purpose, meet quality assurance standards and be available via appropriate channels
- Products and services will be mapped against the Quality Assurance Framework to support staff in embedding a quality culture throughout the organisation
- Staff development programme will support staff in identifying areas they require to develop to enable them to meet organisational and individual needs
- All staff will have the appropriate level of skills and knowledge of the products and services they deliver
- Careers Scotland resource centres will support the delivery of the Operating Model and Channel Strategy
- Careers Scotland resource centres will meet agreed standards including access to internet and a range of material to support making and implementing a career decision
- Individuals will be made aware that products and materials can be made available in a variety of formats to meet individual needs
- The Careers Scotland confidentiality policy will be adhered to across all interactions with individuals
- Careers Scotland Customer Service standards will be applied at all times
- Staff relationships with individuals will be courteous at all times
- Products and services will be delivered in a consistent manner throughout Careers Scotland, quality standards are laid out in the Quality Assurance Framework
- Organisations to which we signpost individuals will comply with equality legislation and the Data Protection Act
- Insight will facilitate recording and monitoring of individuals to manage our business

Guidance standards

- Staff will listen to the individual's presenting issues
- All individuals' initial career planning needs are identified using Contacting Careers Scotland or the Key Questions
- Staff will clearly articulate the benefits of career planning and outcomes for participants
- Individuals will be supported to be active participants in the process
- Individuals will be involved in identifying and agreeing their stage of decision making
- Activity will be agreed with individuals and no actions undertaken without client agreement
- Case management approach and/or further assessment based on the 'Needs Led' Model will be used with identified individuals
- Staff will meet identified and agreed individual need through the use of approved products and services
- We will discuss with individuals the purpose and reasons for using identified products
- Individuals will be signposted to other organisations according to identified need
- Referrals will only be made to organisations working in partnership with Careers Scotland
- The next steps to enable progress on the Career Planning Journey will be agreed with the individual and recorded in an action plan
- Actions agreed for Careers Scotland will be completed by staff in the agreed timescales
- Staff will comply with Data Protection legislation when dealing with personal details
- Client records will be accurately maintained to ensure effective service delivery

Measures of impact

Careers Scotland describes its impact on individuals at 4 levels

Level 1 Impact: Satisfaction

Individuals can demonstrate and express their degree of satisfaction or happiness with their experience of Careers Scotland.

Evidence: Satisfaction with Careers Scotland products and services is the area where Careers Scotland has the most evidence. This information is gathered from feedback from group sessions, evaluations and the Careers Scotland Customer Follow Up Survey. It is probably the easiest evidence to in gather but its value is limited if people do not gain anything from their experiences. It is individuals' immediate response to their experience.

Level 2 Impact: Learning

Individuals can express or demonstrate that they have learned something from their experience with Careers Scotland.

Evidence: To develop career planning skills in individuals it is important that they learn something that supports them through their Career Planning Journey. This learning can take a variety of forms including improving self awareness, opportunity awareness and how to take forward their career plans. Recognising learning is not always immediate, evidence to demonstrate this level of impact may have to be collected after a gap between the experience and the question being asked. Evaluation and Customer Follow Up activity can provide this type of evidence.

Level 3 Impact: Behaviours

Individuals can demonstrate or articulate that they have decided to make changes as a result of Careers Scotland interventions.

Evidence: Individuals can demonstrate and articulate that they have made changes as a result of Careers Scotland interventions. The changes can include making an application to employment, training and learning and/or undertaking activity that contributes to their personal development e.g. work experience, confidence building, voluntary work. The evidence to support this level of impact can be pulled from Performance Management Information, Customer Follow Up Survey and Evaluation. This is an area where evidence tends to be provided through Evaluation and longer term tracking of individuals, currently on a sample basis through the Careers Scotland Customer Follow Up Survey.

Level 4 Impact: Results

Individuals who have made changes can demonstrate over time that they have made appropriate choices or have demonstrated the skills to make further changes.

Evidence: The focus of this level of impact is skills development equipping individuals with the career planning skills that will support them to make career decisions throughout their working lives. The evidence of this level of impact will generally come from longer term follow up of individuals. Some information on this level of impact is available for some groups of individuals, sustainability of 13 weeks or more, through evaluation and longer term tracking.

Evidence of Impact

There are a number of preconditions that need to be in place in order to demonstrate impact at any level. All products and services have clearly articulated aims and objectives, appropriate resources to support delivery, service delivery standards to ensure consistency of approach and stated outcomes. The Careers Scotland Quality Assurance Framework provides this information for our products and services.

Products and services deliver impact at different levels and use different methodologies to in gather information on impact

- Monitoring data e.g. Uptake of resources, progressions, sustainability
- Internal Reviews e.g. Case studies that can include those impacts that cannot be measured numerically
- Evaluations, both internal and external, formative and summative
- Benchmarking, impact against other products and services, performance against other organisations
- Research, can identify unintended impacts
- Staff Action Based Research and Reflective Practice contribute to the knowledge available to the organisation
- Inferential Statements. These are statements that demonstrate higher level impacts that can be inferred from the information currently available, e.g. we know effective career guidance enhances skills and confidence, from that we can infer that these result in improved productivity and labour market efficiency

It is important that Careers Scotland is also able to attribute any impacts with those individuals engaging with us to our interventions.

By measuring impact it supports the organisation to develop a culture of evidence based practice and decision making based on fact. This involves the conscious, explicit and judicious use of current evidence of what works best, and is cost effective to inform policy and strategy. Evidence based practice has the potential to improve the quality of services to customers.

Quality standards and impact measures also support reflective practice. It can give a focus for reflection and a way of incorporating identified good practice into operational delivery.

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www.careers-scotland.org.uk

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