



Lárionad Náisiúnta um Threoir san Oideachas
National Centre for Guidance in Education

NCGE

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Strategic Planning for Guidance in Further Education & Training

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Background: ETB Adult Education Guidance Services

A new model of Guidance Provision in Ireland 2000

2000 The White Paper on Adult Education, “Learning for Life”, set out proposals for the development of an adult educational guidance service to support participants in VTOS, adult literacy and adult and community education programmes. AEG Service operating in 39 areas. Staffing: Adult Education Guidance Counsellors and Adult Education Guidance Co-ordinators & Adult education Information Officers

- Working in **partnership** at local level
- Meeting a **spectrum of guidance needs** of the target groups
- Employing a **range of methodologies** including information provision, one-to-one guidance, group guidance and outreach provision

Planning and Strategic Planning an essential part of the development and success of this model

Adult Education Guidance Services: Development: Strategic & local AEGI Service Planning:

... Strategic planning is a key element of an organisation's effectiveness. It sets out to ensure that a Service is meeting the needs of its Service users. The guidance plan for an Adult Educational Guidance Service must work within the remit of its managing agency...

Adult Education Guidance Plan: reflect the values and vision of the Service

- Ensure that the Service is developed and delivered in the most effective way.
- Planning: Needs time and resources
- To be genuinely implemented
- Embedded in the everyday life of the Service.
- Plans should be 'live' - consult and use them as working documents.
- Continually review our direction and planning, so that we can respond to changing circumstances or demands.

Considerations for Strategic Planning in AEGI:

...When developing a strategic plan, it is essential that aims and objectives are: specific, measurable, realistic, with clear time frames, involve accountability and identify specific resources required...

- Existing and Potential Clients
- Quantitative and Qualitative Information
- Guidance Programmes and Activities
- Referrals
- Guidance Outcomes
- Marketing of the Service
- Service development;
- Staffing;
- Staff training and development/CPD;
- Networking and the Development of Partnerships;
- Resources, Personnel, Equipment and Finance;
- Quality.

Key Points:

- **Taking stock and re-assessment is an important first step in the planning process.** *This process includes: consideration of a Service's mission; analysis of the environment; identification of priorities; evaluation of methods together with consultation and communication with key stakeholders.*
- **Identifying the Service's strengths and the areas to be developed or built on is a key step.** *Any external changes which may be taking place and any key influences at work should be noted. Economic trends or policy changes which could impact on a Service and its resources are also of importance. Changes taking place within a sector (e.g managing agents such as ETB), within the Guidance Service and/or the target groups are also significant? Statistical information, as a planning tool, can help identify emerging trends or areas requiring development.*

- **The clients and the delivery of a quality Service are key components to the planning process.** *Identifying the most pressing factors facing a Service, priorities and their order of importance is critical.*
- **Strategic planning provides an opportunity to evaluate what is working well in a Service.** *Even more importantly, it can identify what is not working so well. This can then pave the way for informed changes and/or remedial actions to take place within the planning framework.*
- **Relevant stakeholders, including clients, need to be consulted for their views and ideas.** *It is important that the plan is clearly communicated to everyone who is involved.*

The key principles regarding Quality Standards suggest:

Decisions should be taken in the best interests of the client...

For example, for considerations regarding 'Venue' of Guidance Service:

needs to take account of:

- the concerns and interests of the client group, overall usage by potential clients, including daily patterns any associations accessibility to potential users, whether childcare arrangements are available.
- the roles and responsibilities of agencies and groups serving the communities in which they are working and of the agencies funding them
- inter-agency contacts and connections
- an understanding of local politics and its impact on their work
- an awareness of the history, culture, traditions and social composition of the communities in which they are working
- how to recognise potential health and safety hazards and how to take preventative action
- networking, referral and advocacy skills
- empathy with an individual's situation and circumstances
- how to deal with isolation.

Adult Educational Guidance Services: Into FET...

Provided working template for considerations of an FET Guidance Service Plan

- Stakeholders involved in the development of an FET Guidance Service plan
- Adult Educational Guidance Service management and staff
- Guidance counsellors and adult guidance information officers
- Guidance staff based in the wider ETB
- Clients
- Local partners and other key stakeholders
- Appropriate statutory or funding agencies
- Course / programme providers
- Adult Literacy, Community Education, Intensive Tuition in Adult Basic Education (ITABE), DEIS Family Literacy, Skills for Work, the Back to Education Initiative (BTEI) the Vocational Training Opportunities Scheme (VTOS) or the Prison Education Service.

Guidance provision across FET sector

- Adult Education
- Community Education
- Guidance in PLCs
- Training Centres, Youth services
- CTCs and Youthreach
- Prison services
- Youthreach & CTC Model of Advocacy & Guidance

Need to develop an understanding of Guidance provision and related supports and services throughout the FET range; engaging with PLC and AEGI Guidance Counsellors, with Training Centre Managers and the National Association of Principals and Deputy Principals, Youthreach & VTOS Coordinator, Youth Information Services, NYCI and others.

Engaging with observations, concerns and ideas regarding improvements/ challenges and useful models of Guidance & Information provision that are happening throughout the sector.

Key developments...

- 2014- DES - FET Strategy 2014-2019 – Guidance - Section 10
- October 2016 NCGE DES & SOLAS approved new role FET Guidance Program Coordinator. *Background Adult Education Guidance Initiative 39 National Services*
- Supporting guidance provision across FET sector including PLCs, Adult Education, Community Education, Training Centres, CTCs and Youthreach, Prison services and more.
- NCGE: Provides GC Supports – CPD/ Data Gathering/ Reporting / informing policy & practice

Considerations...

- Policy development work undertaken by the members of ELGPN in 2007–15.
- ‘Guidelines for Policies and Systems Development for Lifelong Guidance’
- European Council (2008) Resolution on better integrating lifelong guidance into lifelong learning strategies.
- European Council (2010) Guidelines for the Employment Policies of the Member States Guideline
- ‘Guidelines for Lifelong Guidance Policies and Systems for the Employment and Third Age Sectors’...
- ‘customised lifelong guidance delivery to different target groups of unemployed adults’
- ‘Using partnership and outreach strategies ‘
- ‘Develop the capacity of communities’
- ‘Make use of community outreach measures’

...Consultation and involvement of key stakeholders is essential...

'It is important that everyone is aware of their individual and collective role in the development and implementation any FET Guidance Plan. As in all other strategic plans, the outlook is for the coming three to five year period. From this larger plan, the Service may wish to develop a one year operational plan. This operational plan can have much more specific goals. Plans should always have some in-built flexibility, in order to take into account any changes that may arise.'...

- NCGE – ETBI: 'Draft Framework for development of FET Information & Guidance Strategy ' (Oct. '16)
- DES prioritized their 'Review of Guidance'
- 'Scoping Document' for DES outlining Guidance Provision in Ireland;
- Ongoing consultation & discussions with DES, SOLAS, ETBI

FET Information & Guidance Strategy,

Oct. 2016: FET Guidance Programme Coordinator ...

...informed by understanding of the range of FET Guidance services

- Contacting, meeting and learning about Guidance related supports and services throughout the FET range.
- Acknowledging different delivery methods, data gathering issues, initial training & CPD supports
- Continue to build understanding, cooperation, communication and collaboration between guidance and support services available through FET
- Recognising the commitment, value, flexibility and dynamic work of CTC & Youthreach Advocates

Role of NCGE...

'NCGE supports the provision of quality guidance across the various services of the ETBs and provides CPD for guidance staff. NCGE works on behalf of DES and SOLAS, in collaboration with ETBI, on the continuous development of quality guidance provision nationally. '

Informed by... LIFELONG GUIDANCE (European Council: 2004, 2008)

- *...‘a continuous process that enables citizens at any age and at any point in their lives to identify their capacities, competences and interests, to make educational, training and occupational decisions, and to manage their individual life paths in learning, work and other settings in which those capacities and competences are learned and/or used’.*
- *...Guidance covers a range of individual and collective activities relating to information-giving, counselling, competence assessment, support, and the teaching of decision-making and career management skills. ‘It is one of the few active labour market measures that have impact on learning (education, vocational training) and labour market outcomes for citizens’...*
- *European Council (2010) Guidelines for the Employment Policies of the Member States Guideline No. 8.*

NCGE promotes understanding that FET Guidance support demands:

Communication, Collaboration, Understanding of Guidance and PLANNING!

- Guidance Awareness
- Cooperation & Collaboration
- Flexibility & Dynamism
- Commitment
- Clarity
- Understanding of Roles, Boundaries and Responsibilities

‘Lifelong guidance provision is an integral part of lifelong learning policies. It has a key role to play in stimulating demand for adult learning, and in providing information and counselling, complemented by effective outreach strategies, aimed at raising awareness and motivation among potential learners, including awareness of the existence of Open Education Resources’

Into the Future?

- 2016: ETBI and NCGE –Draft Framework for an Integrated FET Information and Guidance Strategy – submitted Oct.
- 2016: DES and SOLAS approval for appointment of FET Guidance Programme Co-ordinator
- 2017 – 2018 Ongoing engagement with Stakeholders.
- 2017: Data gathering in and for guidance – EU event February 2018
- 2017 – 2018 : DES Review of Guidance

Use and Application of Technology for Guidance Provision & Planning:

- **Need to recognise & coordinate use of technology in Delivery of Guidance Services and for the planning of Guidance Provision...**
- ‘guidance plays an important role in reaching the Europe 2020 benchmarks... as all communication is moving to the internet, relevant services to the citizens, such as lifelong guidance, must make the most of this new reality.’
- Presidency Conference in Estonia recommendations included ‘that ICT, outreach, and multicultural competences an integral part of Delivery and the initial and the continuing training of career practitioners...’



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Thank You
Go raibh maith agaibh!

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