Quality Guidance and knowing your labour market – how the Employment Services can best support their staff in delivering an effective service for unemployed people
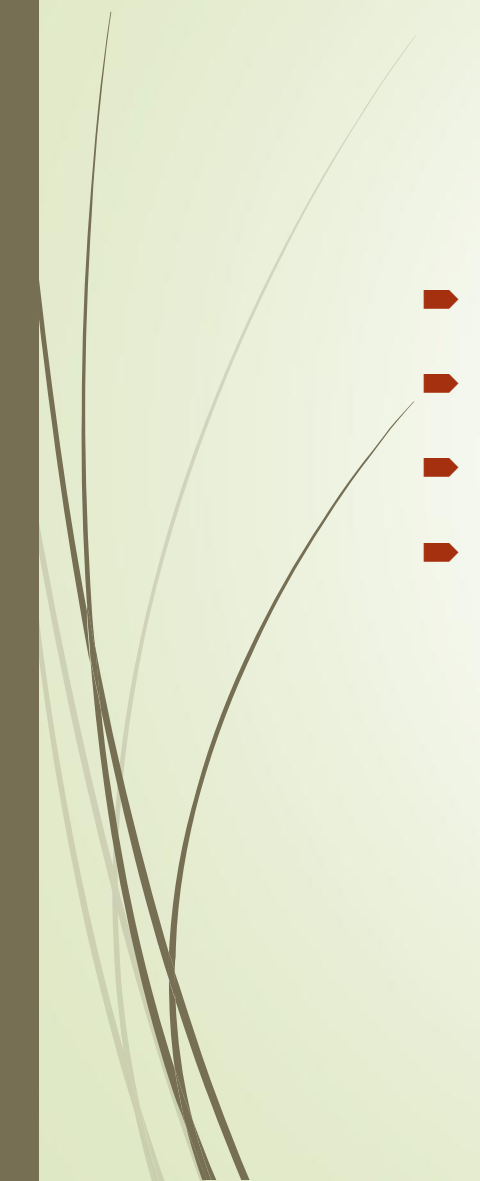
INOU Conference
30th November 2017

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BJC BALLYMUN JOB CENTRE
Building a Brighter Future With Work

IRISH RESEARCH COUNCIL
An Chomhairle um Thaighde in Éirinn

Working under contract for the
Department of Employment Affairs
and Social Protection

Outline of session

- Current position: Unemployment
- Careers / career management
- Quality guidance
- Effective – approach / skills / environment

National Context

▶ **2,204,500** labour force

▶ **236,492** on Live Register (Oct 2017)

▶ **131,300 (6%)** Standardised unemployment rate (Oct 2017)
   (-26,800 annual decrease)

▶ **68,900** signing for 12+ months - (3.1%) or 48.7% of total
   unemployment (STU-66,100)

▶ **57,919** on activation programmes (Tús, Back to Work allowance,
   Job bridge etc.) (Sept 2017)

▶ Rate of unemployment for under 25 - **14%**
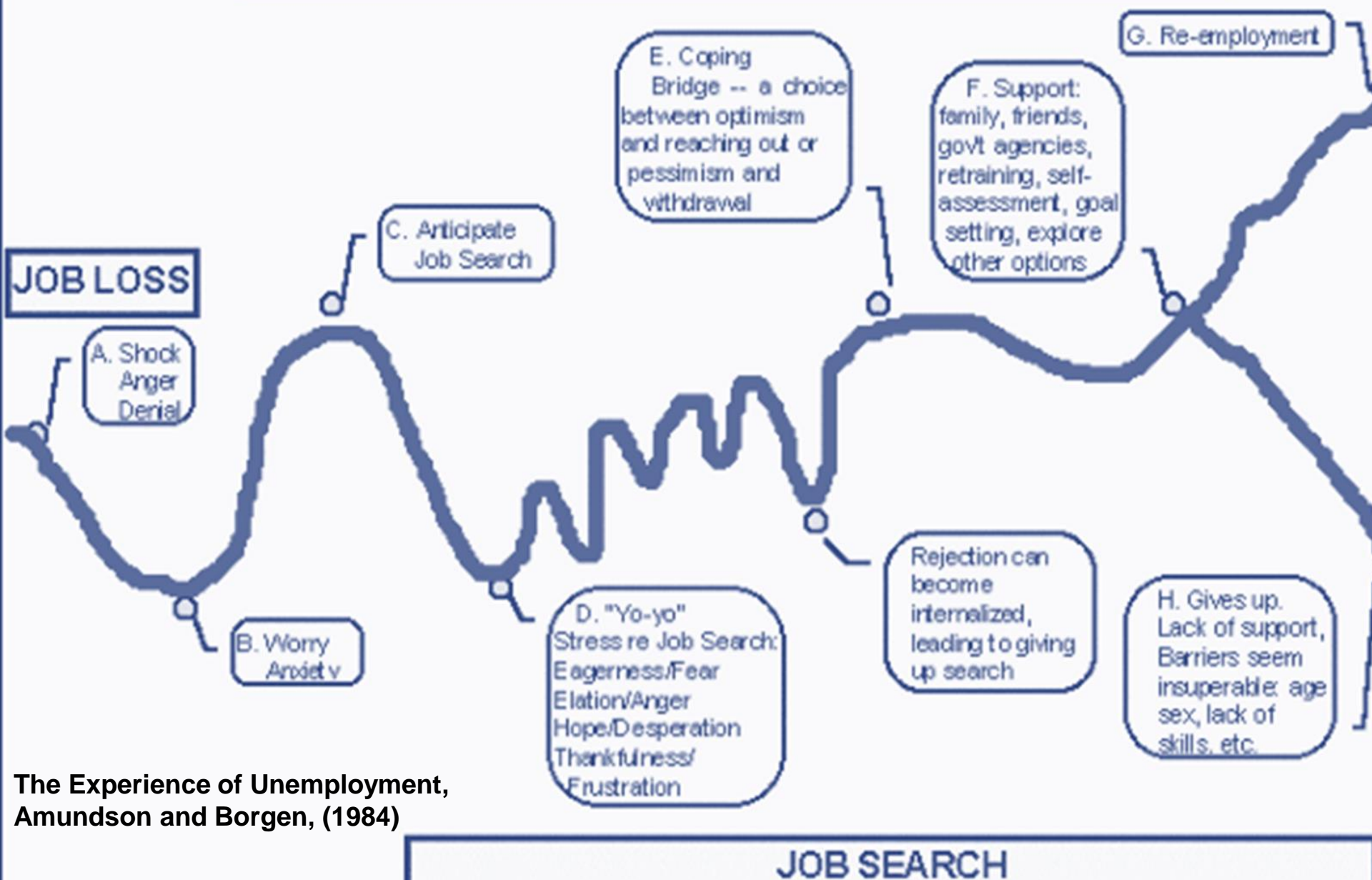   ◦ 6.2% in 2000 – 31.3% Feb 2012

CSO, INOU, Nov 2017

Barriers

- Previous Education and Experience
- Ability to cope /Motivation
- Self-Esteem
- Self-Knowledge
- Occupational Knowledge
- Decision Making Skills
- Environmental & Practical Problems

Challenges

EQUALITY | EQUITY

- **Multiple barriers to employment** (low education, lack of work experience, literacy issues, redundant or no skills, personal & family issues, drug and alcohol misuse etc.)

- **Inter-generational and community impact** can result in high levels of vulnerability and marginalisation in labour market and tend to be clustered in communities like Ballymun

- **Short-term interventions vs longer term robust methods**

- more intensive career guidance/coaching process to those individuals who are finding it difficult to progress **should** form part of employment services

JOB LOSS STAGES

JOB LOSS

A. Shock
Anger
Denial

B. Worry
Anxiety

C. Anticipate
Job Search

D. "Yo-yo"
Stress re Job Search:
Eagerness/Fear
Elation/Anger
Hope/Desperation
Thankfulness/
Frustration

E. Coping
Bridge -- a choice
between optimism
and reaching out or
pessimism and
withdrawal

Rejection can
become
internalized,
leading to giving
up search

F. Support:
family, friends,
gov't agencies,
retraining, self-
assessment, goal
setting, explore
other options

G. Re-employment

H. Gives up.
Lack of support,
Barriers seem
insuperable: age,
sex, lack of
skills, etc.

The Experience of Unemployment,
Amundson and Borgen, (1984)

JOB SEARCH

Defining Careers

◦ **Career**: a sequence of related work experiences and activities over a persons life (Hall, 2002)

◦ **Career Management**: umbrella term – various individual activities that shape peoples career transitions and experiences (e.g. career dev – career interests, choices, and success) and how career events and changes are dealt with (e.g. unemployment, retirement) (Wang & Wanberg, 2017)

Development of Career Guidance

Early 1900's
- Individual difference measurement begins (1905)
- First theory of vocational choice Parsons (1909)
- *Journal of Applied Psychology* is launched (1917)
- Strong Vocational Interest Blank (1927)
- Dictionary of Occupational Titles (1939)

1950-1980
- Extensive research on interest measurement and predictors of career choice
- Super (1953) and Holland (1959) theories of career choice and development
- *Journal of Vocational Behavior* launched (1971)
- Measurement and studies of career indecision

1980-2000
- Broadened focus (self-directed careers, individual adaptability, impact of job loss, job search, predictors of career success, mentoring)
- Research reflects changing participation of women in labor market
- Baby boomers enter labor market; new attention to retirement decision making

2000-present
- Continued focus on a wide array of career management and retirement topics
- Increased sophistication of methodology
- Increased sophistication of questions (e.g., examination of moderators, mediators, and the role of time)

Graphical timeline of the progression of career management literature (Wang & Wanberg, 2017)

Choosing a career
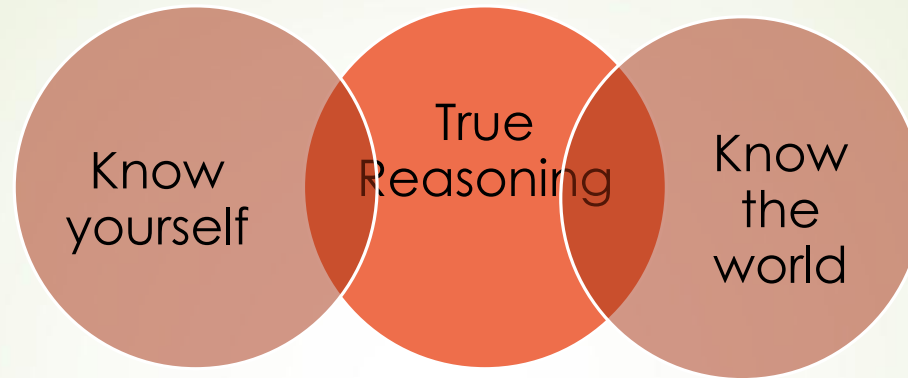
Parsons' (1909) three factors necessary for career choice

1. **Know yourself**: "a clear understanding of yourself, your aptitudes, abilities, interests, ambitions, resources, limitations, and their causes;"
2. **Know the World**; " a knowledge of the requirements and conditions of success, advantages and disadvantages, compensation, opportunities and prospects in different lines of work"
3. **True reasoning** – informed decision making.

Parsons' (1909) Choosing a Career (p.5)

Know yourself

- Interests

- Personality

- Aptitudes

- Strengths / Limitations

- Psychological capital significantly influences well-being and labour market status

  - Psychological capital - a persons perception of self, attitudes towards work, ethical orientation, general outlook on life (Goldsmith et al., 1997),

  - "an individual's positive psychological state of development" hope, optimism, efficacy, resilience (Luthans, Youssef-Morgan, & Avolio, 2015)

- Employability – Adaptability, Human/Social Capital, Career Identity (Fugate et al., 2004)

BJCs approach: adopts an **activation approach tailored to meet the needs of the individual**

career choice factors

Initial personalised assessment – identification of individual's need
(Initial session)

- **Tools**
  - Comprehensive profile

- **Approach**
  - Welcoming
  - Conversational approach putting clien at ease

- **Objective**
  - Identification of education, training, skills, personal situation, well-being
  - Start building a relationship with the client
  - Gathering information to assess how to design the intervention based on client need

A tailored career guidance process
(may require 2+ sessions)

- **Tools**
  - Vocationally orientated career guidance tools e.g. EGUIDE / EC-YP

- **Approach**
  - Motivational Interviewing
  - Feedback
  - Client centred
  - Uses feedback skills
  - Uses counselling skills
  - Clarifying

- **Objective**
  - Identifying the individuals latent skills, abilities, aptitudes, preferred behaviour style in the workplace, values; and building career clarity, career identity, improving self-esteem and career efficacy

Development of a career plan
(may require 2+ sessions)

- **Tools**
  - Career Plan template (Includes short term goals / barriers / options / long term goals/ timeframe / with deadlines and scheduled meetings)

- **Approach**
  - Clarifying,
  - Challenging questioning
  - Counselling skills
  - Motivational interviewing skills

- **Objective**
  - A Career Plan: including career objective, a number of shorter term career goals, and the identification of potential barriers which may prevent progression, options to overcome barriers

Implementation of the career
(ongoing)

- **Tools**
  - Communication with client

- **Approach**
  - Ongoing support
  - Face to face meetings
  - Phone / email
  - Coaching

- **Objective**
  - Work through the career plan, revise as necessary, access resources, offer support

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| Increase Self Awareness | Improve Self Esteem | Build Career Self Efficacy | Resilient in Labour Market |

Know the World

- Type of labour market
  - Where are the opportunities?
  - Hours of work
  - Pay debate
  - 'Flexicurity' vs 'flex-insecurity'
- Connection between individual capabilities and opportunity – wider choice
- Short-term vs long-term labour market opportunities
  - Secure attachment
  - Career trajectories
  - Future skills needs
  - Up-skilling

Quality Guidance in the PES

- Start with a underlying belief/philosophy in the capacity of individuals –develop potential leading to a strong a skilled labour force…. approach / skills / environment

- Understand, assess and attend to clients' needs - a holistic approach to people's problems vs simply focusing on finding a job, (requires strong inter-personal skills from practitioners)

- Resources to reaching and engaging target groups

- Clients need to make clear progress throughout their interaction with a guidance service

- Well-trained staff, able to empathise with clients

- Close relationships with employers

- Interagency - links with other relevant support agencies to support appropriate referral

- Well-managed services, underpinned by quality enhancement / quality-assurance process, and committed to evaluating impact

(Hawthorn & Alloway, 2009; Hooley, 2014; Whelan, 2017 unpublished)

Relationships between employability, self-esteem, job search and re-employment during unemployment (McArdle et al., 2007), adapted to include well-being, and the impact of the Labour Market Policy on well-being outcomes

Person as they present to the service

-high psychological distress
-below average life satisfaction
-low average self esteem
-average Hope
-average Resilience
-average Career Efficacy

-61% below LC (JC/N)
-35% 1-2yrs unemployed
-26% 3-5yrs unemployed
-39% over 5 years

-69% no Post 2nd L
-70% no/basic IT skills
-45% no driving license
-85% had worked for more than a year

Barriers
-Lack of Qual (23%)
-LTU (15%)
-Care (15%)
-Lack of experience (9%)
-Personal disposition (9%)

Self-rated competencies
-84% understanding employers needs
-61% high levels of self - belief
67% high levels of employment motivation

Work-First Approach

The missing how to

Strengths based guidance model
-identification of work interests/ work aptitudes/preferred work environment/personality characteristics /barriers/ realistic career planning / ongoing support

Psychological Capital
Career Identify
Self-belief
Self-efficacy
Hope – agency / pathways (career planning)
Optimism
Resilience

Employability
Training (Human Capital)
Networking (Social Capital - through Trng/Ed/ practitioner)

Employment

Person: Sustainable, Career development opportunities, good pay

Employers: good performance / workplace –fit / job satisfaction / positive approach

Approach (person centred / enabling / strengths based / positive)
Practitioner skills (counselling skills / knowledge/mentor)
Environment – open / non-threatening/friendly

Drivers of employability well-being / increased psychological capital (both decreased due to unemployment spell)

(Whelan, 2017, unpublished)

Any Questions?

Thank you!

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https://cmhcr.eu/