

# CONNECT! International Conference

Career guidance and counselling for employed persons in companies –  
new impulses for theory and practice

**Workshop: Trends and analyses in the HRD field**

**Aleksandra Đurović MSc (Belgrade Open School, Republic of Serbia)**

**Jan Woldendorp MSc (Saxion University of Applied Sciences, Deventer, The Netherlands)**

# Workshop hosts

## ▲ Aleksandra Đurović MSc

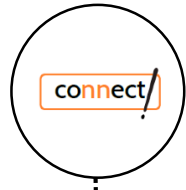
Belgrade Open School, Belgrade, Republic of Serbia



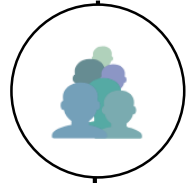
## ▲ Jan Woldendorp MSc

Saxion University of Applied Sciences, School of Human Resource Management and Applied Psychology, Deventer, The Netherlands





Aim of the review conducted within Connect! project was to **summarise the state of innovative research and development** and higher education programs



The review was conducted in **six countries** (Austria, Germany, Greece, Italy, Netherlands and Serbia) following the same methodology.



The transnational synthesis of the findings influenced the curricula of the **courses for students and counsellors and coaches** on career guidance and development for employees developed within the project.

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**In several national reviews, one of the conclusions was that career guidance services are *not frequently organized for employees.***



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Even though in some countries and some company contexts limited presence of career development support has been mentioned, there are also some *positive developments* in this area.

**01 MENTORING AND  
COACHING**

**02 LEARNING AND  
TRAINING ORGANIZED  
BY COMPANIES**

**03 COUNSELLING**

**04 ONBOARDING**

**05 MONITORING AND  
EVALUATION OF  
PERFORMANCE**



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## 01 SUSTAINABILITY

## 02 CORPORATE SOCIAL RESPONSIBILITY

## 03 INTRAPRENEURSHIP



# Career checks as a tool for HRD

**Connect! International conference**

**Mannheim**

**28<sup>th</sup> of July 2022**





# Comprehensive model of the Connect! Curriculum

## *Innovation and future trends*

*World of work  
Transformation  
M1*

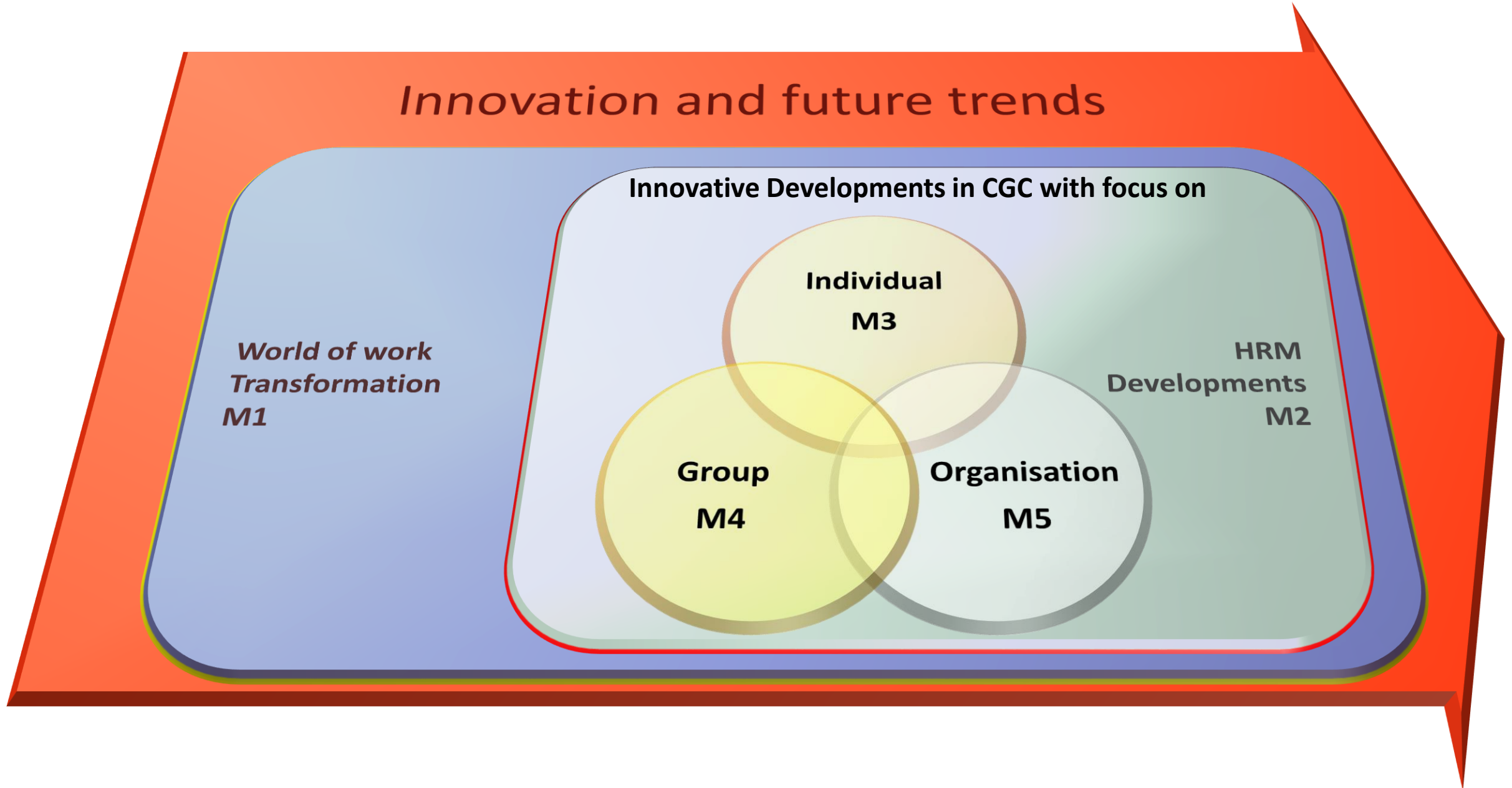
**Innovative Developments in CGC with focus on**

**Individual  
M3**

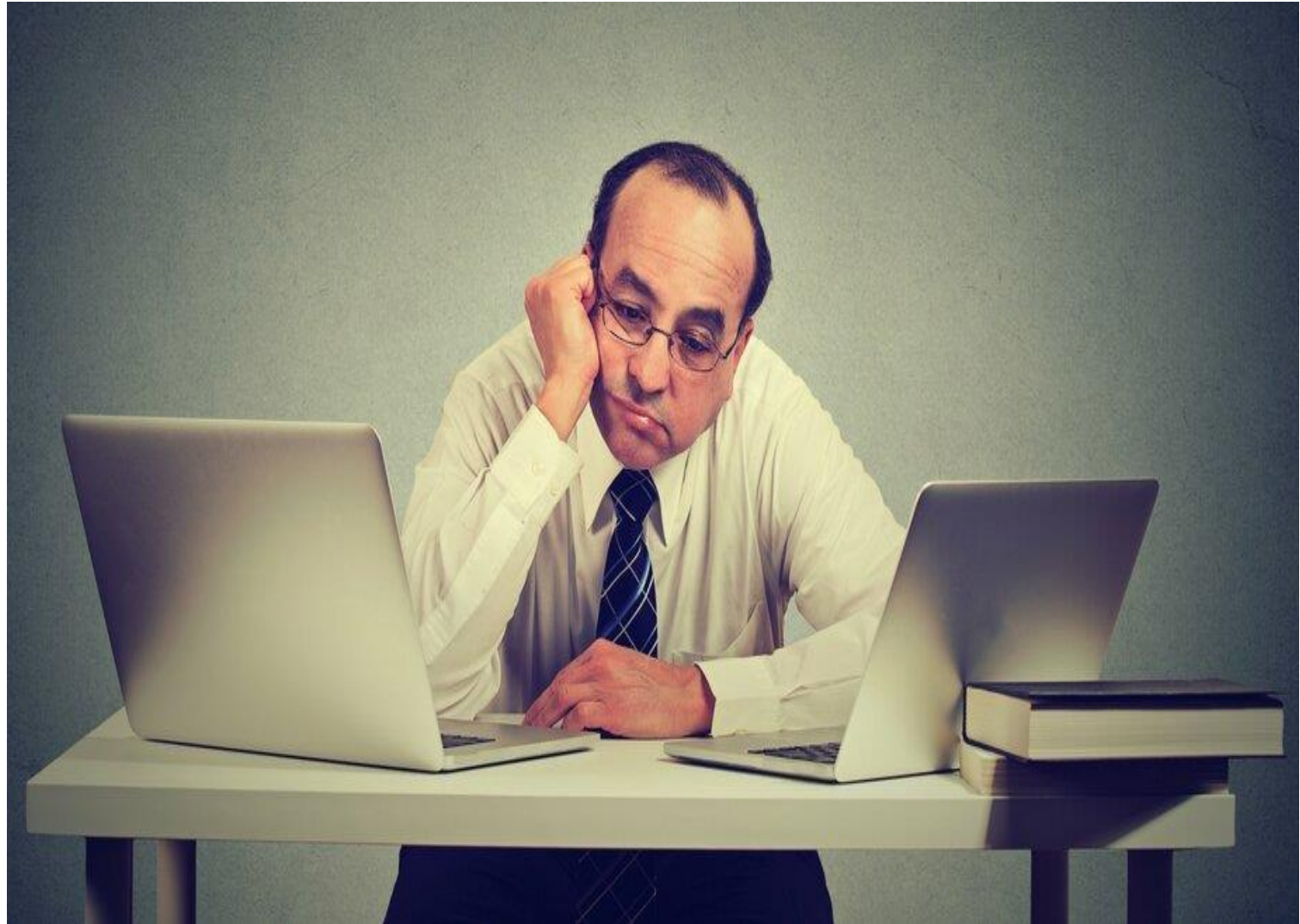
**HRM  
Developments  
M2**

**Group  
M4**

**Organisation  
M5**



# The need for attention towards career checks



# Career check?



# Career checks, what is it?



The term career check (also referred to as 'career MOT') is a typical Dutch concept that is mainly used in (career) practice and in policy. In the international literature, the concept of 'skills audit' (Besic et al., 2019) seems to fit best with the concept of a career check.

The purpose of the audit is to help the person to analyse their career background, assess their own position in the work environment and plan a career path. (Besic et al., 2018).



# Career check Definition



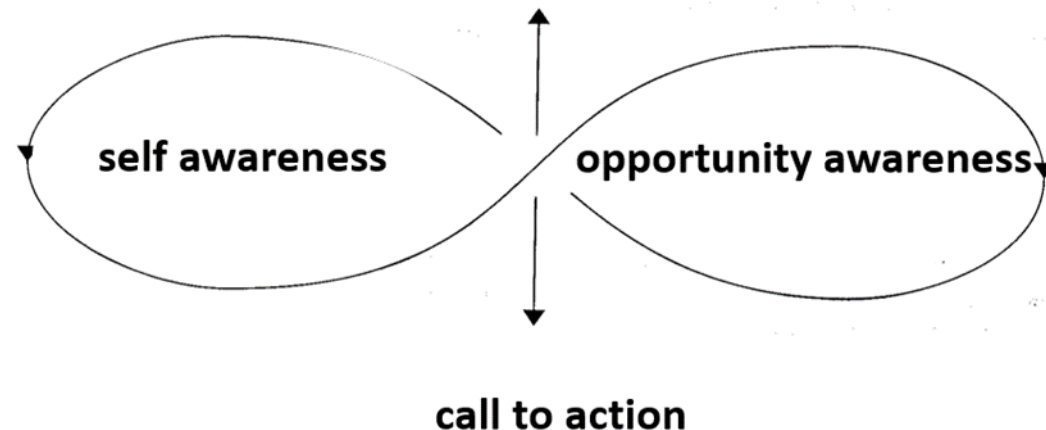
"A career check is a set of tools that helps individuals to gain insight into the value of their skills for the current and future labor market and helps them make future-oriented career choices."



(Sanders et al., 2019).

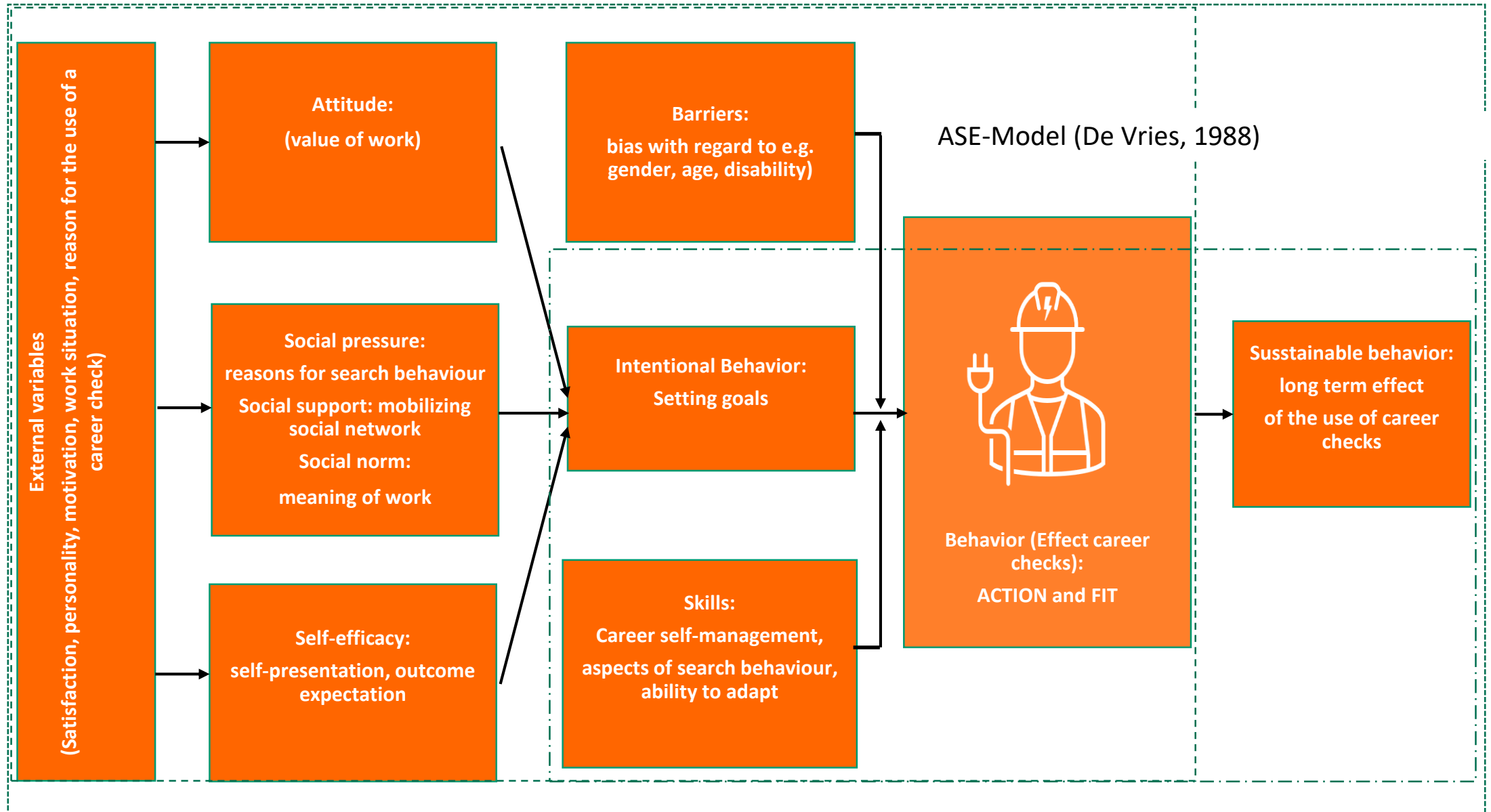
# Career checks Definition

A career check thus concerns a (short) trajectory, guided by a CGC professional, in which participants are helped to reflect about themselves with respect to their career through conversations and tools. The trajectory usually contains two components: a more reflective component in which the participant reflects on his or her qualities, skills and values ('**self-awareness**'), and a more action-oriented component, aimed at exploring and testing possibilities within or outside the current (employment) situation ('**opportunity awareness**').



# How about you?







# Career checks succes factors

*Brown, S. D., & Ryan Krane N. E. (2000)*

1. Written assignments
2. Individualised interpretations and feedback
3. Labour Market information (LMI)
4. Modelling opportunity
5. Use of network support

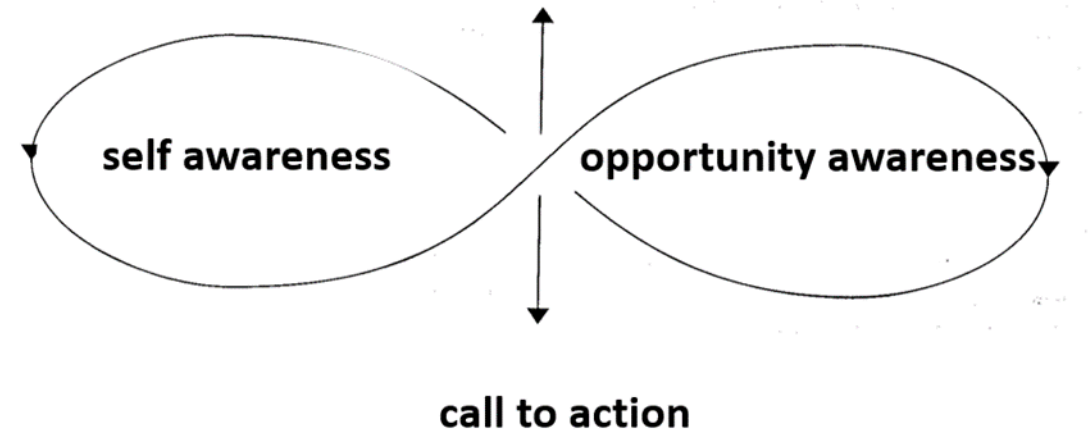
*Whiston et al. (2017)*

6. Psycho education

*Healy, M. (2017)*

Frequent repetition of the career check

Research by Akkermans et al. (2013); Luken (2011); Van der Horst & Klehe (2019) confirms these succes factors



# Research program on Career checks

## Aim

Gain insight into the effectiveness of career checks for the further development of these checks with specific attention to the use by lower educated people.



# Research method

## Stage 1

Quantitative  
(questionnaires)  
Qualitative (interviews)

Research into the quality and effects of career checks based on the experiences of professionals, participants and organizations.

## Stage 2

Deskresearch (literature study and description of best practices)

Research into whether (and how) LMI can be used for the further development of labour market-oriented career checks.

## Stage 3

Longitudinal case study (questionnaires, in-depth interviews, focus groups)

Three labour market-oriented career checks will be developed based on LMI and evaluated on their actual contribution and quality.

# Methodology stage 1.1

- **Quantitative research on the perceived quality and effects of career checks.**
- **The focus of this survey was on effects in terms of:**
  1. self-awareness;
  2. actively approaching the network;
  3. self-efficacy;
  4. knowledge needed to take action;
  5. skills to achieve career goals;
  6. actions to achieve career goals;
  7. long-term behavioral effects in organizations.

Besides this, questions were asked about the professional use of labor market information, the perceived necessity of this information, the specific resources on LMI being used and their usability.



# Methodology stage 1.2

Qualitative research on the perceived quality and effects of career checks

30 interviews were conducted with three groups:

- 10 users (clients) of career checks;
- 10 career professionals working with career checks;
- 10 HRM-professionals using career checks within their company .



# Results stage 1 experiences careerchecks (1/3)

## Cause, motivation and experiences of careerchecks

- Preventive and curative motives;
- Clients do not have many expectations;
- Clients of the checks have to adjust their expectations.

## Content of the careercheck

- Career checks are a matter of customization;
- Big variety in duration, instruments and working methods;
- Focus at the start is working on a personal profile and orientation on the career;
- Follow up: to orientation, networking and action;
- Selfawareness is the basis for the realisation of career goals.

## Labourmarket as a part of a careercheck

- The second stage is focused on the labour market information;
- LMI is used to know the required skills the value of the skills;
- Specialistic labour market information (e.g. jobopportunities) are rarely discussed explicitly;
- Professionals use informal sources such as websites for jobopenings or personal network.



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# Results stage 1 experiences careerchecks (2/3)

## Effects

- No systematic measuring of effects;
- practically skilled workers have lower effect;
- better jobsearch strategy, better presentation, more selfconfident;
- short term behavioral effects and a higher self-efficacy;
- professionals seem to be more positive about the effects of career checks;

## Embedding of the careerchecks

- Need for Integration with strategic HR;
- Crucial role of operational managers;
- Success factors are the real attention to employees and the stimulation of selfcontrol;
- An important key for practical skilled workers is task based coaching in combination with an organisation climate of safety and trust;
- there are opportunities for a better embedding bij offering careerchecks on a regular basis and a stronger link with the performance review.



# Results stage 1 experiences careerchecks (3/3)

## Impediments – individual

- Fear to talk about careersteps;
- Golden cage;
- The climate about making career steps is without obligation.

## Impediments - organisation

- Workpressure of managers and their skills;
- Corona, time, and money;
- Relation with manager and coach to discuss careersteps;
- Participants who have been 'sent' more often remain in a negative mode;
- Practically educated have more difficulty with self-insight and professional and labour market information;
- There are also fewer career tools available for the practically educated.





# Research questions stage 2

## The use of labour market information as input for career checks

1. How and under what conditions can information concerning future labour market developments be accessed for use in career checks?
2. Which indicators for the future labour market are meaningful for the (end) users of these career checks?
3. Which good practices in the Netherlands and abroad regarding LMI are relevant, useful, and inspiring for the Netherlands?

# Research answers stage 2

## The use labor market information as input for career checks

Qualitative and quantitative information about:

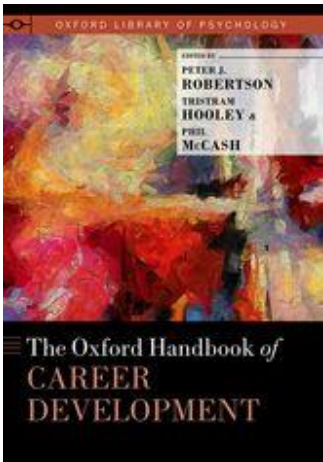
- Job opportunities
- Training and educational opportunities
- Occupational information

The LMI needs to be:

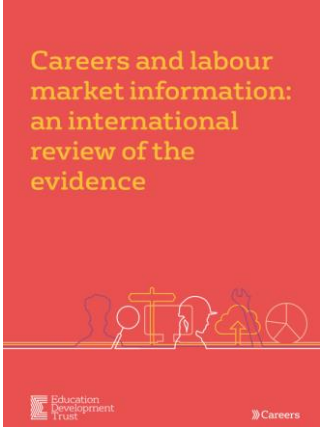
- Tailor made: contextualized, individualized and specified for the individual client
- Career professional as interface between the client and the LMI

## Conditions for the optimal use of Labour Market Information in career checks

<b>Up to date</b>	LMIC, 2021, Amery, Braham, & Mantione, 2020; Alexander, McCabe & de Backer, 2019 Cedefop, 2016, Bimrose 2021
<b>Reliable</b>	Alexander, McCabe & de Backer, 2019; Cedefop, 2016; Danson & Watt, 2011, Bimrose 2021
<b>Granular</b>	LMIC, 2021 Amery, Braham, & Mantione, 2020; Alexander, McCabe & de Backer, 2019, Cedefop, 2016
<b>Structured</b>	Alexander, McCabe & de Backer, 2019; Milot-Lapointe, Savard & Paquette, 2018; Cedefop, 2016 Bimrose 2021
<b>‘Pedagogical design’</b>	LMIC, 2021, Bimrose 2021 Alexander, McCabe & de Backer, 2019; Milot-Lapointe, Savard & Paquette, 2018, Cedefop, 2016
<b>Related to the context</b>	Alexander, McCabe & de Backer, 2019; Milot-Lapointe, Savard & Paquette, 2018; Cedefop, 2016 Bimrose 2021
<b>Future oriented</b>	Amery, Braham, & Mantione, 2020; Cedefop, 2016
<b>Free of charge/open acces</b>	LMIC, 2021 Hofer et al, 2020 Woods & O’leary, 2006



Labour Market Information for Career Development: Pivotal or Peripheral?  
Jenny Bimrose



Careers and labour market information: an international review of the evidence  
Alexander, McCabe, & Backer



FIGURE 3: GOOD PRACTICE FOR PRODUCERS OF LMI



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**The Quality LMI Attributes Checklist** can help ensure that Labour Market Information (LMI) produced in Canada is meaningful to all Canadians. The questions below cover key LMI challenges identified through environmental scans and public opinion research. Satisfying the requirements below can ensure that Canadian LMI is easy to access, use and understand by all.

*By answering "yes" to the Quality LMI Attributes question, you are ensuring the Canadian LMI requirements under Gaps Addressed are being fulfilled.*

### Quality LMI Attributes

Is the information designed for the end user?

Is it local, timely and granular?

Is it understandable, meaningful and evidence-based?

Are the insights user-specific?

Are the data cost-free and publicly available?

Is the metadata included?

Are all limitations and caveats reported?

Does it align to national standards for reporting? If not, is the reason clearly noted?

If collecting own data, does the experimental design adhere to evidence-based statistical best-practices?

Do you provide a way for users to contact the LMI provider for follow-up?

Has sensitive information been anonymized properly?

Has sensitive information been anonymized properly?

Is the data open?

Is it statistically sound?

Is the methodology transparent and understandable?

Is there contact information available?

# The Quality LMI Attributes Checklist



LABOUR MARKET INFORMATION COUNCIL

lmic-cimt.ca

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*By answering "yes" to the Quality LMI Attributes question, you are ensuring the Canadian LMI requirements under Gaps Addressed are being fulfilled.*

Quality LMI Attributes	Yes	No	Comments	Gap adressed
Is the information designed for the end user?				Use / Understand
Is it local, timely and granular?				Access / Use
Is it understandable, meaningful and evidence-based?				Access / Use
Are the insights user-specific?				Use
Are the data cost-free and publicly available?				Access
Is the metadata included?				Use / Understand
Are all limitations and caveats reported?				Use / Understand
Does it align to national standards for reporting? If not, is the reason clearly noted?				Use / Understand
If collecting own data, does the experimental design adhere to evidence-based statistical best-practices?				Access / Use / Understand
Do you provide a way for users to contact the LMI provider for follow-up?				Use / Understand
Has sensitive information been anonymized properly?				N / A
Is the data open?				Access
Is it statistically sound?				Use / Understand
Is the methodology transparent and understandable?				Access / Use / Understand
Is there contact information available?				Use



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# LMI Best practices



**O\*NET OnLine**

United States



Skills  
intelligence



**CEDEFOP**

European Centre  
for the Development  
of Vocational Training



Netherlands

LABOUR MARKET DATA

**LMI for ALL**



United Kingdom

**SKILLS** *future*

Singapore



United Kingdom

**CiMT  
LMiC**

Canada



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# Research questions stage 3

## The effectiveness of career checks

1. Which career checks are appropriate and necessary in different contexts and how should they be embedded in the organization by CGC or HRD, among other things through the services of a career- or HRM professional?
2. What are the effects of the career check, both immediately after the career check (intention of the behavior) as over time (actual behavior)?
3. What are the reactions of employees to the career check before, during and after the implementation of the instrument?
4. What is the actual embedding of the career check in the organization and the guidance, and what are the effects of this?



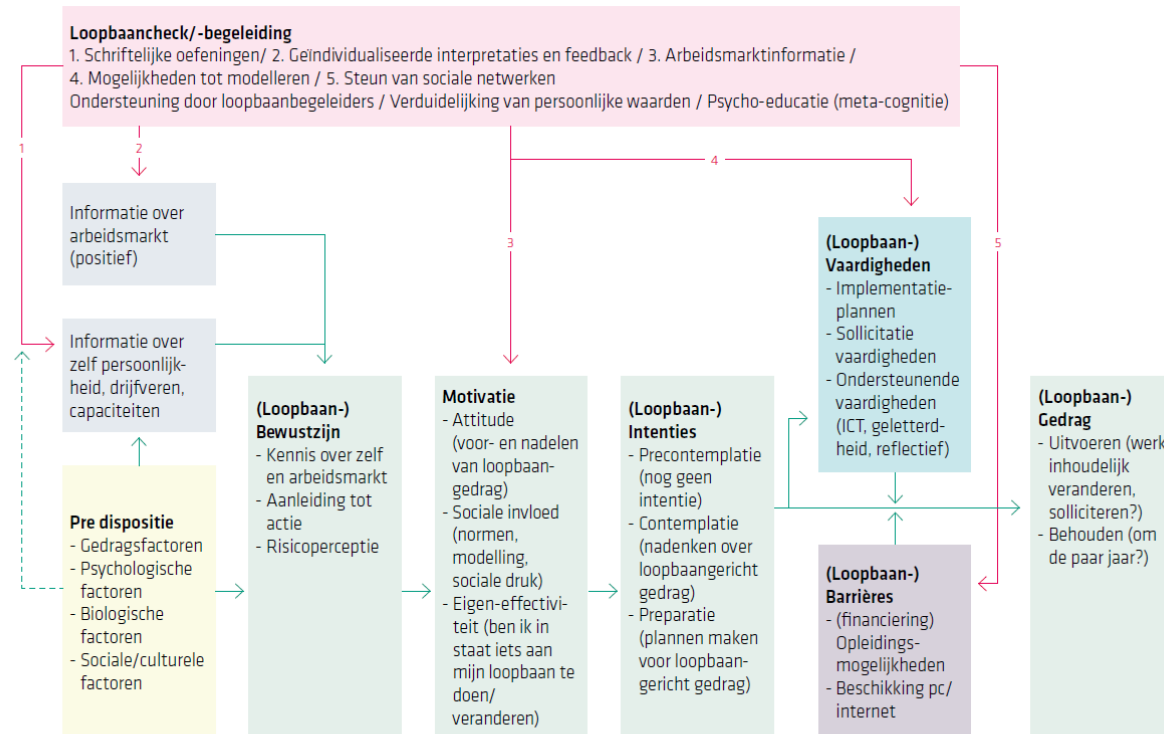
# Methodology stage 3

- **Quantitative research on the effects of career checks.**
- **Longitudinal case study**
  1. Quantitative survey (low response)
  2. In-depth interviews
  3. Focus groups)

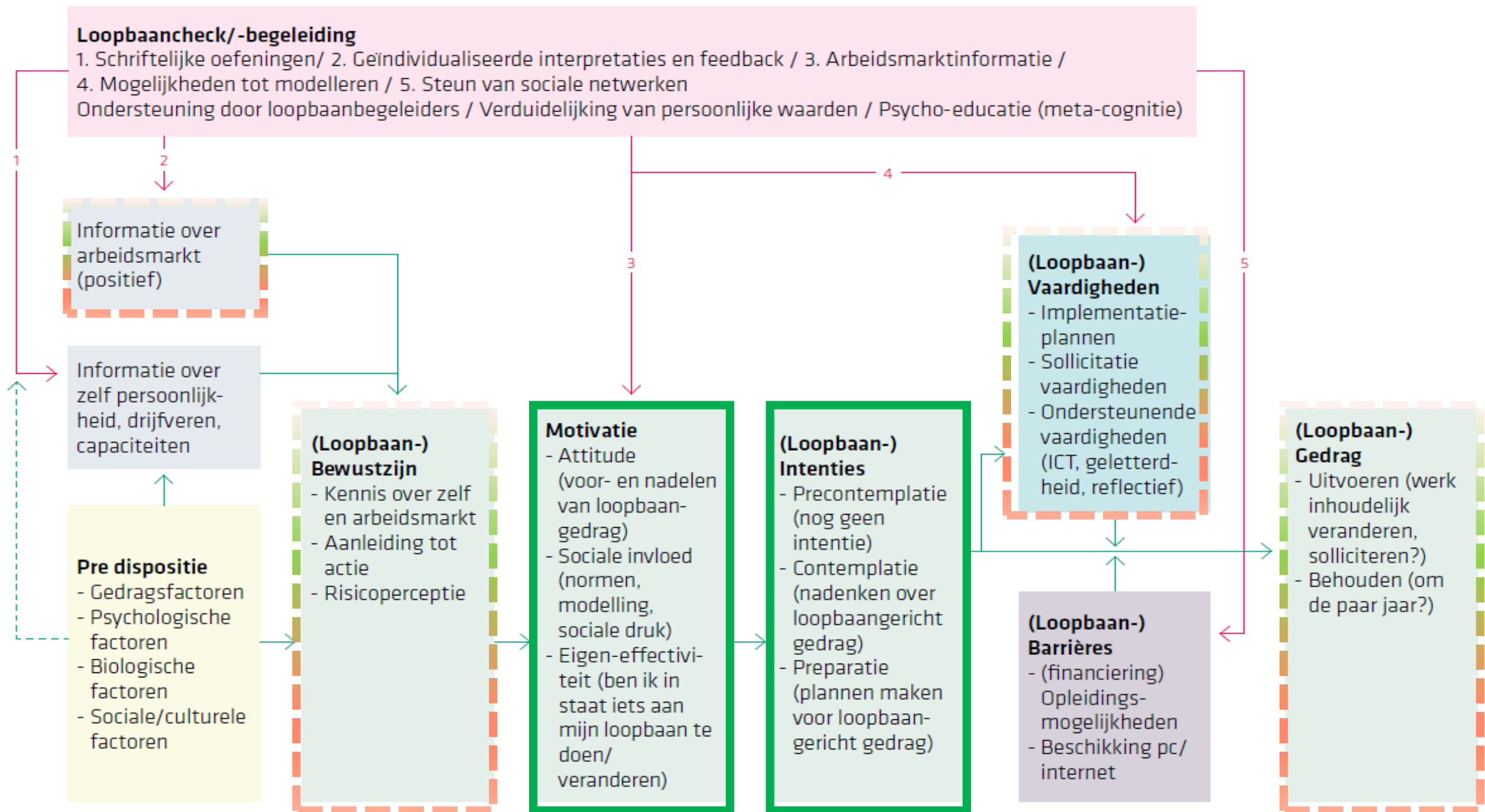


# Research answers stage 3

## The effectiveness of career checks



*Noot: aangepast in het I-Change model (De Vries et al., 2005)*



Noot: aangepast in het I-Change model (De Vries et al., 2005)

# General conclusions



- In theory, career checks contribute to the 'fit' between (future) employees and their work, in three different ways:
  - ✓ Self-insight
  - ✓ Insight into the labour market
  - ✓ Action for a better 'fit'
- Field research shows that career checks do contribute to partial steps in career-oriented behavior, but it does not make it clear whether this leads to a better 'fit'.
- Career checks aimed at practically trained people require customization by the career professional.
- The addition of LMI offers added value but is still applied to a limited extent

# General conclusions



- Include LMI in career checks (Alexander et al., 2019; Amery et al., 2020).
- The career profesional as interface between LMI and client (Milot-Lapointe et al., 2018)
- Disclose LMI for clients in three LMI areas (Howat & Zaidi, 2010):
  - ✓ **Core information** (job opportunities, regional labour market development)
  - ✓ **Career information:** information about occupations, career pathways, skills and competences
  - ✓ **Skills development and training:** information about education, training and qualification

# Recommendations

## To career professionals:

- Make the effects and revenues of career checks visible to participants. This can be motivating and improve the attractiveness of participation.
- Increase the use of labour market information, so that participants get a better insight in labour market opportunities.
- Adapt career checks to practically trained people and make use of the power of career checks: increasing self-confidence through a better self-insight and insight into possibilities



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# Recommendations

## To employers:

- Give structural attention to the careers of employees and make it an integral part of HR policy and instruments. This ensures that employees continue to think about their career development on the right moment and not when it is too late.



# Recommendations

## To managers and policy makers:

- Focus on preventive use of career checks and communicate clearly about the conditions such as financing.
- Facilitate a central point on labour market data and increase knowledge about the regional labour market among career professionals.





# Work zone ahead



- **Answer:** What applications of career checks do you see for yourself?
- **Discuss:** LMI is under-represented in careers services!
- **Brainstorm:** suggestions and ideas for innovation

# Room for discussion

# Thanks for your attention!

## Questions? Discussion!