



AQOR

Amélioration
de la Qualité
en ORIENTATION

GUIDE TO INDICATORS



QUATRE MOTEURS
POUR L'EUROPE



Éducation et culture

Leonardo da Vinci



CONTENTS

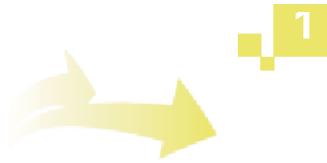
Introduction	p. 3
Quality indicators for guidance	p. 4
Types of indicators and their usefulness	p. 5

Quality indicators

Principles of service provision	p. 7
Policy and planning	p. 10
Services to users	p. 14
The network	p. 18

Recognition of quality in the area of guidance	p. 21
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1 Introduction

Improving the quality of systems, professional practices and guidance services - that is the goal that seven European regions have set for themselves!

Based on observations which revealed the difficulties for the public to navigate the various guidance organisations capable of helping them, the “4 Motors for Europe” (Baden Württemberg, Catalonia, Lombardy and Rhône-Alpes) conducted a European Leonardo “network” project known as **DROA** (Network Development for Active Guidance) from 2003 to 2006.

The basic concept was that by “**improving synergies among the members of a local network, the quality of guidance could be improved**”. Conducted on an experimental basis in seven local territories of the four European regions, the many actions carried out and the resulting recommendations spotlighted the need to raise the quality of guidance.

This is why the “4 Motors for Europe” decided to continue the process and submitted a new project proposal for the transfer of innovations, known as **AQOR** (Amélioration de la Qualité en Orientation - Improving the Quality of Guidance), to pursue this objective (November 2007 to October 2009). New partners interested in capitalising on the results joined the project (the Veneto Region, the WUP of Krakow, the Cité des Métiers of the PACA region in France, and Université Bretagne Sud).

Working groups were organised with guidance practitioners and experts in each region. They produced **Quality indicators for guidance**. These indicators were applied and tested by the members of the working groups in order to check their pertinence. They now make it possible for any organisation wishing to implement a quality improvement process to benchmark their practices, structure and services to users. From there, the organisation can begin planning for any corrective actions necessary to achieve its goals for better quality.

More than 40 indicators were developed. They are grouped, along with the corresponding supporting evidence, into four areas:

- Principles of service provision
- Policy and planning
- Services to users
- Functioning of a guidance network

They are presented in this Guide to Indicators



Quality indicators in the area of guidance

Indicators are a measurement tool for guidance organisations and networks.

To use these indicators, we must start with “evidence” of the existing situation in the organisation. This is any tangible element which demonstrates the quality of the structure, practices, services to users and the functioning within a network. The evidence may take various forms (quantitative or



descriptive, or a combination of the two). They can be used as a basis to help monitor changes which result in improvement and can serve as a reference for comparison. The indicators and evidence can also indicate the specific nature of the services, information and production. **They may be used for self-assessment** and can also serve as a basis for obtaining recognition (certification, peer recognition).

The indicators themselves may also change periodically, as do services, information and production and they may become obsolete or require updating.

They are therefore dynamic in nature.

At the inter-regional level, the goal is to develop a shared list of priority indicators and to **develop a strategic plan for their recognition**. This plan can be used by the Regions and guidance organisation to seek recognition for the quality of their work and to make progress in achieving the goals they have set for themselves.



The indicators and evidence are grouped into four areas:

1 - Principles of service provision
2 - Policy and planning

3 - Services to users
4 - Functioning of a guidance network

20 indicators, considered as essential, have been selected by guidance practitioners of the partner regions. They are indicated by a shaded “evidence” box in the pages below.



Quality indicators

PRINCIPLES OF SERVICE PROVISION



ALL OF THE INDICATORS IN THIS AREA ARE CONSIDERED ESSENTIAL

1

Services, from design to performance, are user-oriented

- An organisation structured to provide individual responses to users
- Responses to user satisfaction questionnaires
- Individual and adaptable services on request
- Sufficient time dedicated to users
- Comprehensive approach to the user's situation.

Evidence

2

Services respect the principle of non discrimination (age, sex, political opinion, nationality, handicap, etc.)

- Statistics concerning public reception
- Monitoring of access to services
- Staff training.

Evidence

3

Services respect the diversity of users

- Access to services for all types of users
- Any user may benefit from an individual interview; refusals must be justified by the advisor on the interview sheet
- Better knowledge of the other members of the network enables better referrals if the user needs to seek guidance from a different organisation
- Services are adaptable in terms of tools, methods and duration.

Evidence

4

The guidance and information provided is unbiased

- Guidance and training services must be independent and autonomous
- A neutral stance on the part of the organisation
- Work mode of the adviser
- Stay within the boundaries of the work context (do not attempt any form of therapy).

Evidence

5

Services ensure confidentiality

- Provided for in the work contract
- Reference to code of ethics,
- Information concerning the beneficiary cannot be transmitted without his/her approval
- Access to the beneficiaries' dossiers must be protected: non accessible to other users and staff of the organisation.

Evidence

6

Services respect the freedom of choice of users

- The advisor's role is to assist decision-making, provide the user with guidance and the "means to take action"
- Users must be led to understand the reality of different types of jobs
- Do not "interrogate" the user about the reasons for his/her request.

Evidence

7

Services require motivated participation on the part of users

- The interview with the user allows time for the advisor to verify the user's motivation and the voluntary nature of his/her commitment
- Creation of a guidance follow-up log for each user.

Evidence

8

Services are provided in an appropriate place and manner, accessible to all

- The organisation is located in a place served by public transportation
- Proper signage
- Access for disabled persons
- Closed cubicle for interviews.

Evidence

9

Guidance services are free of charge for users

- Services are funded (accounting)
- Possibility of funding for transborder users.

Evidence



Quality indicators

POLICY AND PLANNING



10

The organisation encourages life-long learning and the objectives of employability

- Number of specific actions conducted and their utilisation
- Consultative preparation of career plans
- Information provided to the public on measures to promote lifelong learning.

Evidence

11

The organisation consults the stakeholders in order to develop its services

- Establishment of a steering committee (all partners involved at the regional and county level)
- Consultation and cooperation for conducting actions and follow-up reviews
- Participation in a local consultative body.

Evidence

12

The organisation takes into account the results of user feedback in order to improve its services and production

- Resources for consulting users exist and are exploited (follow-up interviews, questionnaires...)
- Rules of procedure exist for resolving dysfunctions and conflicts
- Implementation of corrective actions to improve quality.

Evidence

13

The organisation organises periodic assessments by external bodies

- Quality procedures exist
- A training strategy exists
- Needs (on the part of staff or the organisation) are identified and addressed.

Evidence

14

The organisation participates in research-action activities

- Experimental missions
- Formalisation and capitalisation of practices (certification of acquired experience...)
- Participation in or initiation of innovative projects in the context of European policies.

Evidence

15

The staff possesses the appropriate skills to offer a range of guidance services

- The team has appropriate and cross-functional skills to meet different types of needs
- Understanding of the user
- Connections with the business world: knowledge or experience (move beyond theory).

Evidence

16

The staff participates in a continuing education process

- A training plan exists
- Qualified advisors
- Research on user typologies.

Evidence

17

The organisation offers complete and current information at the local and regional level for job and training opportunities

- Information tools are made available
- Training to search documentary base
- Data base information is current (procedure for verification)
- Help in using information.

Evidence

18

The organisation provides a range of information resources and tools adapted to the diversity of users

- Identification and utilisation of local and regional resources (statistics, etc.)
- Creation of resources to meet specific needs of users (hence the importance of satisfaction questionnaires).

Evidence

19

The organisation has a 3 to 5 year development plan

- Analysis of user needs
- Implementation of a strategic development plan for the organisation
- A document provides a formal definition of objectives and the planned actions for the short, medium and long term.

Evidence

20

The organisation actively participates at the local and regional level in the formal network of guidance service providers

- Active participation in exchanges, forums, training
- Work in partnership with other entities
- Exchanges among networks, partnerships, network coordination (forums...).

Evidence

21

The organisation actively communicates about its services to a diverse target group, especially to the most fragile and marginalised persons

- Information made widely available (in city and district halls, shops, social centres, etc).

Evidence

22

The organisation maintains a balance between the services offered and its internal resources

- A document presents the programme of services offered.

Evidence



Quality indicators

SERVICES TO USERS



23

The services offered to users should factor in the user's qualifications and degree of autonomy

- Evaluation of the interview and outcome,
- Variety of media (Braille, translations), a visit to the site that provides the service we are advertising,
- Use of a variety of tools that are adapted to the user's qualification level.

Evidence

24

The users are advised which service is most appropriate for them.

- Request analysis phase,
- Overview of requirements,
- Adaptation of the service and individual guidance time required.

Evidence

25

Services that are available in various forms (telephone, mail, face to face etc.)

- Communication/advertising of the customized/ varied service offer etc.
- Open days,
- A formal registration process,
- Reception staff that is sufficiently trained and informed.

Evidence

26

User- friendly access to the service (accessible opening hours, provision of a local service, access for the mobility impaired, presence of foreign language speakers)

- Evaluation of publicity,
- Registration questionnaire to ascertain the user's requirements,
- Training, information and availability of personnel,
- Access for users with a handicap.

Evidence

27

The users are informed about the service, procedures and the expected service outcomes

The user decides:

- How the information concerns them
- The pertinence of the advice and information given,
- The summary of the meeting is written together.

Evidence

28

The organisation follows the users' progress

- Follow-up methods: sending and processing a questionnaire, progress update meetings, meeting after 3/6 months.
- > The user's reference is consulted as part of the progress update.
- Where the user has taken up study, individual progress assessments are implemented.
- Guidance policy (academic success studies: ascertaining the number of young people who have no options).

Evidence

29

The user is advised on the roles played and the services provided by each organisation within the system

- The importance of knowing your position within the network,
- Information about the network's services guide and how to use it.

Evidence

30

The users are given information about IT/communication tools and informative and word processing resources.

- List of useful websites for users,
- Support staff available for trouble shooting and advice,
- The advisors are trained in new information and communication technologies,
- Careers guidance organisations are equipped with new information and communication technologies.

Evidence

31

The services offered enable the user to construct their own project and approach.

- Ascertaining whether the service provided is part of a process or a one-off,
- Putting the service in its context within the project or approach.

Evidence



Quality indicators

THE NETWORK



32

The network has a number of partnership policies and protocols in place.

- Partnership agreements,
- Shared knowledge,
- Joint initiative building.

Evidence

33

The network is committed to joint promotional campaigns

- Present at employment fairs and forums
- Introductory guide to the network's services.

Evidence

34

The network organises ongoing training for its staff

- Informing other organisations about the training programmes,
- Opening training sessions to partners (immersion).

Evidence

35

The network is committed to joint project initiatives (at a regional, national and European level)

- Joint and comprehensive service offers in calls for tenders.
- Time invested in networking.

Evidence

36

The network provides financial resources (among others) to support joint projects

- Financial backers recognize the necessity of making a financial participation to the organisations' joint research initiatives,
- Developing the implementation of European projects.

Evidence

37

The network has a common approach to service evaluation

A common approach to evaluating some services corresponding to a common specification.

Evidence

38

The network members guide the users toward other advisors within the network.

- An official order between the networks,
- A common liaison tool and coordination
- Work based on a mutual understanding of the organisations.

Evidence

39

The network shares information resources about the labour market and training offers with its members

- Shared regional public information website,
- Shared analysis,
- Creation of shared tools.

Evidence

40

The network asks the users how the service can be improved

- Joint consultation of users in the context of partnership,
 - Building a common methodology.

Evidence

41

The network implements an external periodical evaluation.

- Partnership agreements signify that a common evaluation system has been put in place.
- Support from financial backers.

Evidence

42

The network promotes and highlights the role and actions of each structure

- List of services, activities, websites, forums, joint partnership initiatives/ events.

Evidence

RECOGNITION OF QUALITY IN THE AREA OF GUIDANCE

1 Self-assessment

The indicators may be used as a basis to help organisations to monitor or to enact changes. By conducting an “honest” review of the use of the indicators in the organisation, a team can better understand how much progress they have made and the work which remains to attain the goal of quality it has set for itself.

Self-assessment grid for guidance systems

Name of indicator	How do we know? What evidence or tangible elements exist?	Level 1 2 3 4	Observations Importance for the user? Pertinence for the structure?

The 4 levels = 1: completely true; 2: mostly true; 3: mostly false; 4: completely false.





More formal systems of recognition

The first type of recognition is **peer recognition**. There are “rules of the game” accepted by all of the regions participating in the project and all partners agree to abide by these rules.

Another possible form of recognition is **certification**. This requires a procedure whereby an external entity issues a written assurance that a duly identified product, process or service complies with the specified requirements (of a standard, normative document or specific reference framework). A certificate of compliance is then issued to the organisation.

Accreditation is the most formal type of recognition. It is a procedure whereby an authoritative body formally recognises that an organisation or individual is competent to perform specific duties.

The final aim of the AQOR project is to build a **strategic plan at the inter-regional level** which will eventually make it possible to formally establish recognition for organisations which implement the quality indicators developed in the framework of this project. The partners may use this plan to launch a genuine quality process in the guidance organisations in their region.





Catalonia



Regione Lombardia



Malopolska



PACA



Rhône-Alpes



Rhône-Alpes



Brittany



Veneto