Alberta Career Development Conference

2016 **Commit to Excellence**
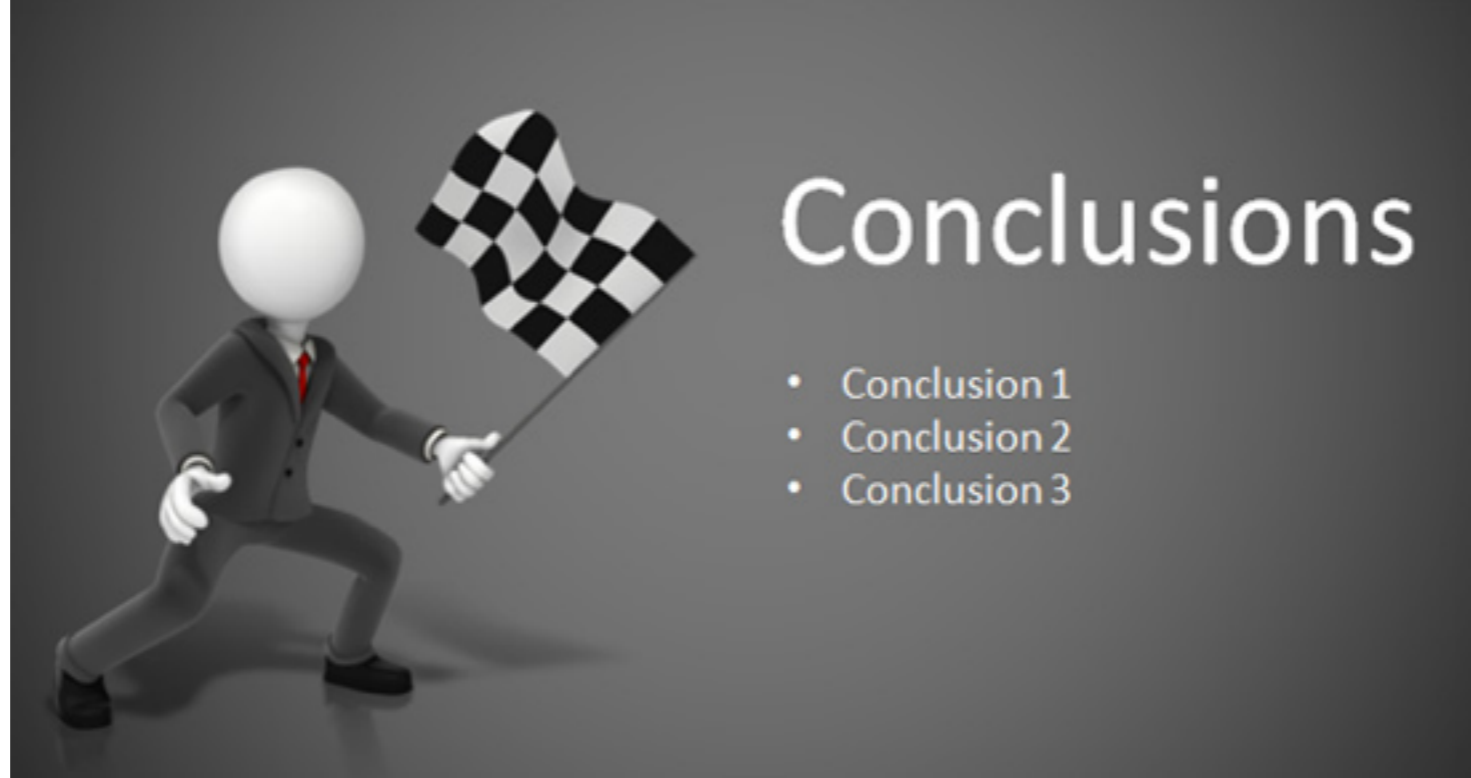
Wednesday April 27

Alberta Career Development Conference
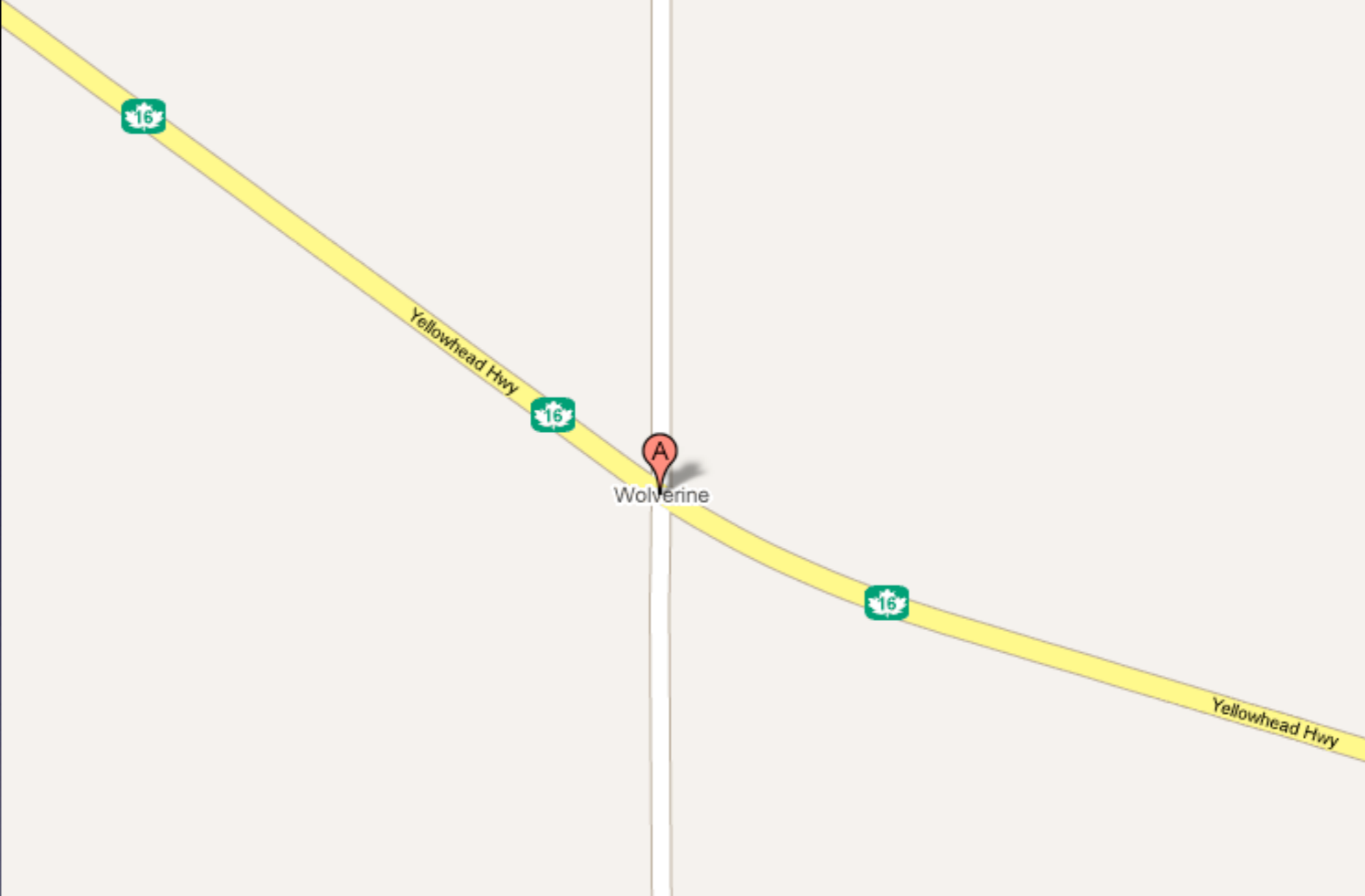
2016 **Commit to Excellence**

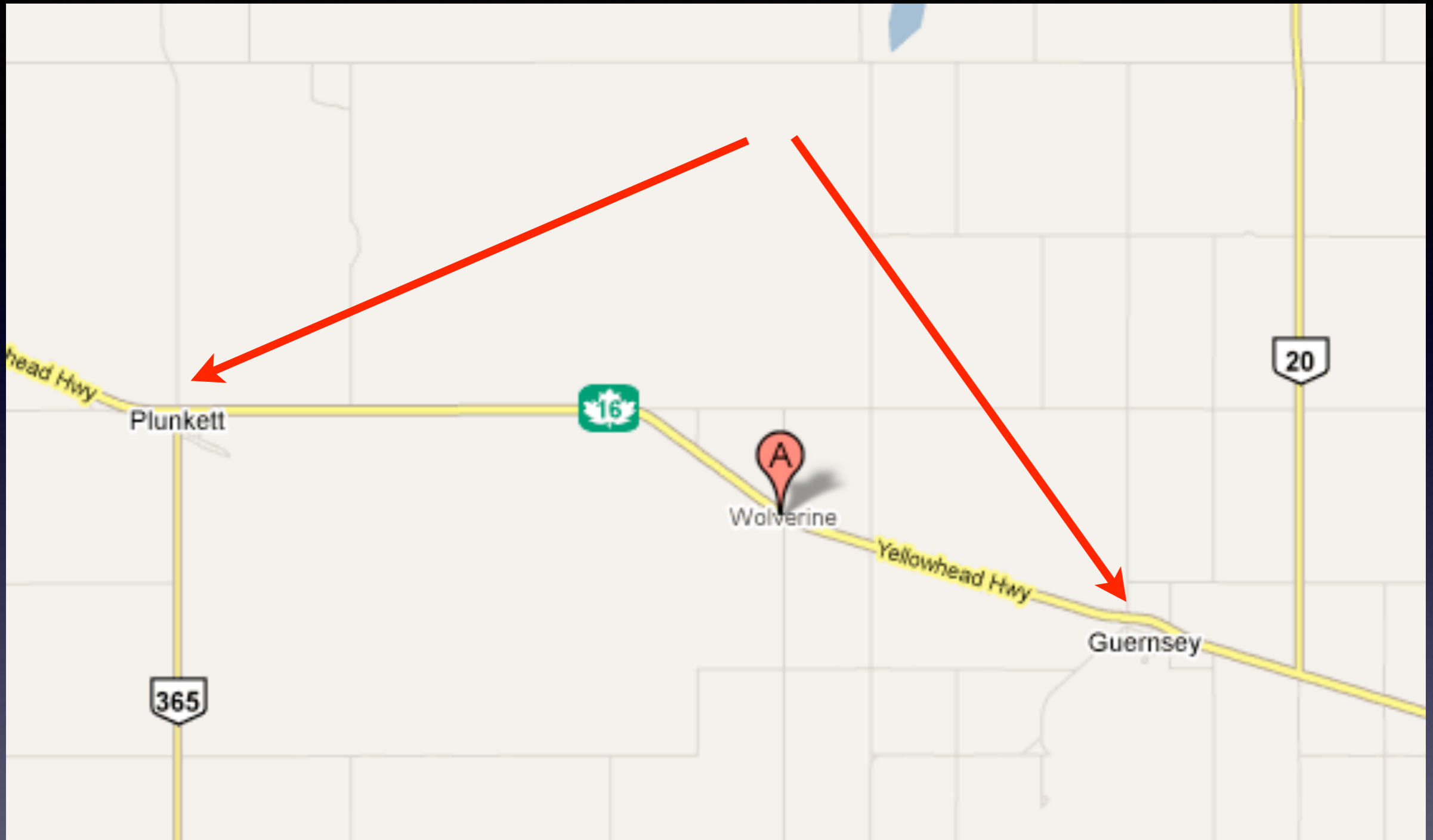# The Accountability Challenge in Career Services:
A Subversive Approach

Kris Magnusson
April 27, 2016

1. Career practitioners are agents of change;

2. The nature of career practice is changing; and

3. We need to get better at how we document and report client change.

The "answer", in the absence of context, makes no sense.

Ubiquitous Change

When you were a child, did you imagine being a ...

Nano-mechanic?

Old age wellness manager?

Memory augmentation surgeon?

Weather modification police?

Waste data handler?

Social networking worker?

Personal brander/communications advisor?

Parallel programmer?

Teaching as a Subversive Activity

A no-holds-barred assault on outdated teaching methods — with dramatic and practical proposals on how education can be made relevant to today's world

"...a healthy dose of Postman and Weingartner is a good thing: if they make even a dent in the pious... American classroom, the book will be worthwhile."
—NEW YORK TIMES BOOK REVIEW

NEIL POSTMAN & CHARLES WEINGARTNER

"A no-holds barred assault on outdated teaching methods"

It is the thesis of this book that change - constant, accelerating, ubiquitous - is the most striking characteristic of the world we live in and that our educational system has not yet recognized that fact.

... the abilities and attitudes required to deal adequately with change are those of the highest priority and that it is not beyond our ingenuity to design school environments which can help young people to master concepts necessary to survival in a rapidly changing world.
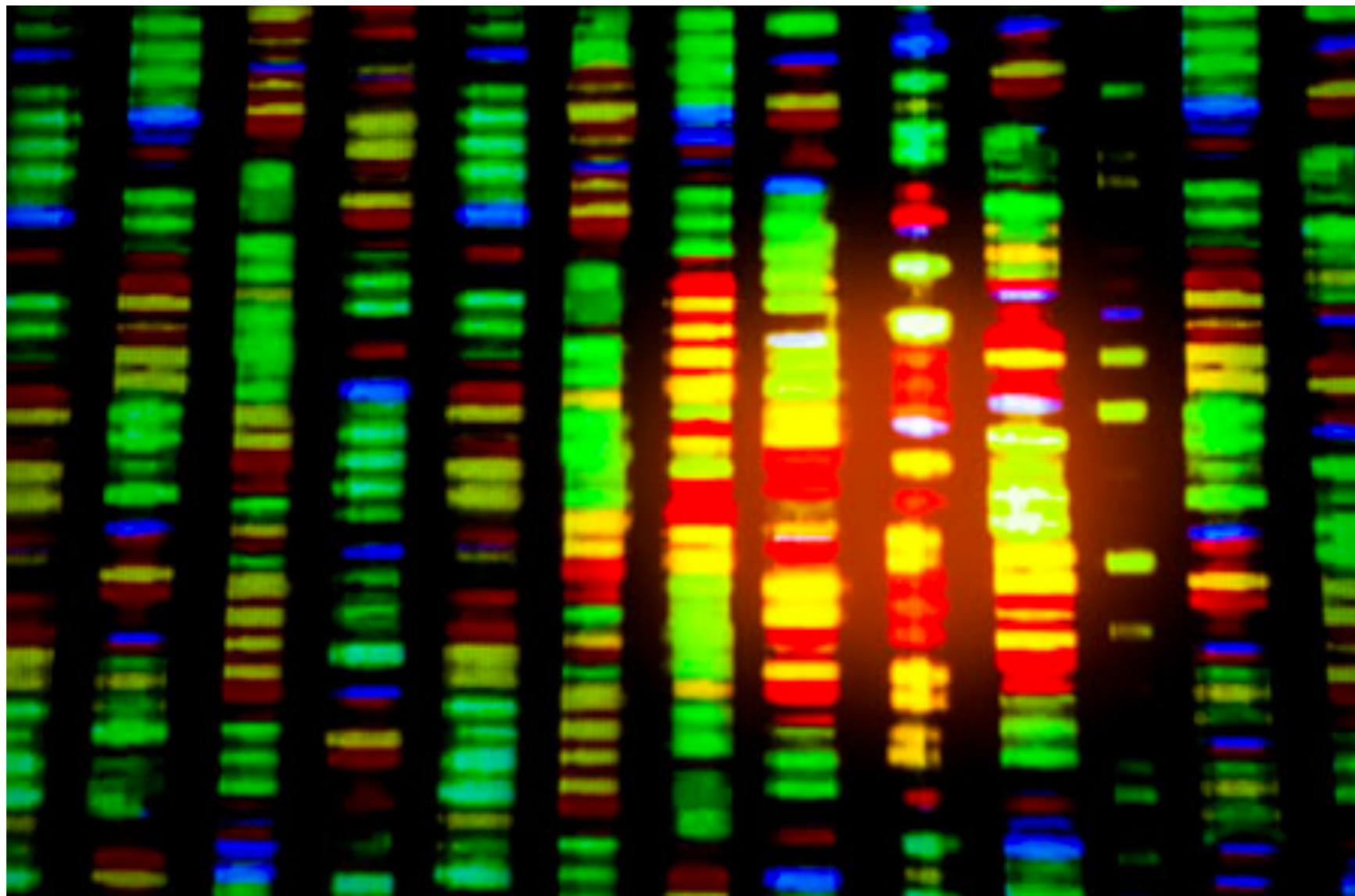
1971

Simple DNA test reshapes cancer care

The Vancouver Sun, October 2, 2015

Gender Stereotyping Starts as Young as 3 Months

- Gender assumptions made about babies based on the pitch of their crying

- (Science News, April 22 2016)

Mind-controlled drones show off latest in brain tech

CBC News, April 22, 2016

One size does NOT fit all.

In medicine, in education, in social change and in career services, interventions tailored to the individual are far more effective.

2,000,000

We need to help those we can,
and earn the right to help more
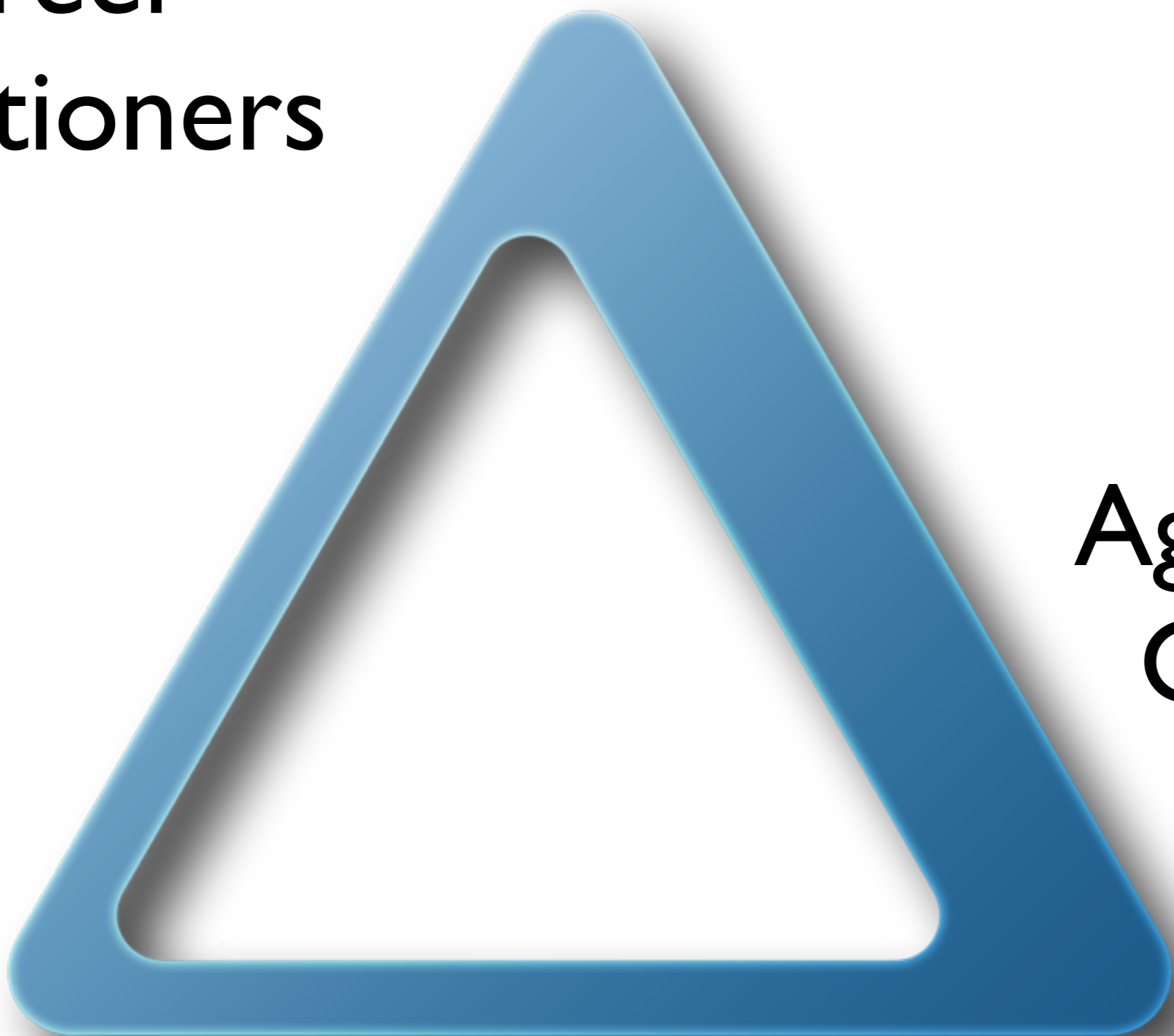
I'd like to lead change ...

...but what can one little person do?
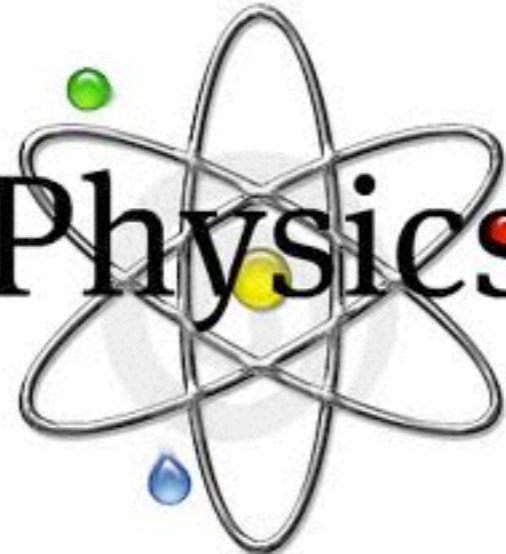
Inertia:

I'm not Lazy...
I'm Addicted to Inertia
$$I = \int r^2 \, dm$$

An object at rest will remain at rest, and an object in motion will remain in uniform motion, unless some force acts upon it

Professional Inertia:

A group will continue to move at its current speed and in its current direction unless some force acts upon it.

Small nudges get the
greatest change over
time
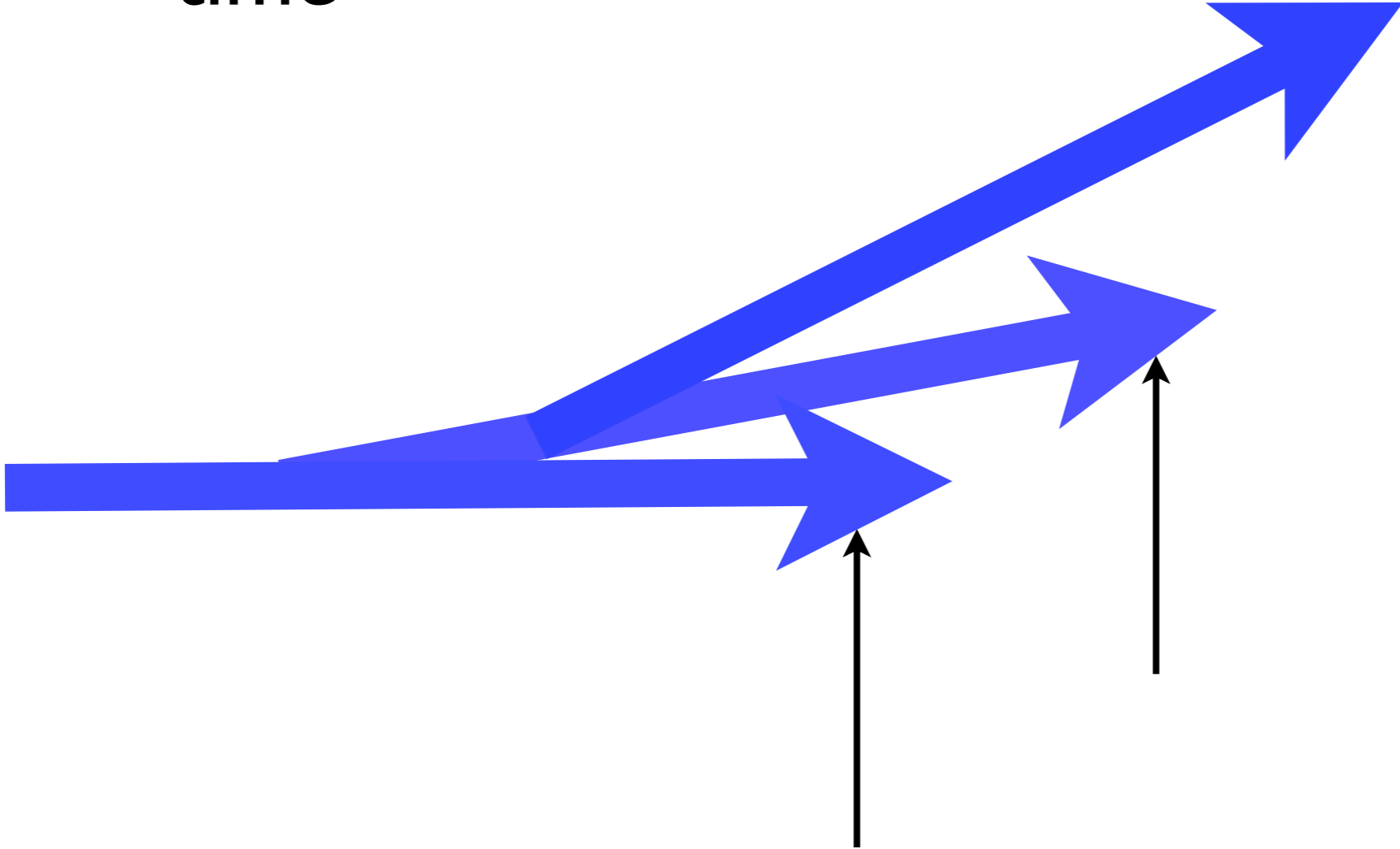
Service Providers Dilemma:

KEEP CALM AND DELIVER OUTCOMES

CANADIAN RESEARCH WORKING GROUP FOR EVIDENCE-BASED PRACTICE IN CAREER DEVELOPMENT (CRWG)

The State of Practice in Canada in Measuring Career Service Impact: A CRWG Report

Principal Researchers and Authors
Kris Magnusson
University of Lethbridge, Alberta
Vivian Lalande
University of Calgary, Alberta

Published by
The Canadian Career Development Foundation

CCDF

December 2005

162 Agencies

211 Practitioners

"Accountability breeds response-ability."

Stephen Covey

What Career Service Providers NEVER Say:

I would like fewer people to benefit from the services I provide, and I want those that do get service from me to be worse off than when we started.

What Career Service Providers Rarely Do:

Document the range of client change from their interventions, and link those changes to the specific activities or interventions.

Subversion ...

Transforming an established social order

Often rooted in frustration

Client(s)   Practice   Accountability

Challenge:

Be the change you wish to see in the world.
Mahatma Gandhi
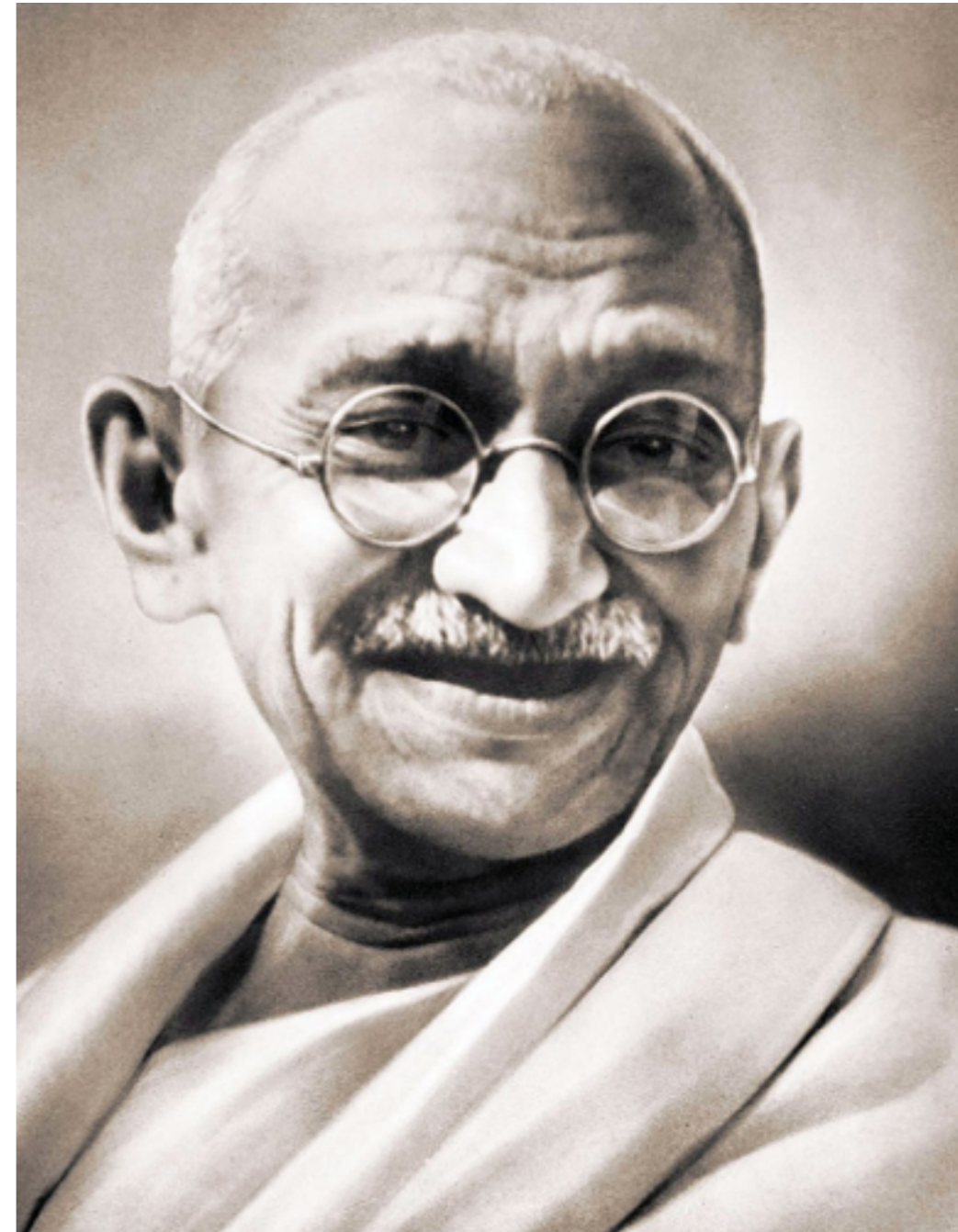
Strategy:

Give them what they ask for so you can give them what they need.

Transforming the social order of clients ...

FAN CLUB

PORTLAND, OREGON

Little Beaver

CHAMPION DU MONDE
DES NAINS

WORLD MIDGETS
CHAMPION

The curious case of Little Beaver

Transforming the social order of career practice ...

6 Trends That Have Transformed Career Development

This is NOT your father's Oldsmobile!

Trend #1:
From Static to Dynamic Systems

Static

- Work stays the same

- Decide on occupational destination

- Predict, Plan and Control

Dynamic

- Work Changes
  - In content, pace and form

- Decide on process

- Manage

Trend #2:
From Simple to Complex

Simple

- Career = Occupation or job

- One size fits all
  - Opportunities the same
  - Process the same
  - There is a "right" path

- Individual focus

Complex

- Career = Roles over the life span

- Career paths vary
  - Structure of opportunity varies
  - Process varies
  - Paths are idiosyncratic

- System focus

Trend #3:
From Linear to Cyclical Planning

Linear

- Sequence of steps that are followed

- Definite start and end points

- Highly prescriptive

Cyclical

- Grouping of inter-related processes

- No predictable sequence or starting points

- Highly creative

Trend #4:
From Choice to Confidence

Choice

- More information + better decision skills = good occupational choices

- Success highly correlated with self-esteem

Confidence

- More opportunity to experience + higher confidence = Better occupational plans

- Success highly correlated with self-efficacy

The best predictor of managing change is confidence

Trend #5:
From Head to Heart

Head

- Career planning as a cognitive activity

- Emphasis on information and rationality

- Goal = "right" occupational match

Heart

- Career planning as a passionate activity

- Emphasis on discovery and opportunity

- Goal = career integrity

Trend #6:
From Busy-ness to Impact

Busy-ness

- Individual accountability based on how many people served and kinds of services offered

- Service accountability based on end-point outcomes (such as job placements)

Impact

- Individual accountability based on measures of client change

- Service accountability based on developmental or "milestone" outcomes (such as aggregate measures of client change)

Problem:

The metrics of accountability are rooted in assumptions and beliefs for a world that no longer exists (if it ever did)

"Every great advance in science has issued from a new audacity of imagination."

(John Dewey)

Transforming the social order of accountability

Why the Need to be Subversive?

Funders often do not acknowledge the legitimate and useful results of service (such as progress towards a goal)

Practitioners often assume that evaluation is too complex, and that they are too busy

Evaluation is "bolted on" to programs, rather than designed in to programs

Subversive Survival Skills

1. Self-assessment

2. Environment/demand assessment

3. Creative bridging

4. Evidence gathering

5. Marketing and promotion

What Gets Subverted?

- Funder attitudes

- Service provider practice

- Career services as a moral obligation: we will actually have evidence to justify the power and efficacy of career interventions

Career Development Services Impact

Increased motivation

Fewer program transfers

Increased program completion rates

Increased workforce participation

Increased workplace productivity

Decreased turnover, less sick leave, higher morale

Decreased social marginalization

Evidence?

SUCCESS

What should we be measuring?

Client Change is the Only Useful Measure of Service Effectiveness

In Addition to Broad Impact Measures:

Learning gains (e.g., Growth in understanding)

Strategies (e.g., Growth in skills)

Attitudes (e.g., Will or perseverance)

Predictors of Engagement (e.g., Hope and Confidence)

Subversive Career Development Rule #2:

Intervention = Process + Outcome

We need as much information about how we get a result as we do about the results we get.

Hiebert's Evaluation Questions: Linking Process with Outcome

How well did the service provider follow the intervention?

How well did the client follow the intervention?

What client changes were observed (KSA's)?

What was the impact of the client changes?

Subversive Career Development Rule #3:

Evaluation does NOT need to be complex to be effective

- A clear understanding of the processes involved in moving forward in your career K

- A clear understanding of how your career is impacted by your current situation (supports and challenges) in the different contexts of your life K

- A list of possible career options that may align with your career vision S

- Use of print and online resources that allow you to research career options S

- Confidence that career-related work opportunities actually exist that align with your career vision A

- Optimism about the future of your career A

- Employed O

Subversive Career Development Rule #4:

Use simple scales that clients find easy to interpret.

Measures of Engagement

How much effort did you put into each activity/component?

Sample scale:

"1" = Didn't do it

"2" = Sort of did it

"3" = Did it thoroughly

Don't underestimate the power of self-report data.

If you want to report "soft" outcomes such as "hope" (or confidence), ask clients how hopeful they are!

Subversive Career Development Rule #6:

Use data to show client movement.

Decision Scales Improve Reliability Over Rating Scales

In answering these general questions, we would like you to compare yourself now and before the program. **Knowing what you know now**, how would you rate yourself before the program, and how would you rate yourself now?

In responding to the questions, please use a two-step process.
(**A**) decide on whether the characteristic in question is **acceptable** or **unacceptable**, then
(**B**) assign the appropriate rating:

(0) unacceptable,
(1) not really acceptable, but almost there,
(2) minimally acceptable (but still OK otherwise it would be 1 or 2),
(4) exceptional, or
(3) somewhere between minimally acceptable and exceptional.

Regarding the Program Goals for Module 1, and knowing what you know now, how would you rate yourself before the program, and how would you rate yourself now?	Before Workshop					Ave	Now					Ave
	0	1	2	3	4		0	1	2	3	4	
1. A clear understanding of the processes involved in moving forward in your career	7	8	8	6	0	1.45	0	0	0	15	14	3.48
2. A clear understanding of the core motivators (i.e. your career vision) that describe what you want to build in your career	3	10	11	5	0	1.62	0	0	2	10	17	3.52
3. A clear understanding of how your career is impacted by your current situation (supports and challenges) in the different contexts of your life	1	9	9	9	1	2.0	0	0	4	12	13	3.1
4. An assessment of your past work, education and life experiences	1	9	10	8	1	1.97	0	0	2	11	16	3.48
5. A list of possible career options that may align with your career vision	4	9	14	2	0	1.48	0	0	2	12	15	3.45
6. Knowledge of print and online resources that allow you to research career options	4	13	9	2	1	1.41	0	0	2	13	14	3.41
7. Confidence that career-related work opportunities actually exist that align with your career vision	6	11	6	6	0	1.41	0	0	6	16	7	3.03
8. Communication skills to connect proactively and appropriately with people in order to get direct, first-hand information about career options	7	7	7	6	2	1.64	0	1	2	15	10	3.21
9. Identification of emerging career-related goals and next steps	5	12	8	4	0	1.39	0	0	4	11	13	3.32
10. Optimism about the future of your career	8	10	5	5	1	1.34	0	2	2	14	11	3.17

Evaluation itself is a form of intervention.

Market, market, market.

Never ever give up!

A .300 baseball batting average makes you a superstar.

Sometimes - maybe even often - you never know the impact you've had.

The 20-year lag effect

IF YOU *CHANGE* THE WAY YOU LOOK AT THINGS, THE THINGS YOU LOOK AT *CHANGE*.

A Matter of Perspective

Nitsiniiyi 'taki!
Ay-Hay!
Merci!
Thank You!

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