Statement of Client Entitlement

Good practice guidance

For organisations and practitioners providing career guidance services

LIFELONG
LEARNING
UK

Skills for Learning Professionals

Contents

Introduction

Lifelong Learning UK, (the independent employer-led sector skills council with responsibility for the professional development of staff working in the UK lifelong learning sector) identified a need to develop a UK wide client entitlement statement for users of careers services. The International Centre for Guidance Studies was commissioned to undertake this work and developed the entitlement statements in consultation with potential clients and existing service users.

How to use these guidance notes

This good practice guidance has been produced to support organisations and practitioners to understand and apply the client user entitlement statements. It will enable organisations to assess the extent to which they are currently meeting the entitlement and to develop strategies to enhance their provision.

Each client entitlement statement is supported by a definition and examples of effective practice and activities to enhance service delivery. Effective practice has been defined as *'benchmarks to guide and support organisations and practitioners in identifying existing practice and areas for development'.* Where organisations identify gaps, a number of suggestions have been made which can contribute to enhancing and developing practice.

These guidance notes are not intended to be definitive. However, they are indicative of activities which can support the development of approaches to embedding the client user entitlement statements within all areas of practice.

Note on the use of 'customer' and 'client'

Throughout this document we have used the term 'client' as interchangeable with 'service users' or 'customers'.

Client Entitlement Statement

As a user of adult careers services in the UK I am entitled to a service:

1. Which is responsive to the needs of all users

2. Where staff are well-trained, knowledgeable and suitably qualified to do their jobs

3. Which motivates me and inspires me to consider all opportunities open to me

4. Which is personal to me

5. Which helps me to gain the skills I need to make my career goals a reality

6. Which provides the support I need to be successful

7. Which helps me access additional support I might need

8. Where I am safe and where my personal information is respected and protected.

Guidance notes

A service which is responsive to the needs of all users

This statement promotes the service as being welcoming and accessible to all and recognises and addresses perceived physical and cultural barriers.

Effective practice looks like

- Organisations have identified both perceived and real barriers to access to services and have implemented strategies to limit these

- Services are promoted in a range of ways to help ensure access by the widest variety of users and user groups

- Delivery staff who reflect the diversity of the local community

- Equality and diversity is embedded throughout all policy and practice.

Activities to enhance service delivery

- Proactively providing opportunities seeking feedback from clients on access issues

- Identification of the barriers which limit access to services and methods of overcoming these

- Clear marketing and communication strategies which are differentiated and targeted to promote services within the bounds of the resources available

- Monitoring and evaluation of different marketing and communication approaches

- Recruitment practices which ensure vacancies are circulated as widely as possible through appropriate community focussed partner organisations

- Staff development activities which empower practitioners to effectively address equality and diversity issues

- Visible commitment to equality and diversity which is clearly articulated through the philosophy and culture of the organisation

- Visible commitment to communicate client entitlement

- Effective use of networks and stakeholder groups to promote and facilitate access for users.

A service where staff are well-trained, knowledgeable and suitably qualified to do their jobs

Staff providing services receive appropriate initial training, work to professional standards and engage in regular continuing professional development.

Effective practice looks like

- The culture of the organisation invests in its people and values professional development

- Staff are appropriately qualified and work to professional standards dependent on their role and responsibilities

- Leaders and managers raise expectations and promote ambition throughout the organisation

- Performance monitoring is in place to ensure training and development needs are identified and acted upon

- Staff are empowered to become lifelong learners and effective career managers and promote this by example to their clients

- There is an expectation that all practitioners develop digital literacy skills to effectively support clients

- The organisation invests in the training of its leaders and managers and facilitates and supports staff at all levels to undertake and reflect on the variety of their own professional CPD activities

- Promotion to service users of the expertise of staff in meeting their specific needs.

Activities to enhance service delivery

- Performance and professional development review processes are made available to all staff and are integral to business objectives

- Organisations make an explicit commitment to professional development and communication of a transparent process for career progression (the LLUK progression framework)

- There is clarity between levels and the roles and the appropriate training required

- Accurate job descriptions exist and are (regularly) reviewed, at least at the time of the professional development review

- A clearly articulated training plan for the organisation exists which is linked to business development goals

- Regular training needs analysis takes place

- The organisation promotes opportunities and support in developing digital literacy skills

- High quality management and leadership training exists

- Peer review is encouraged for all staff as a means of ensuring ongoing quality improvement and reflective practice.

A service which motivates me and inspires me to consider all opportunities open to me

Services which promote an aspirational approach by demonstrating belief in the clients' abilities and inspiring them to be the best they can be and to achieve their potential.

Effective practice looks like

- Staff who are positive, enthusiastic, supportive and sensitive to individual need.

- Services which encourage users through positive reinforcement and honesty

- Staff who work in a professional manner, recognise the limitations of their own role and promote ownership in users' decision-making skills

- Services which help users to recognise barriers to success and to develop coping strategies

- A range of organisational strategies which are in place for empowering clients to become better career managers

- Services which encourage client engagement in career planning and the development of independent career management skills

- Services which promote a culture of life-long career management.

Activities to enhance service delivery

- Accurate diagnosis of client career management needs

- Training which empowers practitioners to be confident in motivating and inspiring clients to achieve their potential is available

- Staff demonstrate the ability to challenge stereotypes.

A service which is personal to me

A broad range of services are available and are tailored as appropriate to meet individual needs of clients.

Effective practice looks like

- Advisers who are skilled in a range of approaches and have the ability to personalise services according to need

- The provision of differentiated services and support in accessing these as appropriate

- Advisers committed to personalising services in accordance with professional and ethical standards

- Practitioners who are confident in using a variety of web based and other tools that are used with clients.

Activities to enhance service delivery

- Skilled advisers are able to diagnose need

- Advisers are able to apply their practice to addressing individuals needs

- Appropriate ethical frameworks are incorporated and implemented

- There is clear signposting and availability of differentiated services for clients

- Practitioners have knowledge of approaches to personalising information to the needs of the client.

A service which helps me to gain the skills I need to make my career goals a reality

Service provision empowers individuals to develop the skills to become effective life long career managers.

Effective practice looks like

- Services are outcome focussed and orientated to the achievement of goals

- A culture which promotes client empowerment and the need to take responsibility and ownership for all decision making

- A service where the client understands their part in the process and what is required to achieve their goals

- A service which encourages clients to take responsibility for learning, career and life choices

- A culture which develops client's information handling and management skills

- Accurate and current labour market information is made available in a variety of formats to meet client needs

- A service which communicates the benefits of information and advice in supporting choices about career, life and work

- Practices which support clients to make well informed and realistic career decisions.

Activities to enhance service delivery

- Services facilitate well informed and realistic decisions about skills, career, work and life tailored to the individual and their circumstances.

- There are a range of interventions which empower and provide clients with the skills and competences they need to implement their career decisions

- Clients are able to gain an understanding of their role in the information and advice process

- Staff have effective labour market information interpretation skills and can use these to help clients

- Clients have access to personalised advice and in-depth services, which facilitate well informed and realistic decisions about skills, career and job-related issues.

- Processes and systems are in place which support and promote client centred action planning.

Services which provide the support I need to be successful

Services provide a range of interventions which facilitate well informed and realistic decisions about skills, career, and job related issues.

Effective practice looks like

- Diagnostic approaches are provided which support clients to make the best use of the services available

- A range of interventions are available which help meet the differentiated requirements of clients.

Activities to enhance service delivery

- There is adequate signposting to resources and services

- Practitioners are trained and skilled in supporting clients to make the most of the range of services available, including in the use of careers related 'diagnostic' tools.

- Services are delivered through a range of media including; face to face, telephone, and using various e-technologies including web-based services.

- Services promote self-advocacy

- Services support clients to identify personal goals and to monitor progress.

Services which help me access any additional support I need

Partnership relationships - with external agencies and other internal services - are in place to help ensure a wide range of services are available to meet client needs.

Effective practice looks like

- Partnership relationships are based on mutual value and respect of individual contributions

- Effective referral mechanisms between partners exist to help ensure that client needs are met

- Mechanisms are in place to monitor the outcomes of referrals

- External partners are aware of the procedures for making and receiving referrals

- The client has a clear understanding about the need for referral and how this will benefit their situation.

Activities to enhance service delivery

- Accurate information about the nature and remit of partners' activities is collected and used

- Partnership agreements identify roles, responsibilities and limitations of services that can be provided to clients

- Effective communication strategies facilitate opportunities for dissemination and networking

- Systems and procedures for referral are in place

- Monitoring and review of referral systems takes place on an annual basis as a minimum

- Referral information is regularly updated and shared amongst appropriate staff.

Services where I am safe and where my personal information is respected and protected

Organisations operate within legislative and ethical requirements to provide services which protect and safeguard clients' interests.

Effective practice looks like

- Practitioners who understand, articulate and adhere to the parameters of their role

- Organisations which incorporate and implement appropriate ethical frameworks

- Practitioners who act within frameworks, and processes to ensure contract compliance

- Practitioners who work within the guidelines and frameworks to protect vulnerable clients

- Practitioners who understand the legislative requirements of their roles and adhere to them

- Clients should have an explicit understanding about what information is being retained and why, and who has access to this

- Practitioners who can articulate the rationale behind ethical and legislative requirements.

Activities to enhance service delivery

- Explicit policies and procedures which support professional practice

- Organisations ensure that their staff are aware of the requirements of legislation, as they pertain to their roles, and monitor their compliance

- Staff are provided with regular updates on changes to their requirements to practice

- Effective and continuing professional development and information updates are available.

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