EUROPEAN LIFELONG GUIDANCE POLICY NETWORK

Career Management Skills: Factors in Implementing Policy Successfully

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Task Force 2 within WP1

- Identifying factors which support policy development and implementation in relation to CMS.

Background to the study

- Research and practical experience
- Questionnaire sent to all ELGPN member countries with responses from 11 countries - (AT, CZ, DE, DK, HU, LT, MT, PT, SE, SI, SK)

Point of Departure

Most policies are "ramshackle, compromise, hit-and-miss affairs that are reworked, tinkered with, nuanced and inflected through complex processes of influence, text production, dissemination and, ultimately, re-creation in contexts of practice" (Ball 1998: 121).

The Analysis:

Dimensions:

1. The policy to be implemented
2. The people involved in the implementation
3. The place of implementation
4. The pace of implementation

Sectoral areas:

1. Schools
2. VET
3. Higher education
4. Adult education
5. Employment
6. Social inclusion

Six factors that are important in the development and implementation of CMS policy

1. CMS regulations incorporated both in education and labour legislation

2. Sustainable funding of CMS activities

3. The presence of an influential communication platform that focuses on CMS policy formulation and implementation

4. CMS policy design and implementation as both a short and long term process that is planned and gradual

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5. Policy implementation is supported by sound content development, professional service delivery, and well-trained staff

5. Monitoring of the CMS policy implementation process

Conclusion

- The factors proposed are points for reflection. They are therefore tentative, and in no way do they make any grand claims about the complex process of policy implementation.

Thank you

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