

Challenges and Success Factors in the Quality Development Process in Germany



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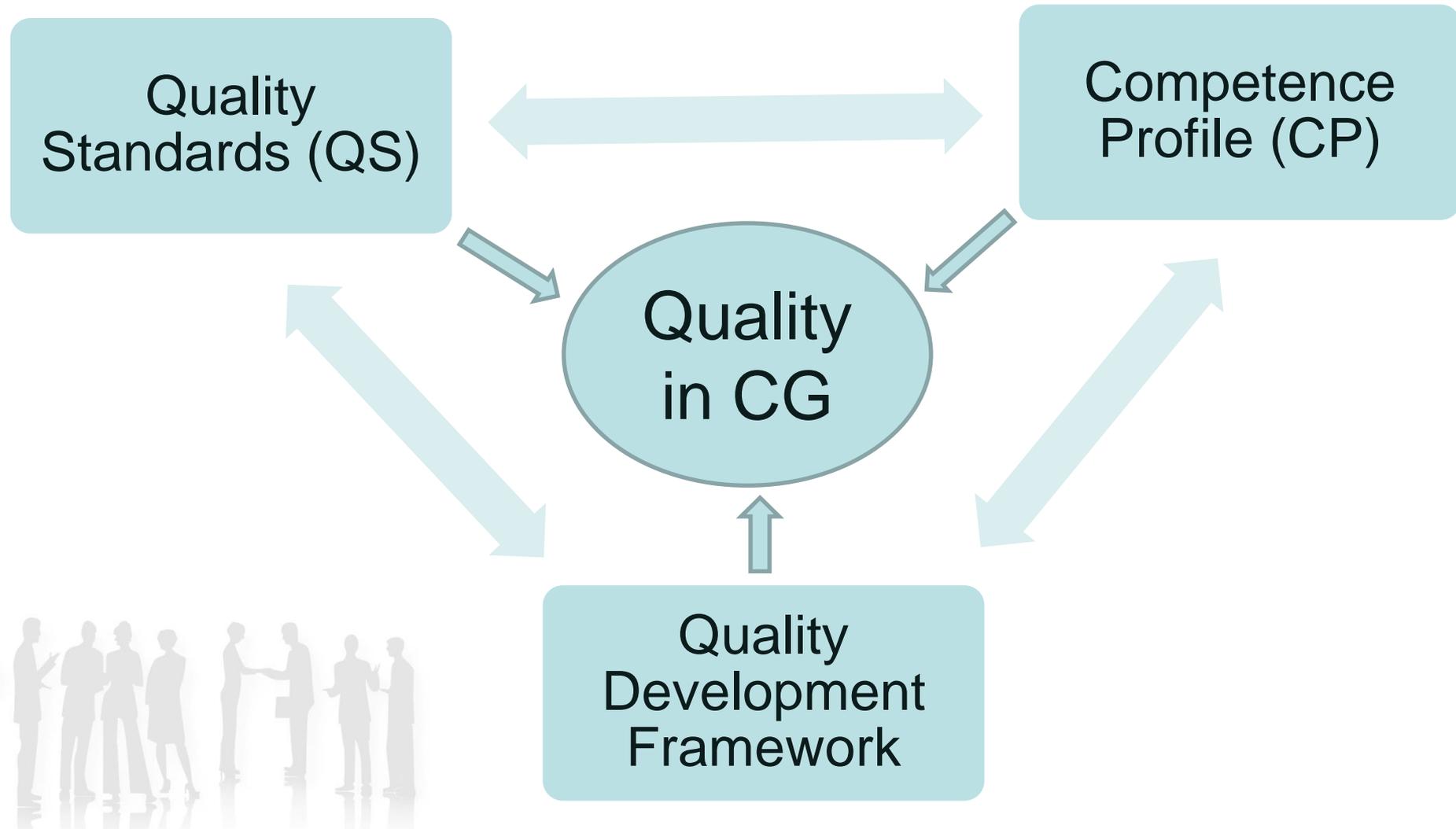
Federal Ministry
of Education
and Research

Reminder: Quality Development Process

- aims: strengthening and professionalizing lifelong guidance services
- developed and coordinated by the National Guidance Forum in cooperation with the University of Heidelberg
- financially supported by the Federal Ministry of Education and Research
- from 2009 to 2014 in two project phases
- Result: „BeQu - Integrated Quality Concept“ including quality standards, a competence profile for practitioners and a quality development frame



BeQu Integrated Quality Concept for CG



Challenges and Success factors

when
initiating the
process

during the
development
process

when
implementing
the results



Challenges when initiating the process

when initiating the process

during the development process

when implementing the results

- heterogeneous and highly fragmented field
- splitted responsibilities and funding structures between federal, regional, and local authorities and additional actors, providers and stakeholders in the field
- diverse interests and objectives

Actions and success factors:

- Identifying and involving all actors and stakeholders
- Securing commitment and legitimacy through ongoing communication with relevant actors and stakeholders
- Securing governmental support (ideally and financially)
- Bottom-up Process of Open Coordination (OPC) secured broad ownership
- Relying on scientific expertise
- Encouragement and support by European policy developments (Resolutions, ELGPN Peer Learning and Tools)

Challenges during the process

when initiating the process

during the development process

when implementing the results

- Finding common grounds and definitions
- Maintaining the level of commitment and ownership
- Keeping the open process of coordination manageable
- „Competition“/interference with other quality development systems in the guidance field

Actions and Success factors:

- Developing a common understanding and definition of lifelong guidance and of quality as an imperative basis
- Strengthening commitment for the common goal
- Enhancing ownership and networking through communication
- Finding appropriate formats to manage the OPC with large numbers of involved persons
- Enhancing transparency to the wider career guidance community through various forms of communication
- „Co-evolution“ with other projects and programmes in the field
- Designing an open concept of quality development that accommodates existing quality assurance models and systems

Challenges when implementing the results

when initiating the process

during the development process

when implementing the results

- Maintain the level of ownership and commitment of actors and stakeholders in policy and practice
- Reacting appropriately to resistance, especially when it comes to questions of certification and accreditation
- Secure the resources for continuous development and implementation
- Developing a sound and sustainable business plan for the implementation strategy

Actions and Success factors:

- Designing a comprehensive implementation strategy
- Discussion and endorsement in the National Guidance Forum and other networks
- Starting a bottom-up process of implementation by supporting single initiatives, providers and sectors who implement the BeQu-concept
- Networking – setting up a strong network of providers and practitioners willing to use BeQu-Concept to develop their quality



Thank you for your attention!

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