Chapter 15

Strategic Planning for Career Services
Chapter Overview

- Strategic Planning and the Aims of Career Services
- Social Trends
- Strategic Planning
- Why Strategic Planning
- Guidelines for Strategic Planning
- Strategic Planning, Cognitive Information Processing & Accountability
- Roles of the Career Services Practitioner
- Summary
Strategic Planning and the Aims of Career Services

- Frank Parsons and the early vocational guidance movement
- Response to trends in the country, e.g., globalization, immigration, equity concerns, technological advances
• Two aims of modern career services:
  – Provide learning opportunities to help individuals acquire new knowledge and capabilities that will enable them to become better career problem solvers and decision makers
  – Be responsive to the needs of clients, organizations, or communities
Strategic Questions

- What is our business?
- Who are our primary clients?
- What are their needs?
- How can we as career counselors foster decision-making skills that will enable them to make informed choices?
Social Trends

- Global Economy
- Growth of Technology
- New Ways of Working
- Changing Family and Work Roles
The Global Economy

• Peter Drucker
  – Transformation of civilization
  – Primary resource is knowledge (i.e., useful information)
  – Emergence of knowledge workers
  – Careers occur in a global context
Growth of Technology

- Exponential rate of technological change
- Impact of technology on careers and the provision of career services
- Growth of the Internet
New Ways of Working

- Flex-time, Part-time
- Job sharing
- Temporary
- Home-based Work/Telecommuting
Changing Family and Work Roles

• Today’s patterns of men’s and women’s work roles are relatively recent trend
• Beginning in the 1940s, increasing number of women working outside the home
• Emergence of the dual career family
• Requires trade-offs and new definitions of success
Implications of Social Trends

- Requires more complex ways of thinking
- Larger number of role-relationships
- Adjusting to family and workplace changes requires complex and creative minds, adaptability and flexibility, understanding of symbolic communications
Impact of Social Trends on Career Services

- New type of career services users: “career shoppers” -- considering various resources and services, browsing, previewing before committing
- Career shoppers screen themselves into or out of career services
- Conscious of value and time
Strategic Thinking

- Involves the integration of planning, leadership, and management
- Developing a vision of where the institution wants to go, and developing strategies (plans) on how to get there
Strategic Thinking

• Key Questions
  – Where does organization or community in which this career service program is located want to go?
  – Are we in the right business relative to other businesses in our environment?
Strategic Thinking vs. Operational Planning

• Strategic Thinking
  – Doing the right things (effectiveness)

• Operational Planning
  – Doing things right (efficiency)
Strategic Thinking vs. Operational Planning

- **Strategic Thinking**
  - formulation
  - what
  - where
  - ends
  - vision
  - effectiveness
  - strategizing
  - risk

- **Operational Planning**
  - implementation
  - how
  - means
  - plans
  - efficiency
  - planning
  - control
Strategic Thinking

• Requires career services personnel to continually monitor services relative to the core functions of the organization they serve
Strategic Thinking

• Three Components
  1 Formulating a vision of the right things to do (strategic planning)
  2 Achieving a consensus and acquiring the resources to do the right things (leadership)
  3 Implementing a plan to do things right (management)
Strategic Planning

- **Defined:**
  - formulation and attainment of organizational goals through securing and distributing resources in competitive environments

- **Purpose is to maintain & enhance viability of program in a broader organizational and environmental context**

- **Determining organization’s internal growth and development in relation to external forces**
Strategic Planning

• Requires a proactive problem-solving behavior directed externally at conditions in the environment

• Helps organization achieve success with its mission while anticipating future changes in the environment

• Requires a vision of the future that may include intuition, opinions, qualitative information
Strategic Planning

- What services will clients require to help them make career decisions five or ten years from now (internal environment)?
- How will this career decision-making activity complement the core functions of the organization (external environment)?
Strategic Planning

• Boundary spanning role of career services
  – Impact of external forces
  – Clarify boundary-spanning networks of career services
Strategic Planning

- Influence of organizational structure on functions & operations
- Geographic realities
- Impact of new functions
- Use of flowcharts to help track organizational activities (e.g., services, budget, staff)
Strategic Planning

• Maintaining and enhancing one’s position

• Keeping an eye on evolution of organizational mission

• Having career services be integral to the organization’s mission

• Integrating vision of success & sense of mission
Strategic Planning Guidelines

1. Assess the organization
2. Identify strategic issues
3. Frame strategic issues
4. Develop mission statement
5. Develop goals & objectives
6. Formulate strategies & performance indicators
Assess the Organization

– Present mandates, mission, goals, and visions (consider internal and external perspectives)

– Strengths, weaknesses, opportunities & threats (SWOTS)
Identify Strategic Issues

- **Direct approach**—linear review of organization (e.g., mandates, mission, SWOTS)
- **Goals approach**—establish goals and objectives; identify strategies to achieve them
- **Vision-of-success approach**—developing picture of organization in the future that maximizes successful fulfillment of its mission; useful when drastic change is needed
Frame Strategic Issues

– Consider the extent to which issue is strategic, e.g.,
  • Is challenge or opportunity long-range?
  • Impact extends beyond the immediate program
  • Considerable budgetary risks
  • Resolution of issue involves new goals resources, policies, etc.
Frame Strategic Issues

- Best approach is unclear
- Management level needed to deal with the issue
- Consequences of not addressing the issue
- Issue is emotionally charged
Frame Strategic Issues

• Key Questions
  – What is the issue, conflict, or dilemma?
  – Why is it an issue?
  – What is it about the program’s mission, mandates, or SWOTS that makes it an issue?
  – Who says it is an issue?
  – What are the consequences of not doing something about it?
  – Can we do something about it?
  – Is there a way to combine or eliminate issues?
  – Should issues be broken down into two or more issues?

(Bryson, 1988)
Develop Mission Statement

- Can use planning committee to develop a working draft
- Have stakeholders review
- Reflects the philosophy, theory, purposes, and assumptions underlying a career service program
- Helps to answer the question: Are we doing the right things?
Develop Goals and Objectives

- Focus is: are we doing things right?
- Goal statements relate to broad intents of the program (3-5 year time frame)
- Objectives are more specific (<less than a year time frame)
Formulate Strategies and Performance Indicators

• **Strategy**--involves sequence of events to achieve an objective

• **Performance indicators**--measure degree to which goals and objectives are accomplished; satisfy accountability requirements
Strategic Planning, Cognitive Information Processing, and Accountability

• Key Question:
  – How can principles of strategic planning be linked to the offering of effective career services that enhance career problem-solving and decision-making skills?
Client Population

- Who is eligible to receive services and who is not?
  - **Primary clients**--eligible to receive services
  - **Secondary clients**--those affected by the primary clients’ changed capacity for career problem solving
Domain of Client Decisions

- Kinds of decisions made by the client population
- May involve a survey or checklist completed by a client population sample
- Which decisions need to be the main focus of career service?
- Consider the mission of career services in relation to other services within the organization
Information and Services Required

• What resources clients require in relation to the decisions to be made?
  – kinds of component knowledge (self & occupational) & cognitive skills required
  – client’s general learning capabilities
  – availability of alternative means of delivering information & providing learning events

• Develop budget to acquire resources
Effectiveness of the Services

- Assessing the degree to which clients acquire the knowledge and skills needed to make decisions consistent with the mission of the center
- May involve pre-post test design
- Evaluation strategy may include output and outcome data for each decision associated with the center’s mission
- Evaluation data can be used for programmatic decisions related to allocation of financial resources and for communicating effectiveness to stakeholders
Role of the Career Services Practitioner

- Strategic planner
- Designer-developer-evaluator
- Teacher-educator
- Counselor
Role of the Career Services Practitioner

• Counselor
  – Provide core conditions for growth and change
  – Career counseling viewed as a therapeutic event

• Teacher-Educator
  – Treating career counseling as a learning event
  – Requires knowledge from the fields of educational and cognitive psychology
  – Client and counselor must agree on set of learning outcomes and ways to attain them
Role of the Career Services Practitioner

• Designer-Developer-Evaluator
  – Offering services & programs to a population of potential clients
  – Designing an instructional system
  – Client learning outcomes is focal point for assessing effectiveness
Role of the Career Services Practitioner

- **Strategic planner**
  - Focus is on how career services contributes to the good of the organization and the community
  - Changes the role of counselor education programs
Summary

• Key concepts: strategic thinking, operations planning, and strategic planning
• Six stage process for strategic planning
• Linking strategic planning to CIP and accountability
• Emerging roles of the career practitioner
Getting the Most Benefit from Reading

• Design a strategic planning process for a career service in the community.

• Approach the redesign of your present counseling curriculum from (a) an operations planning mode and (b) a strategic planning perspective.

• Investigate the mission, goals, and objectives of a career services program in the community.

• Examine how global trends will influence a career services program in your community.
For Additional Information

www.career.fsu.edu/techcenter/

Thank You