

# Career Counseling and Services: A Cognitive Information Processing Approach

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# Chapter 15

## Strategic Planning for Career Services

# Chapter Overview

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- 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

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- Frank Parsons and the early vocational guidance movement
- Response to trends in the country, e.g., globalization, immigration, equity concerns, technological advances

# Strategic Planning Perspective

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- 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

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- 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

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

# The Global Economy

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- 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

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

# New Ways of Working

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- Flex-time, Part-time
- Job sharing
- Temporary
- Home-based Work/Telecommuting

# Changing Family and Work Roles

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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- Requires career services personnel to continually monitor services relative to the core functions of the organization they serve

# Strategic Thinking

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- 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

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- 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

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- 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

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- 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

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- Boundary spanning role of career services
  - Impact of external forces
  - Clarify boundary-spanning networks of career services

# Strategic Planning

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- 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

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- 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

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- 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

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- Present mandates, mission, goals, and visions (consider internal and external perspectives)
- Strengths, weaknesses, opportunities & threats (SWOTS)

# Identify Strategic Issues

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- **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

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- 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

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- 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

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- 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

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- 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

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- **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

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- 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

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- 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

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- 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

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- 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

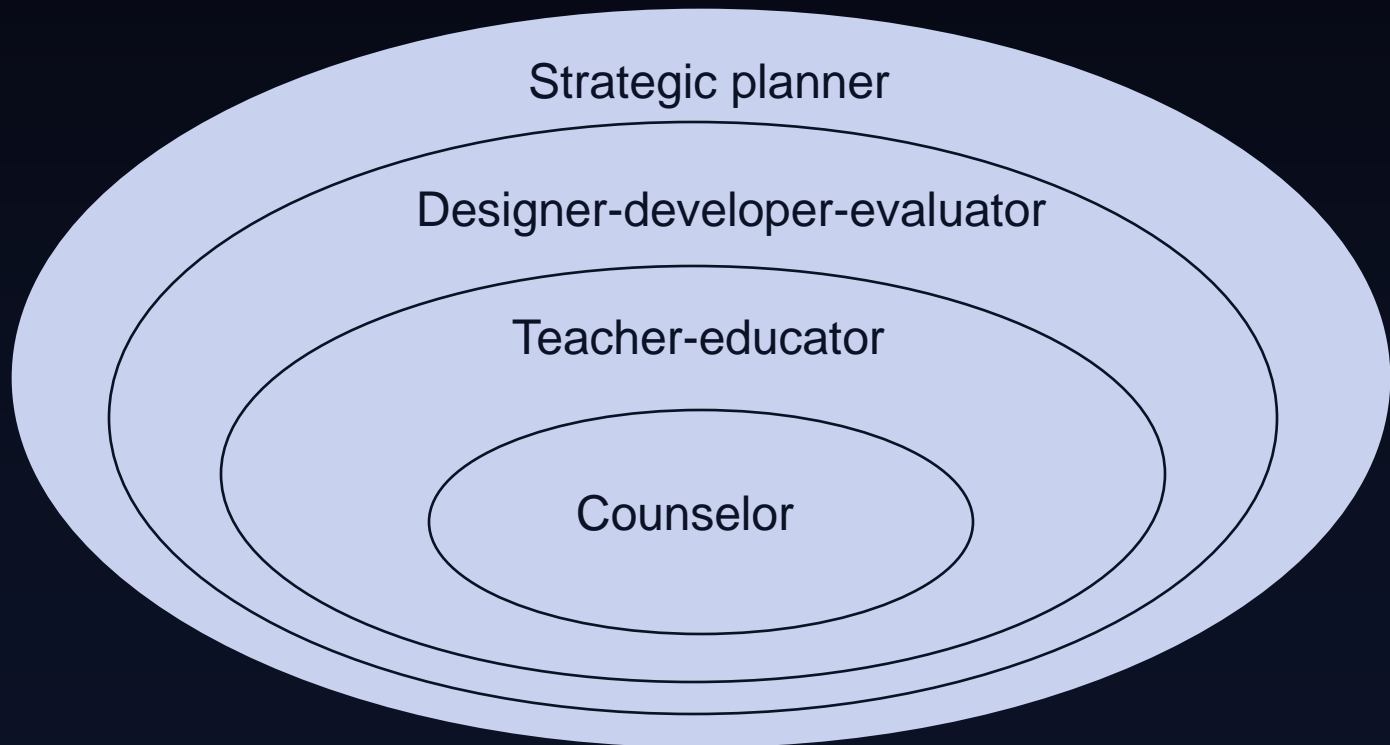
# Effectiveness of the Services

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- 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

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# Role of the Career Services Practitioner

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- **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

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- 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

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- **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

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- 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

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- 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

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[www.career.fsu.edu/techcenter/](http://www.career.fsu.edu/techcenter/)

Thank You

