



ICCI Global Council Report – 15th November 2016

About the Career Development Institute

The CDI is the single UK-wide professional organisation for everyone working in the fields of career education; career information, advice and guidance; career coaching, career consultancy and talent management.

We have over 4800 members and aim to speak with one voice for the career development sector, ensuring a sound networking approach between practitioners, inspiring confidence in those who seek help in moving into and through the sector and providing support to members in the delivery of high quality career development services.

1. What is happening in your country in the economy, politically and the labour market?

The withdrawal of the United Kingdom from the European Union is commonly known as Brexit. Following a referendum in June 2016, in which 52% of votes were cast in favour of leaving the EU, Prime Minister Theresa May announced that the government would invoke Article 50 of the Treaty on European Union, the formal procedure for withdrawing, by the end of March 2017, which, within the treaty terms, would put the UK on a course to leave the EU by the end of March 2019.

This has led to a great deal of political uncertainty in the UK. We now have a new Prime Minister, Theresa May, a new Secretary of State for Education and a new Minister and civil servants. A Careers Strategy and Statutory Guidance for the delivery of career guidance in schools, originally intended to be published earlier in 2016 is yet to be published and this is leading to further uncertainty and anxiety about the provision of career guidance in schools. The sector is much in need of government investment.

There is also debate about the future of the National Careers Service which provides career advice, information and guidance to adults. The political uncertainty is also having an impact on the funding for HE and other providers through European projects which are ESF funded and which will not be accessible following Brexit.

The CDI's overarching priority is to convince the Government to reconstitute the current National Careers Service in England into a genuinely all-age career development service that provides support throughout life: to young people in the education system, in employment or NEET, and to adults in work or unemployed. We also want to raise awareness among both business and individuals of the benefits of investing in career development and to incentivise private and personal investment in career development

UK Employment Rate Highest Since 1971

In spite of Brexit employment figures are holding up. Figures released from the Office for National Statistics show that the UK's employment rate (the proportion of people aged from 16 to 64 who are in work) was 74.5% for the period ending in July, the joint highest since comparable records began in 1971.

The unemployment rate in the UK remained at 4.9%, which is down from 5.5% for the same time last year. This period covers the first full month following the European referendum, according to data from the Office of National Statistics. The data showed that the last time the unemployment rate was lower was for the period from July to September 2005. There were 1.63 million unemployed people (people not in work but seeking and available to work), 39,000 fewer than the previous period of February to April 2016 and 190,000 fewer than for a year earlier.

For the following sections I am grateful to Valerie Rowles, Ruth Winden and Rosemary McLean who are all CDI members for their insights.

2. What is happening in the career coaching profession?

Valerie Rowles reports that there is ongoing demand from individuals for career coaching - either asked for through their employer or sought privately. Anecdotally, greater visibility of the CDI's UK Register of Career Development Professionals has helped some of our registrants to grow their number of clients.

She says that people are grappling with the usual variety of issues, from workplace bullying that has undermined confidence, to dealing with redundancy, to looking for work that feels more meaningful.

Publicly funded organisations that use career coaches seem to be continuing with belt-tightening, offering fewer days with day rates remaining stagnant. HMRC's focus on the freelance sector has meant some organisations are introducing more bureaucracies - with the onus on the sole-trader or Limited business to prove that the career coaches are self-employed rather than employed.

Ruth Winden has reported that the interest in neuroscience and brain based coaching is growing, as more scientific discoveries are being made. Offering brain based coaching is becoming a key selling point for corporate coaches as organisations want to ensure their staff get coaching based on the latest scientifically validated methods, She expects this trend to become more prevalent in career coaching. Not only does the greater adaption of brain based coaching in careers work give us greater credibility with clients, it also gives us greater credibility as a profession.

Ruth has also seen a surge of interest from think tanks, pressure groups and even the government in issues affecting the Older Worker. This is due to a rise of the 55+ cohort staying in or re-entering the workforce, greater scientific evidence that staying active in the work force is good for one's health, and the economy!

Career professionals in the independent sector continue to come from a wide range of professional backgrounds.

3. What is happening where employers are providing career development for their own employees?

Many are seeking ways to try and provide a compelling career offer "employee value proposition" to both attract and retain their employees. A big focus continues to be on finding ways to improve the conversation between managers and employees about careers and development.

More organisations are trying to create broad career frameworks that allow employees to see potential career journeys and the capabilities required. In an article for the October 2016 edition of the CDI's Career Matters, Rosemary McLean says that many organisations are responding to the huge, and often unexpected changes that take place globally, often referred to as the 'VUCA (Volatility, Uncertainty, Complexity, Ambiguity) world' - Brexit being a good example.

One consequence of this is the need for an agile, capable and flexible workforce. There has been a shift away from organisations taking full responsibility for careers, and this VUCA world has led to greater job instability and the increasing narrative about the need for self-managed careers. It has also led to the rise in new opportunities, and new ways of working which suit many employees.

Employers want to provide career support to help their employees become more adaptable which in turn builds their employability. Managing talent is a preoccupation of many employers; attracting and retaining people with specialist skills and knowledge, or keeping employees in sectors where staff turnover is high e.g. call centres and restaurants. Linked to this is succession planning, learning and development and increasingly a desire to paint a picture of potential career pathways. Many employers consider their 'employer brand' or 'employee value proposition'; what makes them an attractive employer. Often the missing link is tapping into what 'fuels' a person's career; their dreams and aspirations.

Rosemary also says that organisational career consulting work is more directed at identifying the sorts of organisational activities and processes that will underpin a career development strategy as well as offering specific solutions such as career development workshops, online career portals, career coaching, defining career pathways or training managers in how to have career conversations as part of annual review processes.

In her article she provides a useful list of questions to use when exploring work with organisations:

- Do you have an 'employee value proposition' which covers the sort of career(s) you want to offer your employees?
- To what extent have 'careers' changed in your organisation? (Probe in what ways?)
- Why is focusing on career development a business priority?
- What difference would it make if you could improve employee's career development?
- What evidence have you gathered about how your employees feel about their careers and the support they get to develop themselves? (e.g. employee surveys)
- How do you align employee career aspirations with succession plans?
- To what extent do your employees and managers have positive career and development conversations? What stops these conversations taking place?
- How do you equip both managers and employees to have effective career conversations?
- Are there employees who have a greater need for career development support? (e.g. early career, late career, women returners, minority groups).
- How do you provide visibility to your employees about the sort of career/job opportunities available to them? How easy is it for people to move across functions?
- What sort of tools and resources do you make available to your employees to help them plan their career and do CPD?

In the October edition of the NICEC Journal (also available for CDI members free of charge) there is an article by Nathan Iverson from the USA. He states 'the need for dynamic, globally-equipped, adaptive employees has become increasingly necessary to the success of organisations'. To enhance employees' career management skills, a better understanding is required of what is needed to 'navigate' the current and future challenges for career development. Nathan's study compared

2870 individuals across 40 nations to identify the Career Adaptive Practices (CAPs) they used and their relationship to career satisfaction. The study suggests that: 'The predictions for career satisfaction varied by global region indicating that the importance of the practices vary by culture'. The article also outlines practical applications from the study and makes suggestions for future research.

4. What is going on in career coaching organisations?

Ruth Winden reports that there is continuous pressure on providing cost effective careers provision which means career coaches need to come up with new ways of providing services. Face to face one to one work still exists but is becoming less prevalent. There are opportunities for online teaching platforms to streamline offerings (sites such as teachable.com; udemy.com; thinkific.com) are becoming highly successful and an excellent way of increasing a career coach's reach.

New social media platforms are becoming mainstream: This creates an opportunity for career coaches to understand and use new social media platforms, for instance Instagram, Snapchat, Pinterest as a career development and job search tool.

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6th November 2016