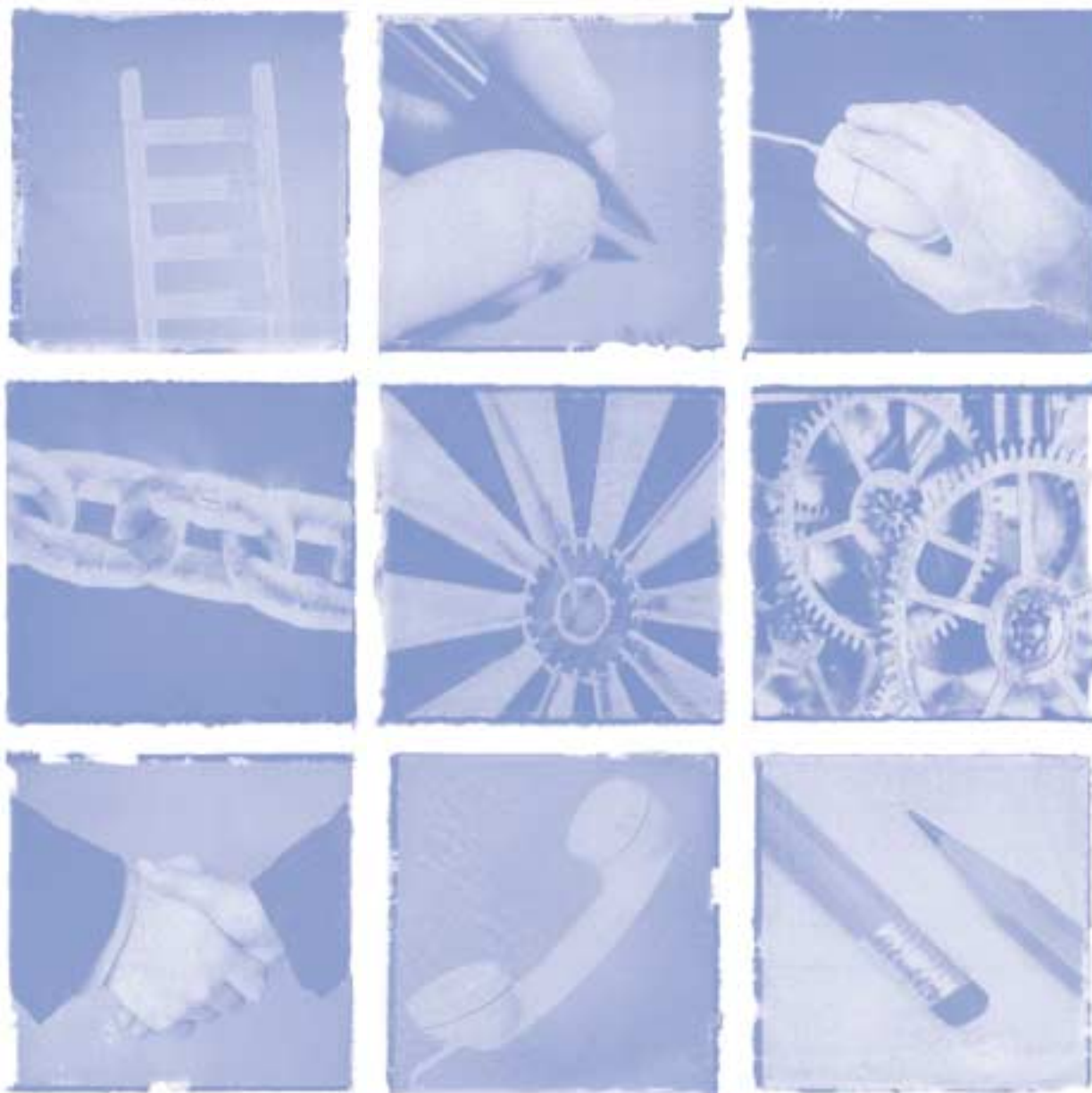


CAREER AND LABOUR MARKET INFORMATION  
Service Delivery Guidelines



**Prepared by:**

Labour Market Information Working Group  
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**Comments and feedback on this guide may be directed to:**

The Forum of Labour Market Ministers  
Labour Market Information Secretariat  
c/o Alberta Human Resources and Employment  
2nd floor, 10808 - 100 Avenue  
Edmonton, Alberta Canada T5K 0G5  
Facsimile: (780) 422-5070



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## CAREER AND LABOUR MARKET INFORMATION

# Service Delivery Guidelines

## INTRODUCTION

Labour market information (LMI) may be defined as the "information needed to make a labour market decision." This includes career, occupational, learning and labour market information used by people looking for work, people currently employed, employers, organizations or individuals who provide services, and the public in general. Good quality LMI helps all of us to make careful decisions about the labour market and about the transitions that affect our lives.

The Forum of Labour Market Ministers (FLMM) was established in 1983 to promote discussion and cooperation between federal, provincial, and territorial governments on labour market issues. It is dedicated to supporting a healthy labour market in Canada. Recognizing the importance of LMI and wishing to coordinate efforts, the FLMM agreed, in 1999, to work together to create a more coherent, relevant, individualized, accessible and coordinated approach to the development and delivery of labour market information at the local, provincial and national level. To realize this commitment, the FLMM Labour Market Information (LMI) Working Group agreed to produce three sets of guidelines for labour market information:

1. Labour market information data development;
2. Labour market information products;
3. Career and labour market information service delivery.

This document presents guidelines for the third item; it focuses on the delivery of career and labour market information for in-person, Internet, telephone and mail (electronic and regular) services.

### Why LMI Guidelines are Needed

All information consumers have the right to expect that current and accurate information will be readily accessible and delivered in a professional manner that is appropriate to their learning style and individual needs. This includes having someone with expertise and knowledge available to help them understand and use the information.

Guidelines exist in Canada to regulate the development and sales of many products and services. They may be voluntary or mandatory. The LMI Working Group believes that the introduction and use of *voluntary* guidelines for career and labour market information service delivery in Canada gives organizations a useful tool to create and evaluate career and LMI service delivery initiatives.

These Guidelines have been produced to help career and labour market information service organizations in the public and private sector to improve the quality of their services. Adherence to these guidelines will benefit clients by:

- Improving the quality of the information delivery services available;
- Providing consistency of information delivery across Canada;
- Implementing services that meet client information needs; and
- Improving the awareness of services available in their area.



## Guidelines Framework

The guidelines framework consists of a set of guidelines as well as suggested actions to assist organizations in meeting those guidelines. The guidelines prescribe the key elements that define quality LMI services and systems. However, guidelines only have meaning if actions are taken to achieve the desired results.

Relevant actions have been formulated for each guideline to enable career and labour market information service providers to develop quality services and to provide LMI users the means to trust their reliability and integrity. Service organizations can translate these action measures into their own performance checklists for the management of their services.

The guidelines are divided into six major topic areas:

- 1) Service delivery environment
- 2) Funding
- 3) Determining target group needs
- 4) Delivery methods
- 5) Staffing
- 6) Marketing and communication

The appendices contain useful background information for implementation:

- Appendix A - A checklist to quickly and easily determine whether the product/service meets each guideline in the *Career and Labour Market Information Service Delivery Guidelines*.
- Appendix B - Terms and definitions for career and labour market information. What is labour market information and who provides it?
- Appendix C - Competencies, duties and responsibilities expected of a career and labour market information specialist.

Other quality guidelines and standards were consulted in the development of this document. Therefore, the *Career and Labour Market Information Service Delivery Guidelines* are consistent with:

- 1) *The Canadian Quality Criteria for the Public Sector*, 1999
- 2) *The Canadian Career Information Association Guide to Developing a Career Information Centre*, 1998
- 3) *The 1999 Human Resources Development Canada Service Delivery Policy*
- 4) *The Canadian Standards and Guidelines for Career Development Practitioners*, 2000
- 5) *The Association of Computer-Based systems for Information (ASCSI) Handbook of Standards for Computer-based Systems of Career Information*, 2001 Edition
- 6) *National Career Development Association Guidelines for the Use of the Internet for the Provision of Career Information and Planning Services*, 1997
- 7) *Matrix Quality Standard for Information Advice and Guidance Services*, UK, 2002



# CAREER AND LABOUR MARKET INFORMATION SERVICE DELIVERY GUIDELINES

## 1. Service Delivery Environment

The career and labour market information service delivery organization should have appropriate physical space, equipment and information resources available at convenient locations and times to all target audiences including persons with disabilities.

### Guideline

1.1 The organization provides services at convenient location(s) and times.

### Actions

- Clients can easily access and use the career and labour market information resources.

### Guideline

1.2 The organization creates a welcoming environment by having location(s) with sufficient space for the proper display and usage of resources, and self-explanatory signage.

### Actions

- Resources are displayed and can be easily accessed by clients.
- The physical space is attractive and with signs directing clients to the resources.

### Guideline

1.3 The organization provides up-to-date, reliable, widely available, cost-effective and appropriate equipment to service a wide variety of users with diverse needs.

### Actions

- Clients indicate their needs have been met and they express satisfaction with the quantity, quality and types of print, audiovisual and electronic resources.
- Resources include occupational, educational, labour market, self-awareness, work search techniques and career planning information.
- Current and appropriate career and labour market information resources are available in print, audiovisual and electronic formats at the appropriate reading level for the target audience.

### Guideline

1.4 The organization co-ordinates their efforts with those of other related services.

### Actions

- There is a strategy or plan for coordinating in-person, telephone and e-mail services with other related services.



## 2. Funding

The career and labour market information service delivery organization provides funding for information resources, equipment, staff fulfilling the career and labour market information delivery function and, where appropriate, physical space.

<b>Guideline</b>	
2.1 The organization provides dedicated funds for the development and maintenance of career and labour market information delivery services.	
<b>Actions</b>	<ul style="list-style-type: none"> <li>Appropriate, sufficient and current resources, equipment and career and labour market information delivery coverage are present to meet client needs.</li> </ul>
<b>Guideline</b>	
2.2 There is reporting to funder(s) to satisfy their accountability needs.	
<b>Actions</b>	<ul style="list-style-type: none"> <li>The service delivery organization is able to provide accurate information on expenditures and other accountability indicators (e.g. clients served).</li> </ul>
<b>Guideline</b>	
2.3 The organization develops partnerships or collaborative arrangements to augment resources.	
<b>Actions</b>	<ul style="list-style-type: none"> <li>Partnerships and collaborative relationships are developed and maintained among local resource centres, telephone and e-mail services.</li> </ul>



### 3. Determining Target Group Needs

The career and labour market information service delivery organization regularly identifies its intended clientele, their information needs and the methods of career and labour market information delivery.

#### Guideline

- 3.1 The organization regularly assesses clients' needs and compares them to services/products provided, including staff performance, to ensure that the overall needs of clients with varying abilities and needs are being adequately met.

#### Actions

- The organization regularly reviews its services and resources against client needs and makes improvements to provide appropriate services and resources.
- Through feedback and evaluation mechanisms, clients indicate high levels of satisfaction with the services and the quantity and quality of resources.
- High levels of attendance, participation and satisfaction are achieved among the target audience(s).

### 4. Delivery Strategies

The career and labour market information service delivery organization determines and outlines clear strategies for delivering career and labour market information that effectively meets the needs of all targeted clients.

#### Guideline

- 4.1 The organization establishes a clear mandate and a set of goals and policies for both the development and maintenance of the career and labour market information delivery service.

#### Actions

- The methods of access to career and labour market information can easily be understood by clients and implemented by staff.
- The mandate, goals and policies are available to the funder(s) and the staff through such means as contracts, staff manuals, and marketing plans.
- The mandate, goals and policies are available to clients through such means as posters, pamphlets or information posted on the website.





<b>Guideline</b>	
4.2 The organization has established operational guidelines, which ensure (a) accessibility for persons with disabilities, (b) the privacy and confidentiality of personal information, and (c) ethical and professional behaviour for staff.	
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Operational guidelines are implemented and persons with disabilities have access to service.</li> <li>• Staff protect the privacy and confidentiality of client information.</li> <li>• Staff abides by the code(s) of ethics that governs their professional body. (See the <i>Canadian Standards and Guidelines for Career Development Practitioners</i>).</li> </ul>
<b>Guideline</b>	
4.3 The organization delivers information in ways that are compatible with the target groups career and labour market information needs and their access capabilities.	
<b>Actions</b>	<ul style="list-style-type: none"> <li>• There are at least two different delivery modes provided, which may include group information sessions, in-person, Internet, computers, kiosks, telephone and mail (electronic and regular).</li> <li>• Through evaluation processes, it is determined that clients have access to the career and labour market information that they need.</li> </ul>
<b>Guideline</b>	
4.4 The organization has enough staff able to fulfill the career and labour market information specialist function in order to assist clients with their information needs.	
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Clients express satisfaction with the amount, quality and timeliness of career and labour market information assistance available to them.</li> </ul>



## 5. Staffing

The Career and labour market information service delivery organization ensures that it has access to appropriately skilled and trained people to carry out all its functions.

<b>Guideline</b>	
5.1 Staff who are doing the job of a career and labour market information specialist have the necessary skills and abilities (see appendix B).	
<b>Actions</b>	<ul style="list-style-type: none"><li>• Staff possess the competencies to perform the duties for the career and labour market information specialist.</li><li>• Clients indicate high levels of satisfaction with the services provided by the staff fulfilling the career and labour market information specialist function (i.e. providing, displaying and assisting with the use of the resources).</li></ul>
<b>Guideline</b>	
5.2 The organization provides training and professional development based on skills assessments for the individuals fulfilling the career and labour market information specialist function (see Appendix B).	
<b>Actions</b>	<ul style="list-style-type: none"><li>• Staff who perform the career and labour market information specialist role know what is required and expected of them. Where staff have skills deficits, they pursue developmental opportunities.</li></ul>
<b>Guideline</b>	
5.3 The organization provides technical support to maintain the equipment and technology necessary to effectively deliver career and labour market information.	
<b>Actions</b>	<ul style="list-style-type: none"><li>• For a reasonable majority of the time, equipment functions effectively and repairs/updates are provided in a timely manner.</li></ul>
<b>Guideline</b>	
5.4 The service has trained and skilled support staff (if necessary).	
<b>Actions</b>	<ul style="list-style-type: none"><li>• Clients express high levels of satisfaction with the services provided, even during times of high traffic volumes.</li></ul>



## 6. Marketing and Communication

The career and labour market information service delivery organization establishes clear communication lines between those delivering the career and labour market information and all pertinent parties, such as internal services staff, administration, the public, clients and other relevant community and government organizations.

<b>Guideline</b>	
6.1	The organization has a marketing strategy and a plan to promote the importance and use of career and labour market information resources and programs.
<b>Actions</b>	<ul style="list-style-type: none"> <li>The organization has a marketing strategy and plan that addresses the value of career and labour market information, promotion and client access and use.</li> </ul>
<b>Guideline</b>	
6.2	Clients are made aware of services provided.
<b>Actions</b>	<ul style="list-style-type: none"> <li>Through a variety of advertising media and promotional outreach, clients are made aware of the full range of services provided, hours of service, locations (including online or telephone), and the appropriate means of access.</li> </ul>
<b>Guideline</b>	
6.3	The organization's mandate, goals and policies are available to the public.
<b>Actions</b>	<ul style="list-style-type: none"> <li>The organization's mandate, goals and policies are provided in a user-friendly format and area available to clients.</li> </ul>
<b>Guideline</b>	
6.4	The organization has a communication policy for internal and external information sharing.
<b>Actions</b>	<ul style="list-style-type: none"> <li>Internal and external communication networks are established.</li> <li>All communication partners are regularly informed about career and labour market information resources and services.</li> </ul>



# APPENDIX A

## Career and Labour Market Information Service Delivery Guidelines Checklist

This checklist is designed to provide service delivery organizations with a quick and easy way to determine whether the service complies with each career and labour information service delivery guideline.

**Service** \_\_\_\_\_

1. Service Delivery Environment		Yes	No	N/A
1.1	Does the organization provide services at convenient location(s) and times?			
1.2	Has the organization created a welcoming environment by having location(s) with sufficient space for the proper display and usage of resources, and self-explanatory signage?			
1.3	Does the organization provide up-to-date, reliable, cost effective and appropriate resources to service a wide variety of users with diverse needs?			
1.4	Does the organization co-ordinate efforts with those of other related services?			
2. Funding		Yes	No	N/A
2.1	Does the organization provide dedicated funds for the development and maintenance of career and LMI delivery services?			
2.2	Is there reporting to funder(s) to satisfy their accountability needs?			
2.3	Has the organization developed partnerships or collaborative arrangements to augment resources?			
3. Determining Target Group Needs		Yes	No	N/A
3.1	Does the organization regularly assess clients' needs regarding information services, and compare them to service/products provided, including staff performance to ensure that the overall needs of clients with varying abilities and needs are being adequately met?			
4. Delivery Strategies		Yes	No	N/A
4.1	Has the organization established a clear mandate and set of goals and policies for the development and maintenance of the career and labour market information delivery service?			
4.2	Has the organization established operational guidelines, which ensure:			
	a. Accessibility for persons with disabilities?			
	b. The privacy and confidentiality of personal information?			
	c. Ethical and professional behaviour for staff?			
4.3	Does the organization deliver information in ways that are compatible with the target groups' careers and LMI needs and their access capabilities?			
4.4	Does the organization have enough staff able to fulfill the career and LMI specialist function in order to assist clients with their information needs?			
5. Staffing		Yes	No	N/A
5.1	Does the staff, doing the job of career and LMI specialist, have the necessary skills and abilities?			
5.2	Does the organization provide training and professional development based on skills assessments for the staff, doing the job of career and LMI specialist?			
5.3	Does the organization provide technical support to maintain the equipment and technology necessary to effectively deliver career and labour market information?			
5.4	Does the service have trained and skilled support staff?			



6. Marketing and Communication		Yes	No	N/A
6.1	Does the organization have a marketing strategy and a plan to promote the importance and use of career and LMI resources and programs?			
6.2	Are clients made aware of services provided?			
6.3	Are the organizations' mandate, goals and policies available to the public?			
6.4	Does the organization have a communication policy for internal and external information sharing?			

## APPENDIX B

### Terms and Definitions

#### Career and Labour Market Information

For the purpose of these guidelines, career and labour market information (LMI) is the *"information needed to make a labour market decision."*

This includes career, occupational, learning and labour market information, used by those looking for work, those currently employed, employers, those who provide services, and people in general to make careful decisions about the labour market and about the transitions which affect their lives. It also includes information not normally associated with the labour market, but which does impact on labour market decisions. For example, transportation information is not usually associated with LMI, but it can significantly impact the mobility of labour.

#### Categories of Staff

Staff found in service organizations that provide career and LMI information include:

- Career and labour market information specialist;
- Career counsellor; and
- Employment counsellor.

**Career and LMI specialist staff** in resource centres help LMI consumers identify the type of information they need, find that information, assess it in relation to their needs, and facilitate its use. They may also refer consumers of the information to employment or career counsellors as appropriate. Career and LMI specialist staff also have responsibility for acquiring information products and for organizing the information in the resource centre.

The **career and LMI specialist** function is different from that of **employment counselling or career counselling**. People in these functions help individuals plan their job search strategy or career development strategy respectively. However, sometimes career or employment counselors perform the duties of career and labour market information specialists in addition to their other role.



## APPENDIX C

### Career and Labour Market Information Specialist Competencies and Duties

The career and labour market information specialist helps clients with their career and LMI needs. They help determine the client's information needs, identify and locate resources and, if needed, provide assistance using them. They also ensure that current, accurate and appropriate career information resources to meet the needs of all clients are acquired/ purchased, catalogued and displayed in a logical and easily accessible arrangement in the information area.

The career and labour market information specialist must also ensure that the information area and its contents are integrated with all other services offered in the centre in which s/he is employed. These are typically career, employment and administrative areas.

Career and labour market information specialists often work closely with employment counsellors and career counsellors. People in these two counselling roles help clients with job search strategies and career decision-making, respectively.

To perform the job of career and labour market information specialist, the following competencies<sup>1</sup> (skills, knowledge and personal qualities required for successful job performance) and duties are required.

#### Competencies

##### Skills

##### 1. Good communication skills:

- a) Conveys ideas and information (orally or in writing) clearly and concisely.
- b) Adjusts style of communication, written or verbal, in order to meet the needs of the audience.

##### 2. Good interpersonal and consulting skills:

- a) Creates a comfortable rapport with clients.
- b) Adjusts approach to meet individual client needs.
- c) Attends to verbal and non-verbal cues.
- d) Effectively assists the client in assessing needs and options, and suggests courses of action.
- e) Is accessible and responsive to clients.
- f) Develops and maintains a referral network.
- g) Interacts effectively with people of diverse backgrounds.

##### 3. Diagnostic information gathering skills:

- a) Quickly acquires and applies relevant information.
- b) Recognizes pertinent facts and issues.
- c) Identifies the specific information needed to clarify a situation or make a decision.
- d) Identifies and acquires information products/services based on client and community needs.
- e) Identifies the most useful and appropriate tools and technologies to meet requirements of the task.

**4. Organizational and planning skills:**

- a) Develops and implements plans and projects.
- b) Organizes work and resources to meet goals and objectives.

**5. Staff management skills (if applicable):**

- a) Demonstrates fairness and equity in the delegation of tasks and assignments.
- b) Sets realistic and challenging goals, objectives, and deadlines while respecting others' needs for a balanced work life.
- c) Communicates expectations so that they can be acted upon and assists in establishing priorities.
- d) Strives to ensure that employees are aware of management goals and how individual efforts assist in accomplishing these.
- e) Ensures that appropriate resources are available to accomplish workplan commitments.

**Knowledge**

1. Knowledge of career development processes and the role of information in those processes.
2. Knowledge of decision-making processes and the role of information in those processes.
3. Knowledge of equipment /technology used in the information resource centre (e.g. computers, Internet).
4. Knowledge of government and community service providers.
5. Knowledge of relevant codes of ethics and privacy legislation.
6. Knowledge of ordering/purchasing/accounting procedures (if applicable).
7. Knowledge of local/regional labour market and economic conditions.
8. Knowledge of marketing and promotional techniques of their organization.

**Personal Qualities**

1. Adjusts readily to change.
2. Engages in learning and professional development.
3. Is creative and innovative.
4. Is attentive to the needs, concerns and ideas of others.
5. Respects individual differences.
6. Works well with others.
7. Willingly uses available technologies to work and learn.



## **Duties**

The following duties fall within the function of a career and labour market information specialist:

1. Assist clients to clarify their career decision-making questions, and connect them to the appropriate information.
2. Assess client needs and determine the most appropriate information delivery modes.
3. Research, recommend or select, and acquire appropriate display mechanisms.
4. Locate the resources/information on occupations, workplace, industry trends and education programs/services locally, regionally, nationally and internationally.
5. Assist clients to use career and labour market information effectively, and in an integrated way with other career and labour market services available to them, so as to foster client self-reliance and self-management.
6. Determine appropriate content for the information resource centre to meet client and community needs.
7. Develop the information area, including such functions as acquiring and managing (i) career information resources, (ii) capital equipment and (iii) staff.
8. Make appropriate client referrals (including financial), both internal and external to the organization.
9. Ensure privacy, confidentiality, ethical behaviour, and adherence to professional guidelines (including those in the Career Practitioners Guidelines and Standards) pertinent to the career and labour market information specialist functions.
10. Provide input to and implement the centre's marketing plan as it relates to the information area.
11. Provide and catalogue print, audiovisual and electronic resources that are current, accurate, sufficient and appropriate to client needs. The resources should include information on occupational, educational, labour market, self-awareness, work search techniques and career planning processes.
12. Maintain the structures necessary for tracking the resources.
13. Provide group presentations related to the delivery of career information both internally and externally to the organization.
14. Participate in such events as job fairs and community career fairs.
15. Participate in professional association/organizations involved with career information, career development and labour market information.
16. Assist in special projects, e.g. website content and design.
17. Implement evaluation/feedback mechanisms to gauge client satisfaction with career information delivery.
18. Develop and maintain statistical reports of client usage of career information delivery service.
19. Administer the annually dedicated funds for the acquisition and maintenance of information resources (print, audiovisual and electronic) and capital equipment.
20. Ensure ease of access and use of the information area through such things as providing appropriate signage, adequate floor space and furnishings, and convenient and efficient display of resources.
21. Oversee the day-to-day operations of managing the information and the information area.





22. Provide manuals of operations/procedures for the day-to-day running of the information area and the resource classification system.
23. Establish internal and external communication and networking channels to ensure acquisition and distribution of information.
24. Determine any gaps in programs and services and develop the necessary information /programs /services to meet client needs.

