



Transfer Handbook for SymfoS Methodology (107)

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(107)



Intellectual Output – IO 7	
Title:	Transfer Handbook for SymfoS Methodology
Description:	<p>To meet the demand of a systemic approach (beneficiaries, trainer, VET manager, education policy maker), SymfoS addresses the last two stakeholders with a transfer handbook, in which all requirements at organizational and systemic level are given for a long-term implementation of SymfoS method. As we have learnt from prior projects, it's not enough for a sustainable implementation just to invest in personnel development.</p> <p>This handbook and network of all partners will significantly contribute to ease the implementation process at organisational level. We will focus on strengths and opportunities of SymfoS method to support organisations, when they design new course concepts or they take part in bids for public training measures.</p> <p>Target groups for transfer handbook are decision makers at the level of VET-provider, schools, youth centres, school authorities and education policy makers.</p>
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SymfoS – Symbols for Success

TRANSFER HANDBOOK FOR SYMFOS METHODOLOGY



1. ABOUT SYMFOS PROJECT

Traditional methods for education and career counselling often require advanced writing and reading skills of the clients. Therefore, these kinds of interventions can be ineffective with people who, for various reasons, have difficulties expressing in words their situation, their needs and their goals for the future.

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SymfoS - Symbols for Success project developed and tested a comprehensive and inclusive method for education and job counselling that overcomes these barriers using a set of symbols.

On one side, it supports especially young people who encounter difficulties in finding their own pathway within the education system and labour market to set their own goals for their future; on the other side it provides professional operators with a holistic method that improves the overall quality of education and career counselling.

Following the original approach of Wilfried Schneider, therapist, creator of the methodology and Symbol work trainer (www.psychologische-symbolarbeit.de) and on the base of the previous project “Perspektiven BildungÖsterreich”, Hafelekar, the Austrian coordinator of the SymfoS project, developed this methodology where Symbol work is seen as an additional language for young people to express themselves.

The six European partner organisations of the SymfoS project worked together to further develop, test and improve this innovative methodology, to extend the network of training professionals and reach other organisations and clients at European national, regional and local levels.

SymfoS partners:

- [Hafelekar Unternehmensberatung Schober GmbH](#) – Coordinator (Austria);
- [ZeMiT](#) (Austria);
- [Sozialwerk Dürener Christen](#) (Germany);
- [Ballymun Job Center](#) (Ireland);
- [Asociación Caminos](#) (Spain);
- [CESIE](#) (Italy).

SymfoS - Symbols for Success is a 30-month project financed by the Erasmus+ Programme, Key Action 2 – Strategic Partnership VET, running from September 2016 to February 2019.



2. ABOUT THIS TRANSFER HANDBOOK

The aim of this Transfer Handbook for SymfoS Methodology is to facilitate the further application of SymfoS education and career guidance approach in schools, youth centres, VET- centres and job centres. It is therefore addressed to the managers of these structures and decision makers who want to know the advantages offered by the SymfoS method and all the requirements for its application.

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The Handbook draws on the experience of research and piloting actions carried on in 5 European countries. The SymfoS project partners adopted this methodology in their own organisations, collected and presented the lessons learned in order to repeat the positive experience and ensure a sustainable implementation of the SymfoS methodology in other contexts.

In order to facilitate this process, this Handbook presents all requirements at organisational level, such as personnel and organisational development, resources needed, embedding in existing curricula, commitment of the management, needed Quality Assurance measures (based on a Continuing Improvement Process) and the interplay with existing instruments for the recognition of prior learning.

This Transfer Handbook constantly refers to all SymfoS project results, named as Intellectual Outputs (IOs) which are studies, learning materials or online resources developed within the project and needed to understand and correctly apply the full SymfoS Methodology.

The seven IOs of SymfoS are presented in detail in the next chapter.

All project resources are available at www.symfos.eu (from the download area) and can be consulted and downloaded in five languages: English, German, Italian and Spanish.



3. SYMFOS OPEN ONLINE RESOURCES AND WORKING TOOLS

During the lifetime of the project, SymfoS partners developed seven Intellectual Outputs (IOs), to facilitate the implementation of the SymfoS method for career and job counselling. All these resources represent fundamental tools to be consulted and used for a successful service implementation and training. In this section, they are listed and links for their download provided. All resources can be accessed in multiple languages from the “Resources” area of the SymfoS project website (www.symfos.eu).

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Generic Framework for Symbol work (IO1)

The Generic framework for Symbol work provides a baseline understanding of the work with symbols and the innovative SymfoS method. The document describes the basic approach of the work with symbols, specifies aims and outcomes of our guiding method and the specific approach that has to be used and focus on different obstacles and barriers for career and education guidance, on different strategies used in this approach to strengthen competences and resilience of clients. In the country specific part there is a focus on different traditions and understanding of Symbols in the respective countries and on relevance for partners and on different ways to implement the method.

Basic clearing methodology for Symbol work (IO2)

The Basic clearing allows to quickly identify the client needs and the level of intervention to offer to the young people and establish the necessary support category, such as information only, counselling of competences/resources, holistic counselling. This tool is used as starting point of the SymfoS counselling approach. The document provides a step by step guide on how to deliver an intervention using the Basic clearing tool.



Train the Trainer (TtT) Curriculum (IO3)

The Train the Trainer Curriculum and competence profile aims to select and train appropriate staff to carry out SymfoS guiding method. It presents the training certification process; the fundamental pedagogical approach of SymfoS, the trainer skills and ethical guidelines; the counselling method

with case studies and quality assurance measures. SymfoS training programme complies with the European Credit System for Vocational Education and Training (ECVET) system.

Symbol work counselling scenarios for Career and Education Counselling (IO4)

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This document provides guidelines on how to perform four different SymfoS interventions, each one with a specified objective:

- a) Resources & competencies pathway: career counselling on interests and strengths (resources and competences).
- b) Planning road map: can be used for getting a counselling process of training started, planning towards apprenticeship, application period and job interview.
- c) Islands of emotions: feelings regarding upcoming months, motivation for application process, planning future and career choices.
- d) Inner images: display and reflection of inner images connected to a specific topic, identify fears and blockades, development of coping strategies.

Methodology for individual learning and career pathways, supported by peers and buddies (IO5)

The Methodology for a peer buddy system was developed within SymfoS project with the aim to utilize the strong support that can be gained within a peer relationship to strengthen the link to employment and training pathways for young people. This tool can integrate with the other interventions.



SymfoS Training Platform and virtual trainer network (IO6)

www.symfos.eu

The SymfoS Training Platform is the key instrument for ongoing training, Quality Assurance and promotion of the SymfoS method for a broader use. The main functions are the following:

- It provides information about the project aims and activities.
- It stores all project resources, available for download in multiple languages.
- It presents and provides contact information of certified SymfoS Trainers in Europe.
- It's a Training platform providing extra training resources and materials, case studies and a forum space for user-trainer interaction.

Transfer Handbook for SymfoS Methodology (IO7)

The SymfoS project partners present in this Handbook their experience of adoption of SymfoS methodology. The lessons learned together with useful recommendations, have been collected and presented here in order to repeat the positive experience and ensure a sustainable implementation of the SymfoS methodology in other contexts. This Transfer Handbook is available at www.symfos.eu and can be consulted in five languages: English, German, Italian and Spanish.

Working tools and symbols

SymfoS work materials consist of a series of wooden boxes and other objects designed to more easily reach the unconscious than the word. Developed from the significant experience of working with the symbols of Wilfred Schneider, the materials are organized in wooden boxes, such as the box of symbols and roads, that allow the application of various SymfoS techniques. The symbol box contains small understandable objects. Symbols unlike words express different shades of meaning. The other materials are described in the different Intellectual Outputs in the annexes.

Materials can be bought online via: <http://schneider-therapiekoffer.de/therapiekoffer.htm>



Figure 1 Symbols and other working materials



Figure 2 SymfoS wooden cases and working materials

4. SYMFOS: BENEFITS FOR CLIENTS, PRACTITIONERS & ORGANISATIONS

Symbols can contribute to increased self-awareness, self-esteem, goal definition and entrepreneurship among the beneficiaries, young disadvantaged young people or other groups of clients. Through these methods, the person gains direct access to his/her own feelings, thoughts and desires and is able to deal directly with goals and their own future (to learn more about SymfoS development read IO1 “Generic Framework for Symbol work and SymfoS” for SymfoS pedagogical approach read IO3 “Train the Trainer (TtT) Curriculum”). There are many benefits that have been identified and even in the short term the clients recognise the power of the symbols because they feel an immediate change of point of view regarding their past, present and future and regarding their feelings. During the piloting phase of the methodology, the project partners collected real time qualitative feedback from the clients on the effectiveness of the various methods:

“It is about self-empowerment”

Young client in Italy

“It is a very easy way to reflect, through symbols and discussion”

Young client in Austria

“I realised how to start the change”

Participant of the train the trainer in Spain

“I saw in a single picture an entire life”
Participant of the train the trainer in Spain

“I clarified my emotions regarding a specific situation”
Young client in Germany

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These quotes demonstrate how powerful and immediate the effect of the Symbol work is on people. While in the long-term, the goal of SymfoS counselling interventions is to get young people and clients in general closer to an integration into the labour market or education system. SymfoS facilitates and accompanies individual learning but specific tools have been tested to support this process of personal development with help of peer buddies also (see “Methodology for individual learning and career pathways, supported by peers and buddies” IO5).

Practitioners in the field of education and career guidance, VET or school managers, also can benefit from SymfoS. Firstly, the application of this comprehensive methodology contributes to the professional development of the staff, who can engage with newly developed techniques that benefit clients.

SymfoS methods provide unique ways of responding to the needs of clients and represent a great asset to working with vulnerable clients who have additional barriers, which, for some organisations, represents the majority of the client base.

For organisations or schools offering education and career guidance services SymfoS proposes an alternative and innovative approach to be adopted and or integrated to existing practices.

- **Symbol work is based on a positive pedagogical approach** which shifts attention from problems to solutions, stimulates self-responsibility and reinforcement of client’s personal strengths. This approach is one the most appreciated aspects of Symbol work, both for facilitators and clients. This fundamental pedagogical approach by trainers is crucial for the successful implementation of Symbol work sessions and it has to be learned and used properly. The approach is described in detail in “Train the Trainer (TtT) Curriculum” (IO3).
- **SymfoS provides additional and less verbal methods to work holistically with the clients.** These methods are especially suitable for young disadvantaged people: *“Thanks to the symbols you made me talk”* reported a young person being counselled in Italy. The Symbols have the power to reduce communication and emotional barriers and create a direct connection with her/his inner world. See the “Generic framework for Symbol work” (IO1) to discover more of the origins of Symbol work and its theoretical foundations.

- **SymfoS methods and techniques have been tested and validated in 5 different countries and in real work situations.** All techniques have been improved and further developed. Their use in the piloting phase resulted in good practices. Additional and specific tools have also been created to solve specific needs, such as the “Basic clearing methodology for Symbol work” (IO2), for a quick needs analysis of the client, and the “Methodology for individual learning and career pathways, supported by peers and buddies” (IO5), to integrate group work into the individual work, and now are useful tools of work for several European organisations.
- **SymfoS increases the opportunity to extend virtual and real networks of practitioners and organisations** related to the aims of the project at local, regional, national and EU levels. For example, the SymfoS online platform is a virtual space for interaction, knowledge transfer and further training opportunity (in particular through the tabs “Forum” and “Trainer-Area”). Experienced SymfoS trainers are active at local and regional levels and available to support the “newcomers” (they are presented with a short biography and contacts in the “SymfoS trainers”).
- **SymfoS training programme complies with the European Credit System for Vocational Education and Training (ECVET)** requirements. Experienced practitioners in job and career counselling can apply for a SymfoS certified training process which provides the trainers with additional interventions in their daily work. After successfully completing, the training the trainers are issued with a final certification in accordance with the ECVET. See the Certification process for SymfoS Trainer presented in “Tran the Trainer (TtT) Curriculum” IO3.

5. DOES SYMFOS METHODOLOGY FIT INTO THE NEEDS OF YOUR ORGANISATION?

The following questions are proposed to the managers of organisations and institutions interested in integrating SymfoS approach in their working environments. Answering these questions will help to establish if the SymfoS method fits into the needs of the organisation/institution and provides some important insights of the methodology.

Answer Yes or No to the following questions to self-evaluate whether SymfoS methodology fits with your organisation:

1. Does your organisation/institution fall into one of the following types:

- School
- VET centre
- Public or private employment centre
- NGO
- Public or private community information and guidance office
- Centre delivering employment training programme

Yes No

SymfoS methodology can be adopted in any of the above-mentioned work settings offering education and career guidance service.

2. Does your organisation/institution work with or is interested in working with:

- young people in transition from one type of school to another
- young people in transition from school to work
- young people looking for more opportunities for education and training
- young unemployed people
- NEETs

Yes No

SymfoS method is especially suitable with young disadvantaged clients but can be used with people of all ages and backgrounds.

3. Do you find in your organisation/institution a lack of tools to work with vulnerable clients who have additional barriers, such as?

- young disadvantaged people
- young people with migrant background
- young people with language/communication difficulties

Yes No

SymfoS is an asset when working with vulnerable clients who have additional barriers. It offers a complete set of techniques and tools that facilitate the overcoming of communication and emotional blocks.

4. Is your organisation/institution interested in exploring non-traditional and non-formal guidance methods and tools?

Yes No

SymfoS offers an alternative approach to career and education guidance, based on symbols and on a positive pedagogical approach, focused on self-recognition of the person's resources and skills and on the assumption of responsibility about choices for the future.

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5. Is your organisation/institution interested in integrating individual work with the client with group work by using tools which exploit the support offered by peers?

Yes No

SymfoS developed and tested a method to set up a Peer Buddy system aiming to utilize the dedicated support that can be gained within a peer relationship to strengthen the link to employment and training pathways for young people.

6. Is your organisation/institution interested in applying - or integrate into existing ones - Quality Assurance measures to ensure high quality service delivery?

Yes No

SymfoS provides QA tools and guidance for the realisation of quality service and continual improvement with respect to the human resources, the process put in place, premises, working tools and so on.

7. Is your organisation interested in training opportunities for its staff through a comprehensive programme and full set of tested learning resources?

Yes No

SymfoS represents a valuable opportunity for professional development of the staff and professionals involved in career and education guidance. The training is based on a learning by doing approach and the learning resources on interventions delivered with real clients.

8. Is your organisation/institution interested in being part of a European SymfoS network?

Yes No

SymfoS is creating an international network of certified trainers that will support the work of the new trainers online and at the local level, so that more and more young people can take advantage of this alternative guidance service.

9. Do your employees, in consulting settings, have a secure time frame of at least half an hour (better 1 to 1.5 hours) to dedicate to each counselling session?

Yes No

One of the important requirements for a correct application of SymfoS techniques is to dedicate sufficient time to each person receiving guidance, during each session.

10. Does your organisation offer spaces suitable for conducting counselling sessions in a non-formal way (friendly environment and comfortable room to work preferably on the floor) or with groups?

Yes No

In addition to time, the working setting is also important. The organisation should be equipped internally (or it should count on other structures or common public spaces) with at least a fairly large and comfortable room.

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If you answered yes to three or more of these questions there are the conditions to make sure that your organization can take a path towards the successful integration of SymfoS approach. Continuing the reading, this handbook will give a deep insight into the Symbol work from an organisational point of view and will accompany organisations open to experience new practices of work in the field of job guidance towards a future use of SymfoS.



6. GOOD PRACTICES OF APPLICATION OF SYMFOS METHODOLOGY

This section of the Handbook describes successful experiences of using SymfoS methods and techniques in Austria, Germany, Ireland, Spain and Italy. Since the piloting phase of the project, SymfoS project partners introduced the new methodology as part of their own counselling services and activities, with the aim to test and improve tools and techniques to work with young disadvantaged people. Each of these experiences highlights the differences in the implementation according to different aspects such as:

- background and client's needs;
- type of organisation;
- profile of the facilitator/counsellor;
- nature of the services provided;

These experiences have been collected and presented with the aim to demonstrate how the SymfoS method can be adapted to different types of organisations, contexts and conditions with success.

Austria - ZeMiT (Center for Migrants in Tyrol)

ZeMiT offers since 1985 confidential, independent and multilingual consultation for migrants regarding legal and social inquiries and labour market integration. Since 2012, ZeMiT additionally offers consultation in form of the AST – Counselling Centre for recognition of qualifications held in foreign countries. Furthermore, ZeMiT



regularly develops and works on national and international projects related to the topics of immigration, social integration, labour market, youth, racism and anti-discrimination.

Using SymfoS with: young people (under 25 years old), who are migrants and face several barriers in education, vocational training and getting a job. These young people have either migration background (second or third generation) or have a status as refugee.

Type of interventions provided: out of thousands of counselling contacts at ZeMiT every year there are regularly a number of young people, migrants, with migrant background or with refugee status. As soon as they can enter the labour market, they can approach ZeMiT for counselling. Some young people also come with or are sent by their parents. The main aim of ZeMiT counselling is to assess the individual situation, inform about legal framework and possibilities, give information on various matters and help to work out an individual path to job or vocational training. Symbol work is, beside

another method of competence checking, a new method, which can be used by ZeMiT counsellors to help young disadvantaged people to work out their own path to a job.

Austria – Hafelekar



Hafelekar Consultancy combines expertise in managerial, social and educational sciences. The organisation is mainly engaged in consulting, research, evaluation, training and curricula design. Customers are companies, non-profit organisations as well as clients in the public sector.

Using SymfoS with: the focus of the activity is on delivery of SymfoS training programme to other organisations and on providing individual coaching of entrepreneurs and executives of Small and Medium Enterprises.

Type of interventions provided: Hafelekar provides train the trainer programmes for Symbol work for various fields of application:

- Career and Educational counselling.
- Basic education.
- Youth Work.

The organisation also offers individual coaching based on Symbol work and supervision for staff related to several topics. Additional application is the usage of Symbol work for innovation coaching of entrepreneurs and executives of SMEs.

Germany - Sozialwerk Dürener Christen e.V.

The Sozialwerk Dürener Christen e.V. was established in 1985 as a charity union. The arrangements and projects for youth welfare service/youth employment service are the main focus of the work. The general principle is to support especially young disadvantaged people. Sozialwerk Dürener Christen e.V. projects support especially juveniles in the school-job transition with the aim to encourage and enhance the vocational, social and personal integration.



Using SymfoS with: young disadvantaged people, school leavers and school weary juveniles, young people without a school certificate or graduation or any apprenticeship training position, young adults who lost the connection to working life.

Type of interventions provided: the SymfoS methodology is used in different projects and it has become an inherent part of the counselling work in two counselling offices for young people “Just Nord” in the city of Düren and the “Lotsenstelle” in the city of Jülich. The interventions are offered both in individual sessions and in groups of peers. Moreover, SymfoS is utilized in schools with weary students, in coaching projects for groups aimed at preparing young people without any school graduation for work life. In this case the focus of the work is the use of low-threshold interventions of Symbol work to help the young people to explore and expand their competencies and social skills; for example, participants introduce themselves using symbols or they work on issues such as strengths and weaknesses with the help of symbols. Some participants show interest for further counselling sessions structured interventions like the “Road maps” or the “Islands of emotions” and ask for counselling sessions (see IO4 “Symbol work counselling scenarios for Career and Education Counselling” to learn about SymfoS interventions).

Ireland - The Ballymun Job Centre



The Ballymun Job Centre (BJC) was established in 1986 as a community response to a chronic unemployment situation. A voluntary organisation with charitable status, the BJC has a proven track record of providing quality and innovative services. The mission of the BJC is to raise the skills and labour market aspirations of individuals in Ballymun and to promote the Ballymun labour force to employers. The overall objective of the BJC is to provide individuals with greater labour market choice and the

opportunity to improve their employability, increase their earnings and reduce their vulnerability to poverty.

Using SymfoS with: young people aged 16-25, young unemployed people, young people partaking in VET and those who were looking for a new pathway on their career guidance journey.

Type of interventions provided: the whole spectrum of tools created through the SymfoS method with the aim to provide clients with different avenues for exploration in their guidance meetings. The SymfoS tools were particularly aimed at young clients presenting to the BJC with additional barriers to employment or education. The use of these non-traditional guidance tools allowed the staff to help the young person exploring their situation in different ways and ultimately create a

guidance plan that suits their needs or goal. The ultimate aim of all SymfoS interventions in BJC is to move the young clients closer to education or the labour market.

Italy – CESIE

CESIE is a European centre of studies and initiatives established in 2001, inspired by the work and theories of sociologist Danilo Dolci (1924-1997). CESIE works for the development of cultural, recreational, social, educational, economical, research initiatives, without lucrative purposes. It contributes, through the active participation of people, civic society and institutions, towards the promotion of growth and development, always valuing diversity.



Using SymfoS with: NEETS, young unemployed people, European and international volunteers, participants of international or local trainings and young people with migrant background.

Type of interventions provided: CESIE acts as intermediary or hosting organisation overseeing training courses, job shadowing activities, technical visits and European Voluntary Service (EVS). SymfoS interventions have been proposed to volunteers arriving in Palermo city for several months. They are young people interested in enriching their CVs of languages and volunteering experiences, in different fields. Often, they don't have a clear idea about their future and need support during their stay to make the most of their experience abroad. SymfoS interventions are also directed to migrants or young people with migrant background, often approaching the major age and looking for an independent life. Other groups are NEETs, participants of trainings and local educational activities willing to increase their entrepreneurial skills. Within SymfoS several young people assisted by the office of social services for minors of Palermo have benefitted from Symbol work in particular for the exploration of future career path.

Spain – Asociación Caminos

Asociación Caminos is a Spanish non-profit association located in Andalucía, which is dedicated to the field of education. Through its interventions it aims at improving individual opportunities of exchange, development and social inclusion.

Using SymfoS with: Andalucía is one of the European regions with the highest unemployment rates, especially of young people, with an economic structure mostly based on agriculture and tourism. One of the biggest problems is the lack of professional perspectives and frustration due to this. Caminos is working with professionals that deal with young disadvantaged people.

Type of interventions provided: Asociación Caminos' experienced trainers are delivering SymfoS training programme to other organisations working directly in the field of employment and youth work in Vélez Malaga, Torre del Mar, Málaga, Almunecar, Murcia, Gijon and Madrid. They are growing a network of professionals and organisations in Spain and showing an alternative opportunity for the exploitation of SymfoS knowhow.



Overview of the good practices of SymfoS methodology application

Country	Organisation name & type	Final beneficiaries	Profile of counsellors	How SymfoS methodology have been integrated in the work activities
Austria	ZeMiT - Center for Migrants in Tyrol.	Young migrants (under 25) who face several barriers in education, vocational training and getting a job.	Counsellors at ZeMiT working every day with clients to assist them in various labour market related issues. One trainer is mainly a project manager and one project employee acquired the methods through participating in Symbol work workshops in Austria.	SymfoS methodology has been regularly reported in team meetings, which are attended by all ZeMiT employees. Therefore, everybody at ZeMiT is informed about the SymfoS methodology and knows the counsellors who are trained in the method. Young people, who seem to be a candidate for a Symbol work intervention, can be referred to the respective trainers. The trainers use the Symbol work interventions due to their assessment and experience. ZeMiT borrowed a second set of Symbol work cases (the material to conduct a session) to have it available in both main offices in Tyrol and Vorarlberg. ZeMiT organized a group of people, who work with Symbol work or are interested in it (all have at least participated in a workshop). This group meets regularly, and is sometimes joined by the ZeMiT trainers.
	Hafelekar – Consultancy.	Trainers, SMEs' executives and entrepreneurs.	Two staff members: one business consultant, senior researcher, trainer, coach and supervisor for psychological Symbol work, expert on organisational and personnel development; one social worker, family counsellor, trainer for psychological Symbol work.	Hafelekar provides SymfoS train the trainer programmes and offers individual coaching based on Symbol work and supervision for staff and for innovation coaching of entrepreneurs and executives of SMEs.
Germany	Sozialwerk Dürener Christen e.V. -	Young disadvantaged people with difficulties in the regular school	Staff with background in social work, psychology or sociology; work experience in the counselling of young people in career guidance.	SymfoS is used in the daily work of two different counselling offices for young people and in different projects, including projects in schools. Interventions with the clients are offered both in individual session and in groups of peers. Symbol work is also used in coaching projects for groups



	charitable union.	system. and also in the labour market.	Additional qualifications like coaches for anti- violence programmes or systemic counselling.	with the aim to prepare young people without any school graduation for work life. In the project “Lernpunkt” they integrated the “Resource and competence pathway” into the potential analysis of the existing program "Berufswahlpass" (this helps students to make decisions during the transition from school to work).
Ireland	Ballymun Job Centre (BJC) - no profit organisation.	Young people aged 16-25, unemployed, involved in VET or looking for a new pathway.	Guidance staff providing community guidance work, education, high support interventions (drug & alcohol).	SymfoS has been implemented in both own guidance model and also the training provided to clients. The counsellors utilize the tools when they interact with a client who requires an intervention that is different to the traditional guidance methods. The Peer Buddy System is utilized within training courses as this allows for great group engagement.
Italy	CESIE - no profit organisation.	NEETs, unemployed, European volunteers, young people with migrant background. 14 – 25-year-olds) subject to criminal proceedings by the local juvenile judicial authority.	Project managers, trainers in youth matters specialised in non-formal methods of education.	SymfoS methods and techniques are used for education and career guidance with young people assisted by Office of social services for minors of Palermo (USSM), NEETs, young unemployed people and with young migrants or young people with migrant background, especially those approaching the majority of age. Another use is also during pre-departure and welcoming training activities addressed to European volunteers to explore their motivation. The Peer Buddy system is especially suitable to working with groups of European volunteers who share similar educational and professional objectives.
Spain	Asociación Caminos - no profit organisation.	Trainers, social workers, teachers, educators and other professionals in the field of career guidance working with disadvantaged and unemployed people.	One psychologist, specializing in mindfulness and emotional intelligence, with experience in stress management, mental health units, group interventions/dynamics and psychosocial investigation. One trainer and project manager with experience in social work, mediation, and people in risk of social exclusion.	Caminos is focused on the training of trainers in Spain, coming from different local and regional organizations, working largely with young unemployed people. Caminos works also in collaboration with local municipalities.

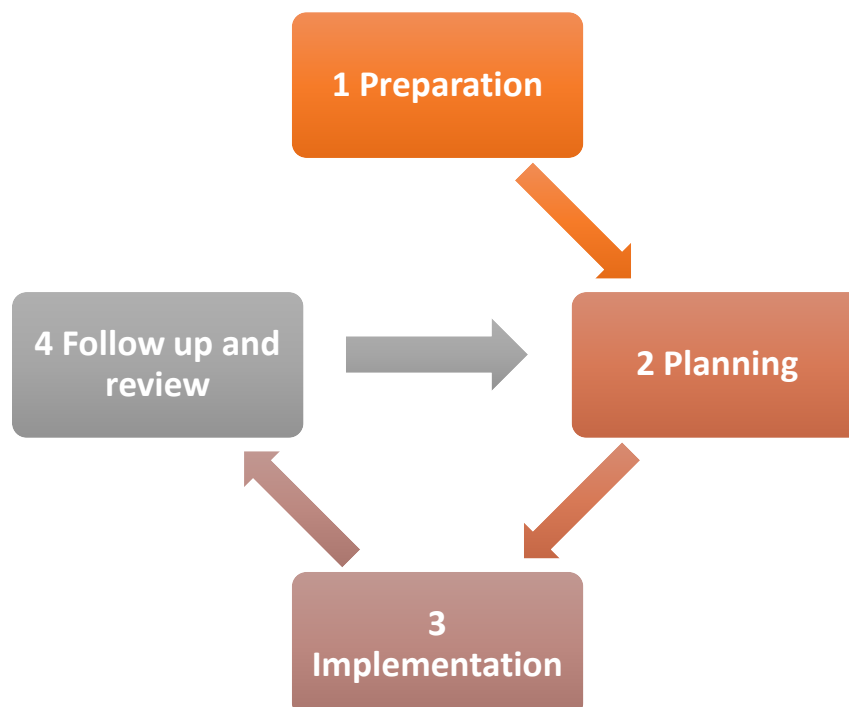


7. GUIDELINES FOR SYMFOS METHODOLOGY IMPLEMENTATION

The following guidelines have been drawn up taking advantage of the experience developed by the SymfoS project partners in implementing the SymfoS methodology in their structures.

Reasoning on the advantages, challenges and margins for improvement of these experiences, guidelines have been formulated and contain suggestions and recommendations for a gradual and effective introduction of the methodology, considering organizational, management, human resources, logistics and financing aspects. Following the basic rules and principles of Symbol work, each project organisation considered some adaptations that depend on their particular conditions and environment of work. In some organisations for example the career guidance service is a prevailing activity (job centres), in others it is a part of the many services provided (NGOs, schools) and therefore these guidelines shouldn't be seen as a rigid scheme to be adopted, but rather as a tool to use with some flexibility.

In any case, professionals and organisations interested in offering a comprehensive education and job guidance service based on SymfoS needs the structure, principles, processes, resources and tools to properly provide the services. The following guidelines, to consider in the organisation and management of the services, describe cyclical actions to be undertaken organised in four main phases: 1) preparation, 2) planning, 3) implementation, 4) follow up and review.



PHASE 1 - PREPARATION

This stage consists of some preliminary actions to take before working to introduce SymfoS in a new organisation. Presented here are some recommendation taking the first steps into SymfoS world. Read the Transfer Handbook and answer the questionnaire “Does SymfoS methodology fit into the needs of your organisation/institution?” (chapter 5). This check list will provide a first insight on what is and what is not SymfoS and will help understand if the SymfoS approach fits your organisation needs (target people, aim of projects, assignments).

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Leadership mindset and cultural shift within the organisation

Starting a new project or practice requires some changes and adaptations at all levels of the organisation, it integrates the development of the leader, its managers and all people of the organization. It is important to consider that making changes to the current practices in place within an organization could be perceived negatively by the staff. The leadership should act as driver of the change and should be truly open to embrace a new project before addressing the staff. The first step consists in analysing the context and the organisational structure: what needs to be adapted/changed and realised, and what are the possible obstacles to these changes? Once the context is identified, procedural adaptations can be made. Some preliminary actions that the management can take:

- organise a one-day workshop with national SymfoS experts (see chapter 11 “National contacts”) to let the staff understand the basic principles of Symbol work. Instead of trying to convince people by talking about why they need to adopt some new ideas, it is more effective to show them the new methodologies and tools in a practical way.
- address the staff highlighting the opportunity of professional growth at first and, most important, the opportunity of empowerment for young people.

Identify client’s needs

Identifying the client’s needs and their profile is also one important aspect to aware of for any professional and organisation interest in offering comprehensive career guidance services based on SymfoS.

It is essential knowing the cultural, social and economic background of the clients and then adapting the guidance activities to their needs and challenges and being aware of the success that the methods have especially with young people with communication barriers.

One suggestion is to implement a gatekeeper, a service that directs customers to the guidance services and facilitators more suitable for them. If this service is already in place, it is important to give all necessary instructions to the person in charge of this initial sorting of clients in order to redirect them to the qualified personnel. This process of redirection of the clients is of course also strategic among colleagues. It's then essential that the whole staff knows about the opportunities offered by SymfoS, especially about working with specific target groups and clients, for example, facing emotional blocks.

PHASE 2 - PLANNING

Implementing a new strategy requires in some measure to review the organisational structure and a lot of planning. These guidelines describe minimum organisational adjustments needed to embrace the change, respecting the organisation identity.

Framework of programme management

Organisations often manage multiple projects simultaneously and with shared and overlapping human and financial resources. Managing a program of complex activities is essential and allows for achieving the desired results. The programme management requires to agree on roles and responsibilities; define the programme planning; establish internal and external communication, set up and maintain quality management system. Often, the simple act of including the staff in the change process reduces opposition to new methods. Try with your staff to:

- define how to integrate the new tools in the existing guidance service and intervention strategies offered;
- identify existing and needed resources for the implementation of the activities;
- create an operating plan: with activities, people involved, timing.

The SymfoS counselling process



SymfoS proposes its Counselling Process based on specific tools (described in detail in Train the Trainer (TtT) Curriculum (IO3)). In a few words, this process has been structured to allow a quick screening of the client's needs for then identifying the most suitable counseling scenario for her/him and gradually providing deeper counselling interventions, before reaching social integration for the person being counselled.

- Knowing this counselling process is the first step that allows the use of the SymfoS counselling tools and scenarios in an effective way.
- Consider that this scheme can be adopted or adapted to existing organisation counselling processes.

See IO1 “Generic Framework for Symbol work” for more information about SymfoS counselling process.

Organise the working team

In order to start and maintain a functioning SymfoS service the structure should have dedicated and diverse staff and clear separation of roles. The staff should show commitment and should be able to dedicate necessary time to plan and coordinate or deliver the counselling sessions and build a



relationship of trust with the client. The organisation should ensure the participation of two profiles for providing this kind of career guidance service: the manager and the career guidance/advisers.

Manager: is the person that will plan, coordinate, evaluate and follow-up the activities for the services. This person has the skills for managing the service, preferably she/he has experience working with disadvantaged people and with the capacity to prepare career guidance plans.

Career guidance/advisers: to use SymfoS methods in a responsibly way, the person delivering counselling interventions has to be an experienced practitioner on job and career counselling. This is also a requirement to apply for the SymfoS certified training process as described in the Train the Trainer (TtT) Curriculum (IO3).

For the managers interested in applying SymfoS methodology, start identifying the staff who would have competences and are interested in receiving SymfoS training is the first step. Learning SymfoS methods can't be an imposition for the staff, they should show interest and also possess the basic skills needed to be a SymfoS trainer. SymfoS should be presented as an opportunity of professional growth and also an opportunity to acquire practical tools that can be used in everyday practice.

Necessary resources

The following are a number of resources needed for the organisation and maintenance over time of a sustainable service. The resources should not be understood only as financial resources, even if these sometimes present as an obstacle to be considered in advance, but include human, physical and instrumental resources, as well as time.

Organisations interested in offering SymfoS consulting services should, before embarking on any internal reorganisation, assess the internal resources already available and then, following the instructions in this guide, acquire what is missing.

Human resources: as previously mentioned, the two main figures needed to implement the service are the manager (and the department managers) and the counsellor. Other staff members who can help make the service efficient are the gatekeepers, even if this function is not present in all the organisations. A general prerequisite is to count on qualified personnel, able to work with young disadvantaged people and committed to follow SymfoS principles. To start the service, it is suggested to have at least two career guidance staff trained to use SymfoS and to increase this number over the time.

Budget: a dedicated budget should be available for acquiring basic equipment and for initial professional development. In this regard, it is useful to know the experience of some trainers who started to build their own set of working tools and collection of symbols (see chapter 3 "SymfoS

open online resources and working tools”). In the long term a share of budget should be allocated to cover continuing professional development of the staff and if necessary, room rental.

Time: make sure to dedicate the required time to training the staff, delivery of the counselling sessions and feedback exchanges. There needs to be clear acceptance from an organisational perspective that the staff would be allocated time to deliver SymfoS sessions, to participate in team meetings (such as Quality Circles described in chapter 10 “Tool for Quality Assurance”), completing the training and time for reflection to evaluate the progress of the young people.

Setting: make sure to find a suitable location and adapt the room to the type of counselling. SymfoS sessions should take place in a welcoming, friendly environment allowing for working on the floor where possible. This room should also be available for the necessary time to cover the duration of the session, which can last more than an hour, and should be available throughout the counselling process. Make sure to book the room, if this is a common facility, according to the meeting schedule. The room should be big enough for group sessions too. Evaluate renting a room in another location or if possible, book a room in community spaces.

Learning resources and working tools: know where to find all necessary SymfoS learning resources; chapter 3 “SymfoS open online resources and working tools” presents a description of all necessary resources that will support training, delivery of an intervention and documentation and links for their download.

Online platform: The SymfoS online platform informs on current activities of the SymfoS project and provides various additional material. For trainers and experts, a forum is available, where frequently asked questions and answers can be found. In the restricted Trainer Area (available for all certified SymfoS trainer) it is possible to find additional templates, training material and other supportive documents.

Training the staff: As part of the project a complete SymfoS training programme has been developed (described in the Trainer the Trainer Curriculum (IO3)). The training programme includes self-study, face to face activity and reflection, practice, knowledge exchange and use of the online platform. Time and space are required to do this in an environment that encourages this form of professional and organisational development. The staff also should be provided with continuous professional development that goes over obtaining the certification.

Quality Assurance measures

SymfoS provides specific tools for Quality Assurance (QA) (chapter 10) to be integrated in existing Quality Management Systems of the organisations. For those organisations who don't have an already established QA system, SymfoS also provides basic requirements for the SymfoS method application.

In a perspective of continual improvement and openness toward the staff and the service users it may be useful to define what is meant by quality and how the education and career guidance service can be further improved. A quality service is the one that meets the expectations of the people who are delivering the service and of the clients and quality is a concept subject to constant change.

In order to achieve quality service, it is necessary to draw up the aims of the services to deliver and how these will be supplied. Of fundamental importance is that identification of quality standards sees the direct involvement of counsellors who with their experience can identify the optimum combination of factors and they will be directly involved in the improvement of the service.

Quality planning is the process of identifying quality standards the service needs to comply with to achieve the required condition. What are the elements which determine quality of consultations? How to improve them?

Once having established the satisfactory combination elements, how to check the attainment? Two basic requirements are:

- carrying out regular checks and supervision;
- asking for feedback from trainers and clients (clients and counsellors review feedback sessions).

Quality control is the process to go through to confirm that the service reaches the required quality. SymfoS provides tools that combine different approaches to check for quality. See chapter 10 "Tools for quality assurance" to have an overview of all tools proposed.

Finally, preparing a quality control plan will help outline how the required conditions can be achieved, planned and documented. A quality control plan can help link the quality requirements identified with the scheduled activities for the implementation of the service and with the collection of feedback on a regular base.

PHASE 3 - IMPLEMENTATION

During the implementation phase the service is fully operational and the counsellors are ready to offer supportive interventions through the SymfoS techniques. During this period some requirements are of fundamental importance to keep the service sustainable and compliant with established Quality standards.

Maintain client-facilitator relationship

SymfoS trainers must apply the SymfoS pedagogical approach for the whole duration of the counselling. They should keep the focus on the client and adopt a client-lead decision making approach, without prevailing or falling into the temptation to provide own solutions. Foster personal relationships with the clients and maintain the role of facilitator, meaning to support youth in their process of self-awareness, give them the leading role in the process, promote their autonomy and independence, encourage self-guidance and self-discovery.

On-going monitoring and periodic review

Managers should monitor and periodically review the activity of their organisation to ensure that they achieve the objectives set for them and respond to the needs of clients.

Moreover, it is suggested to:

- periodically assess the cultural understanding of Symbol work among facilitators, clients and the local community to avoid misinterpretation of Symbol work.
- Constantly evaluate changing needs of clients and local context.
- Maintain separation of roles among the staff involved.

Supervision

Alternatively, or additionally to the prior mentioned Quality Circle, it is recommended to carry out supervision with experienced SymfoS trainers outside of one's own organisation. This method will support practitioners in their application of the SymfoS methodology in order to ensure the implementation at a high-quality level.

Organise regular exchanges between trainers (interviews)

Supervision and Quality Circles are useful tools to collect group feedback from the staff on a regular basis, presenting opportunities for knowledge transfer. Regular meetings can be dedicated to address problems and find solutions or share good practices.

An important step in the learning process of the SymfoS trainer is to write Case Studies. SymfoS QA tools include templates for case studies documentation and evaluation of counselling sessions.

Interagency meetings and networking

SymfoS can present different opportunities for collaboration with organisations and professionals working in this field. In practice it is possible to organise meetings (interagency meetings) to facilitate the exchange of experience and knowledge acquired through SymfoS, create synergies with professionals and organisations that can intervene in some phases of the consultancy process; linking different services of the territory to enrich the offer and become a resource for teachers, employees and specialists at community organisations.

Peer counselling

In addition to increasingly involving internal staff in the SymfoS world, a suggestion is to include some clients, who have received positive feedback, as observers. Especially while holding group sessions, organized according to the "Peer Buddy System" (described in detail in IO5), is possible to encounter young people who can take an important supporting role for their peers. Involving them in counselling sessions with peers has the double advantage of empowering them and supporting their peers more effectively.

Providing necessary resources

The effective management of resources is key to effective services. The organisation through its annual budgeting could establish the training and working tools in the budget and, besides financial resources, ensure to:

- allocate proper amount of time for SymfoS career guidance;
- allocate budget for implementation;
- keep staff well informed about arrangements;
- keep career counsellors on continuous training and increase the number of quality staff (in the long-distance train more than 2 people);
- keep the centre well equipped (materials, setting).

Keep collecting the symbols

Only through the constant use of the SymfoS working tools will they be better understood and utilized. During the implementation phase it is recommended to continue to collect objects to complete the SymfoS symbols kit. It will be clear through use with clients if it will be necessary to include some more symbols to cover any symbolic areas that customers find difficult to identify, or you can see that in a kit there are too many symbols that refer to the same concept. Then it will be possible to remove them. When a first work kit is considered complete and will allow to work at its best, it will be possible to have a second kit to allow the simultaneous work of consultants.

Continuous professional development

The piloting experience with SymfoS has established that learning by doing is the key to mastering SymfoS techniques over time.

The main recommendations made to the SymfoS facilitators undergoing training are:

- a) try in first person all the roles involved in this type of counselling sessions (trainer, client and observer);
- b) use the techniques as much as possible with colleagues and friends before moving to real clients. This is also a way to introduce new colleagues to the SymfoS world and gradually take on the role of trainer.

Suggestions for the managers:

- make the staff participate in the sessions as observer for consolidating skills;
- allowing inhouse exchange of knowledge, among the staff, is essential to increasing the number of staff members able to understand the basic principles of this approach and work with SymfoS. Managers are invited to test SymfoS techniques as well;
- use SymfoS for small internal sessions to plan or answer key questions among the management and the staff;
- provide, for the facilitators who have obtained a certification, annual refreshing trainings.

PHASE 4 - FOLLOW UP & REVIEW

The main purpose of establishing a monitoring and evaluation system is to obtain data on the performance of the orientation service in order to improve it. In this section guidelines are presented for possible adjustment and enhancement actions of the service.

Adjustment and enhancement

Quality Assurance is a systematic process of defining, planning, implementing and reviewing the management processes in order to provide adequate confidence that the service will meet the required quality standards. The Continuous Improvements Process proposed within SymfoS is an ongoing process that reinforce what went well and introduces something new to improve future performance. SymfoS provides QA tools (chapter 10) that help gather information and reach continuous improvements that can be integrated in existing quality management systems.

These tools should be used to address problems, review the service and finally introduce adjustments in collaboration with the staff. Here are some questions that can help the reflection:

- What potential improvement in application can be introduced?
- What further developments and improvements are possible?
- How to increase sustainability of the methodology for clients and organisation?
- How to increase the network?
- How to improve training efficacy and number of staff members able to work with SymfoS?
- Plan interfaces, individual pathways
- How to implementing new tenders
- How to better adapt to local needs?
- How to identify, document and share the best practices?

Having a formal QA process and repeating the quality cycle, is the only way to assure that the service is meeting high standards and clients and staff satisfaction.

Communication, dissemination and methodology mainstreaming

In order to effectively prepare for widespread adoption of the SymfoS concepts and results there are presented examples of internal and external communication and dissemination actions that can be undertaken to disseminate the methods and outcomes and contribute to increase the network:

- identify and address other organisations (such as schools, job centres, VET providers) through presentations, simulations and involvement of external professionals in training and delivery of career guidance interventions;
- identify, collect and present best practices to internal staff and external groups (beneficiaries, professionals, education and career service providers, decision makers, community);
- advertise the service to attract young people, parents, teachers, social workers through dissemination materials (see Annex Dissemination Tools) designed to let young people know about SymfoS opportunities in an attractive way);

- involve clients and staff as ambassadors or testimonials to make the service known.

8. LINK WITH EXISTING EDUCATION AND CAREER GUIDANCE METHODS

In the European countries apply different systems and different approaches of education and career guidance, that often vary from region to region. These includes services offered by employment public offices or the collaborating entities of the public employment services; counselling is also offered remotely through the employment online portals or through recurring events like “open days” or “career days”. Career guidance and counselling services can also be accessible within the schooling system, university systems or as integral part of VET and can be the responsibility of teachers, professional counsellors, employees of the job centres with more or less experience and certified competences. In most countries career guidance in not a national state-regulated occupation.

In this complex framework, interfaces of SymfoS in existing education and career guidance methods can vary from country to country but in general there is great potential for use and integration of the methodology in national and regional existing systems. SymfoS represents a great resource for all guidance practitioners and teachers responsible for job orientation in schools because it offers a holistic methodology and tools. In this section examples of integration of SymfoS in national and regional career guidance systems are presented.

Austria

In principle, career guidance in Austrian schools is organised according to a three-level model: career education lessons are provided by careers teachers; individual advice is provided by student advisors; and both of these are supplemented by a School Psychology Service that can offer specialised assistance. These are supplemented by classroom teachers and a wide range of other individuals and agencies outside the school, especially the Labour Market Service. Real-life encounters (work placements and trips to job fairs) giving students the opportunity to gather practical experience is a very important Method within Austrian System.

Germany

In Germany (Düren area) one established career guidance method is KAOA - Potentialanalyse: Potential analysis at secondary schools in the context of "No degree without connection": Here students' competencies such as ability to communicate, critical ability, ability to deal with conflicts, technical skills etc. are examined 'Komm auf tour- meine Stärken, meine Zukunft' is a project for strength discovery, career orientation and life planning for young people from 7/8 class, their parents and teachers. The nationwide well-known project offer "get on tour - my strengths, my

future" with the central "adventure parcourses" is offered since 2008 for a growing range of target groups. In addition, there are career counsellors employed throughout Germany by the agency for work in secondary schools. They usually conduct purely verbal consultations.

Ireland

The Ballymun Jobs Centre currently utilize an extensive profiling assessment when establishing the needs of clients. This allows the guidance practitioners to tailor the use of specialised methods with the young person to address their specific barriers, whether through intensive client centred career guidance process and developing action plans, referring them to counselling, personal development courses/programmes or basic skills training etc.

Italy

Career guidance in Italy is coordinated by the Ministry of Labour (adult career guidance), the Ministry of the Ministry of Education, Universities and Research (career guidance of students at the university, careers guidance of students at primary and secondary school), the Regions and the Provinces (for unemployed people). In this framework SymfoS methodology represents a useful tool for all the teachers, employees of job centres, university councillors with or without specific competences in this field, to provide holistic education and career guidance service.

Spain

There is no clear unified approach for all of Spain, however existing methods encountered by us often are limited to simple interviews or the filling out of questionnaires and forms. Certain organisations apply group sessions with the focus group, but due to a limited number of places per year, this service is limited even when it is available.

9. RECOGNITION AND CERTIFICATION PROCESSES

The mission of the SymfoS project is to make this methodology effective and obtain a great impact in terms of people reached and being counselled with these tools, especially those who are not obtaining a benefit from existing and more traditional approaches. To make SymfoS transferable and to facilitate the training process it was developed as a ready to use package of tools that allows many typologies of organizations in the guidance sector to make use of it. The SymfoS package includes theoretical basis, a complete training program structured according to the requirements of ECVET and it is equipped with a series of open learning and working tools.

Investing in acquiring the SymfoS methodology brings many advantages at organisational level:

- professional growth;
- introduction of new and complementary working methods to those already in use;
- possibility to support disadvantaged young people;
- tool for adult competence assessment for companies;
- networking and visibility at local and regional level.

See the “Certification process for SymfoS Trainer” described in the Train the Trainer Curriculum (IO3).

How to make the most out of SymfoS?

Those organisations that are investing time and resources in learning SymfoS and in integrating it at organisational level have the possibility of extending the benefits of acquiring the methodology both in the private and public sectors. SymfoS can have many further applications that can ensure the use and the dissemination of the knowledge achieved during the acquisition of the methodology and an added value which boosts further developments, to provide some examples, SymfoS:

- can be implemented as already certified training programmes in a similar field of work;
- can be part of existing or new VET trainings;
- can be made as part of organisation contract and fixed as a standard;
- can be offered as a dedicated service to the own funder (labour market service, ministries etc.);
- can be supplied to other counselling organisations with training;
- can be a key resource for creating agreements in professional networks.

Undertake a social impact evaluation

Undertaking a SROI (Social Return on Investment)¹ analysis can respond to a wide range of objectives. It can be used as a tool to plan and improve the strategy, to communicate the impact and attract investment, and also to make investment decisions. It can help guide the choices managers face when deciding how to invest their own time and money.

Training career guidance specialists

Career guidance professionals in several countries have begun their line of work through other professional paths, they might not have competences needed to advise young people. One way of

¹ A Guide to Social Return on Investment is available at https://www.bond.org.uk/data/files/Cabinet_office_A_guide_to_Social_Return_on_Investment.pdf

continuing to develop these professionals is to provide training opportunities to personnel from educational institutions, public employment service offices and community organisations that provide professional guidance services.

SymfoS as a tool for adult competence assessment

SymfoS can be part of a programme of counselling offered within a company both for outplacement (for job search, assistance for workers who have been terminated) and inplacement (internal relocation of employees) of workers. In this context, SymfoS can be one of the tools used for adult competence assessment, to start a reflection and recognition of the acquired competences during the different life periods and to redefine and redirect the educational and professional path of the person.

10. TOOLS FOR QUALITY ASSURANCE

In the context of SymfoS, the Quality Assurance (QA) is a process to ensure the quality of the consultations, to continuously improve the interventions for the target group and to adapt the method to the respective conditions in the different organizations. The further development and adaption of the interventions is a very important part of the SymfoS methodology.

This is the reason why SymfoS partners made a great effort to assure a high-quality delivery of the SymfoS methodology. Below specific quality tools are described, which must be applied when using SymfoS. These tools can integrate into already existing Quality Assurance measures and procedures in operation within an organisation.

Certification process for SymfoS Trainer

As a first step in SymfoS quality approach the process regarding how to become a SymfoS-Trainer is defined. This process starts with the Learning Agreement, which clarifies prior qualifications and the individual motivation of the learner. Basic Literature on Symbol work and the SymfoS-approach have to be studied before attending the face to face training sessions. They can either take place in one full training week or be split in some 2 or 3 days training modules, depending on the different offers of the training providers. These face to face sessions are followed by a transfer into practice. Future SymfoS trainer should apply the method into their own working field. At least three case studies have to be documented and a reflection on the transfer is needed. Finally, the trainers have to complete the personal transcript in order to document the individual learning process. The final expert talk assesses the fulfilment of the SymfoS criteria and is the prerequisite for the certificate.

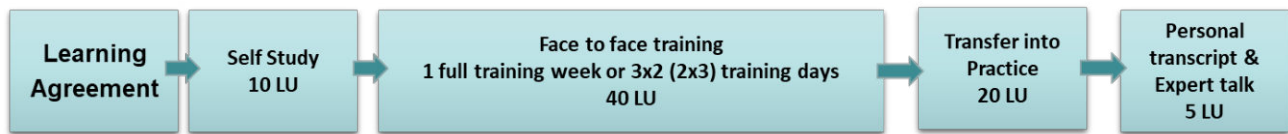


Figure 3 Steps of Certification Process

A detailed description of the Certification Process can be found in chapter 2 of the Train the Trainer Curriculum (IO3).

Documentation and Evaluation of Counselling sessions

An important step in the individual learning process for all SymfoS trainers is to write Case Studies in order to reflect their own work and to share their experience with colleagues.

A sample of these Case Studies can be found on the trainer platform www.symfos.eu (Trainer Area), which aims to develop a learning community for the SymfoS methodology.

Templates for the documentation of the Case Studies work can be found in the Annex - Templates for Quality Assurance.

Quality Circles (Intervision)

The SymfoS methodology can be used by single trainers, but its full effect is apparent when it is implemented in an organisational framework. Training and Counselling providers, who want to use the ‘full power of the SymfoS methodology’ should set up a quality management system including Quality Circles Meetings for all staff involved. The suggestion is to have at least one quarterly meeting in each organisation to exchange lessons learned, knowledge and to support each other through this “Intervision-Setting”. This is a form of collegial advice, where a trainer or consultant presents a concrete case study. The colleagues will then reflect on different strategies on how to deliver good practice.

Continuous Improvement Process (CIP)

Organizations with an advanced Quality Management System should integrate the SymfoS methodology into their internal Continuous Improvement Process. This means, to nominate a responsible person leading the Quality Assurance of the SymfoS methodology, aiming to adapt and improve the application of SymfoS within the organisation as a continuous process to optimize client’s satisfaction.

Recommendation: All organizations providing their SymfoS trainers with certificates should motivate them to join the various SymfoS networks (via SymfoS training platform, Facebook, LinkedIn...) and encourage them to do further training in Symbol work (at least 16 hours in two years).

Trainer Platform

As a final tool for dissemination and Quality Assurance has been developed the project website www.symfos.eu (available in English, German, Italian and Spanish). The website informs on current activities of the SymfoS project and provides various additional material. For trainers and experts, is available a forum, where frequently asked questions and answers can be found. Feel invited to place you requests there. In the restricted Trainer Area (available for all certified SymfoS trainer) is possible to find additional templates, training material and other supportive documents.



Figure 4 www.symfos.eu – Dissemination and Trainer Platform

11. NATIONAL CONTACTS

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12. CONCLUSIONS

The SymfoS project partners, through this manual, hope to have created an opportunity for all organisations operating in this sector (schools, employment centres, vocational training centres and so on), of openness toward a more inclusive educational and job guidance system based on a positive and non-formal pedagogical approach. This is the result of a work that lasted more than two years, in which the partner organisations have experimented, expanded and adapted the range of SymfoS techniques to their working environment and people who benefit from these interventions. Naturally, this experience also highlighted some challenges that have been faced - by trying to find solutions - to ensure that other organizations had the opportunity to get to know and work with SymfoS in the easiest way possible. We hope to have achieved the goal of making this experience transferable to as much as possible organizations and professionals to ensure that the number of people reached and supported by SymfoS can grow over time and across Europe.

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13. ANNEXES

All annexes are available in English, German, Italian and Spanish at www.symfos.eu download area:

- IO1 Generic Framework for Symbol work
- IO2 Basic-Clearing methodology for Symbol work
- IO3 Train the Trainer Curriculum
- IO4 Symbol work counselling scenarios for career & education counselling
- IO5 Methodology for individual learning and career pathways, supported by peers and buddies
- Template of Letter of Interest
- Templates for Quality Assurance
- Dissemination Tools



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