



Adapting the Rickter® Scale Process to improve and monitor the journey of marginalized groups towards employability



Nan Wood

Practitioner Feedback, part 3 - Final Survey Report -



Evaluation



Funded by



Lifelong
Learning
Programme

Feedback on the use of the Rickter
Scale® from Practitioners within
the Transfer of Innovation Project



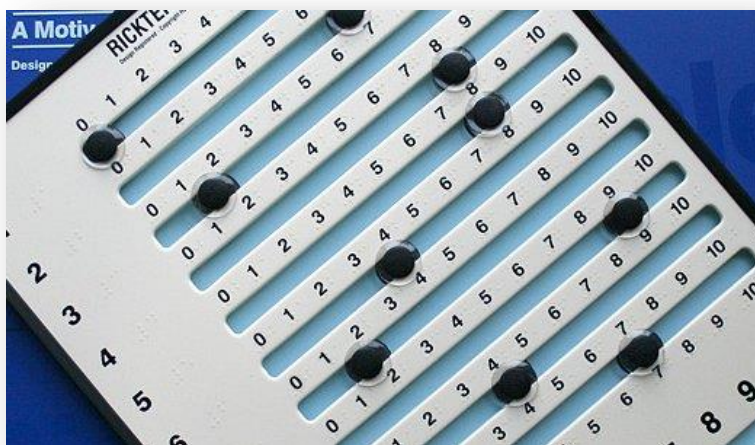
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The Project

Feedback on the use of the Rickter Scale® from Practitioners within the Transfer of Innovation

ZIB in Germany is the lead partner in the Transfer of Innovation Project “Scaling New heights in VET” and along with the partners KMOP in Athens/Greece, ANS in Carpi/Italy and Rickter Company in Newcastle/UK the application and outcomes is surveyed where the Rickter Scale® is a completely new way of assessing. Our challenge is to see how the method is to adapt for different languages and cultures.

The Practitioners were trained in December 2011, and initially worked with the Lifeboard Frame of Reference and then during the Training Follow-up February 2012, The Rickter Company helped the partners to develop an Employability Frame of Reference that is designed to reflect the specific needs of each of the partners target groups, as well as the aims and objectives of each partner organisation involved in TOI.



The Rickter Scale® board

The feedback below has been given by the Practitioners on their experience of applying the Rickter Scale Process within the first twelve months of the TOI implementation.

The Partners

ZIB, Solingen/Germany

ZIB works with people who are long-term unemployed to raise employability skills and to get them into training or work. They run drop-in centres, workshops and courses that offer recognised qualifications. A lot of their input is with women returning to work, lone parents, immigrants and those affected by domestic violence.

KMOP, Athens/Greece

KMOP are a service who work with people with mental health challenges and with learning disabilities. KMOP supports them within Day Centre Activities, Group Homes and Independent Living.

ANS, Carpi/Italy

ANS work with people who are immigrants to Italy interested in working as Carers for the Elderly, offering a recognised qualification in care work.

The Rickter Company/UK

The Rickter Company work with services in the UK whose client groups include families with complex needs who are being offered the opportunity to re-engage with education, training and employment.

The feedback of practitioners

For the purposes of this evaluation each partner gave verbal feedback and completed a Rickter Interview Summary to allow us to compile the outcomes and scale their journey of using the Rickter Scale®. The following questions were applied:

1. Training

How happy are you with you with the Rickter Scale training you received? Ten: you are very happy. Zero: you are not happy at all.

2. Confidence

How confident do you feel in using the Rickter Scale? Ten: you feel very confident. Zero: you do not feel confident at all.

3. Overlay

How happy are you with you with the questions you are using with the Rickter Scale? Ten: you are very happy. Zero: you are not happy at all.

4. Client Engagement

How well does the Rickter Scale engage with your clients? Ten: very well. Zero: not well at all.

5. Cultural Barriers

How well does the Rickter Scale overcome any cultural barriers? Ten: very well, Zero: not well at all.

6. Action Plan

How effective do you feel the Rickter Scale is in producing an Action Plan? Ten: very effective. Zero: not effective at all.

7. Environment

How confident are you creating the right environment for Rickter Scale interviews? Ten: very confident. Zero: not confident at all.

8. Administration

How confident are you using the Rickter IMS? Ten: very confident. Zero: not confident at all.

9. Outcomes

How happy are you with the outcomes of using the Rickter Scale? Ten: you are very happy. Zero: you are not happy at all.

10. Support

How happy are you with the support you are receiving? Ten: you are very happy with the support you are receiving Zero: you are not happy at all.

The following information is a summary of the feedback for each area:

1. Training

All the Practitioners thought the training to be beneficial, although initially some people were nervous of using the Rickter Scale®. The content of the training met individual needs and all training materials were translated into each language i.e. German, Greek and Italian. As well as Rickter Scale® Training, the group received Action Planning Training and Groupwork Training, allowing wider application and understanding of Rickter. The Practitioners enjoyed the practical aspects of the training and found the theory to be of use. They also felt the time spent in discussion and sharing good practice within their own language groups was very valuable. A follow up session helped to embed the process and address any questions around using the board.

2. Confidence

In the beginning when the Practitioners first started using the Rickter Scale® Process, they felt a little unsure of themselves and confidence was low. Although they understood the theory and the process learned on the training, they required to put it into practice with their own client groups. Over time their confidence has grown but there can still be difficult cases where there can be insecurities. This reflects their individual skill levels and experience, rather than their use of the board itself. One Practitioner commented, "I want to continue to use Rickter as a familiar tool and I feel very confident and secure with it. I want to use it in a lot of different situations, i.e. with employers, staff etc".

3. Overlay

In the beginning all the Practitioners used the Lifeboard Overlay (See Appendix) and while these questions were thought to be useful in identifying the barriers in people's lives, everyone felt that there were other questions that could be better applied around their individual client groups to achieve their aims. The Rickter Company had discussions with each group and they were asked to keep 5 headings from the Lifeboard and to select 5 headings which they felt would apply to their role and engage their clients.(See Appendix). We are now into the third stage of the project and each country has again had discussion around the questions they are using.

ANS in Italy said the overlays applied to migrant women and home carers will not be changed, but they will expand the exploration questions concerning the heading "work-life balance".

KMOP in Greece said they will not change the overlays but they confirm that the Scale seems to be useful with clients with mild to moderate mental illnesses or learning difficulties, with whom they had good results – but not so with those whose mental impairment is severe.

ZIB in Germany said the practitioners see the need for further changes to the Frame of Reference questions when working with women who are job returners and single parents. They suggest 5 questions to be changed, some changes to both headings and questions, leaving out 2 previous questions and instead adding 2 new ones.

In the UK practitioners have implemented changes to the Frame of Reference for families affected by long-term unemployment and low skill set. The questions are now more holistic to the work they are undertaking in skill development and family support.

4. Client Engagement

The Practitioners thought that the Rickter Scale® engaged really well with nearly all their client groups. People like to use the board because it is different and there is not a lot of writing involved, therefore removing barriers.

This was particular in the UK where the Practitioners are working with people who have low literacy skills. Their clients enjoyed having the board in their hand as it made them feel they had more input and say around decisions they wanted to make.

There were a few challenges within KMOP where it was felt that the scale did not engage fully with people who had severe mental impairment. However even on this level the client had enjoyed using the board because it encouraged conversation and they liked the one to one time being spent with them.

ANS noted that their client group on training courses enjoyed using the board and that it evidenced improved relationships, skills and co-operation. There were some challenges to overcome around their client's level of understanding/speaking Italian and being able to express their feelings in a second language could sometimes be difficult. For the clients seeking employment there were some problems in using

Rickter. As this is a 'drop in' facility, time constraints were the main problem. Some clients looked upon it as a test that would get them work and because of this said what they thought the worker wanted to hear, rather than what was honest. ANS thought this was due to the relationship built with the worker.

ZIB found that the clients using Rickter described it as an overall good experience. They had excellent engagement with young men attending vocational training who usually are very adverse to speaking and sharing thoughts and feelings. These young men opened up using Rickter and started to address their problems in a positive way. With other clients they found they gained a lot of information and with migrant people it helped to overcome communication barriers.

5. Cultural Barriers

On the whole Rickter has been found to cross cultural barriers according to Practitioner feedback. There were some challenges with people who were immigrants to all the countries. There can be language problems but using the board helps to break things down into an easier level of understanding.

Quite a few noticed that it was difficult to get some people who were affected by religion and the male role within their community and family to recognise self-responsibility and choice. However, by working with them on areas of their lives that they could change, this had a knock- on effect in promoting individual choice. Through getting feedback from all Practitioners we have recognised that the problems in each country tend to be very similar i.e. unemployment, skill levels, family relationships, money etc and although our various cultures can have an effect on this we are ultimately working to the same goal of improved communities.

6. Action Plan

Each client has built an Action Plan through using Rickter and the role of the Practitioner is to make sure that it is realistic and has small achievable steps, especially in the beginning.

One Practitioner said, "With some client's it is very easy to make an Action Plan but with others they don't have the ability to think of solutions".

This reflects back to the cultural issues, especially around Muslim women. Some clients liked that they had a printed copy of the Action Plan to take away with them and there was much more ownership of their Action Plan through forming it on the board and feeling the results.

With the clients who had used Rickter to assess their course there was better attendance and communication. They also had a measure of the journey they were taking towards gaining the hard outcome of having a certificate. The Practitioners are now going to continue to use Rickter to build motivation and Action Plan towards gaining employment by doing follow up interviews.

7. Environment

Each Practitioner tried to create a good environment to conduct the Rickter Scale® interview. The majority of the interviews have been completed in their offices or premises. Some have been in the client's home and a small percentage in a public place. Confidentiality has been taken into account in all of these cases and although it is harder to gain privacy in a public area, this was where the client had chosen and felt most at ease to do the interview.

8. Administration

All the paperwork around using the Rickter Scale® is easy to understand and complete. The Impact Management System (IMS) was the main area we discussed, as this is where the outcomes and reports are being collated. Each Practitioner struggled a little with the IMS in the beginning but now feel confident using it. There have been some technical problems but with the input of this project the Rickter Company have now developed a fault reporting and tracking system which allows problems to be addressed quicker and easier. This has been incorporated into the Rickter Company Quality Management System and will be used with all customers of the IMS. The Practitioners can see the value of having this system and are still keen to learn more of what it can do.

9. Outcomes

All the Practitioners have seen changes in their client groups through using the Rickter Scale®. There is an improved awareness of choice, better communication, clearer goal setting and clients are now thinking and acting in a different and more positive way. Increased motivation has been demonstrated and the journey that each client has taken has been measured.

Using Rickter has enabled each service to see what kind of impact they are having on the client group, what the main barriers are and what resources are required to meet the client needs. This is evidenced in the graphs produced through the IMS (See Appendix). If applied, this evidence can of course form the basis of future funding bids for the services. They now have the ability to measure *soft outcomes* which has an impact on their hard outcomes i.e. by evidencing how they engage, communicate and encourage the client journey - which is usually the area that takes up most resources. They can prove that they are offering a holistic approach towards the hard outcome of exam results, gaining certificates or getting into work.

Using Rickter can cut down on the time spent supporting each client, as it produces a clearer picture of the individual and their challenges.

Rickter has also been used to measure the journey of the Practitioners in using the scale with their clients, and again this is evidenced in the graphs produced by the IMS (See Appendix). This data not only demonstrates the positive aspects of Practitioners using the Rickter Scale® with their clients, but also how it has contributed to their own skill development.

A manager has noted that due to using the Rickter Scale®, one member of her staff is now much more confident and speaks up for her clients in a different way. Rickter is the only tool she uses, and she now has improved rapport with the clients and gained better understanding of them - which has encouraged her to build empathy and advocate on their behalf. In this case it has also saved on time and resources as the staff member does not need to wait on a psychologist doing the interview and then giving her a report.

10. Support

The Practitioners feel that they have been well supported both by their Line Managers and by the Rickter Company.

One Practitioner said, "In the beginning we had language problems to overcome, especially around the technical questions on the IMS, but these have all been answered and the Rickter Company makes great efforts to assist with any questions and difficulties".

There has been encouragement by managers towards the Practitioners to both use the Rickter Scale® and to view and discuss the outcomes together.

Sustainability beyond Scaling New Heights

Each service is looking at how they take their use of the Rickter Scale® forward:

ANS is going to continue to use it to assess the impact of their Care Courses around new skills, social opportunities etc, but will now incorporate further interviews after a month of clients finishing their course. This will contribute to continued motivation towards employment as well as encourage clients to take personal responsibility for Action Plans and achieving more goals. ANS will look at developing a new overlay around employability to help define clients own expectations and not just those imposed by other people or services. They are also considering the use of the Extra Rater facility, to allow the member of staff to also scale where they feel the client is. This would offer a more holistic view of the client and perhaps further help them achieve their Action Plans.

KMOP will continue to use the Rickter Scale® with their more able clients and are especially keen to try it with new people accessing their service to enable them to get an initial picture of the person and form appropriate support packages at the earliest point of their residency. The Manager feels that this is a very good therapeutic tool which offers the opportunity for self-development - "A real tool that clients can manipulate which has a very strong therapeutic impact".

ZIB will continue to use the Rickter Scale®, especially as a coaching tool to support the process of placement. They like the fact that they gain a lot of information and that it makes working with immigrants easier. They will make changes to the overlay to better address and evidence the effective role of the service. They have been talking to other services in their area about Rickter, and sharing their good practice. ZIB also have plans to become trainers of Rickter so as to offer it to more services.

UK will continue to use Rickter and are looking at another overlay to engage with Adult Learners. The evidence they provide through their use of Rickter and the IMS meets the requirements of Her Majesties Inspectorate, who are very happy with this clear and concise way of showing outcomes.

As a group we are very pleased with the outcome of the Transfer of Innovation Project, "Scaling New Heights in VET".

APPENDIX

1. Lifeboard Frame of Reference
2. Italy: ANS Frame of Reference
3. Germany: ZIB Frame of Reference
4. Greece: KMOP Frame of Reference
5. UK: Rickter Frame of Reference
6. Italy: ANS Outcomes
7. Germany: ZIB Outcomes
8. Greece: KMOP Outcomes
9. UK: Rickter Outcomes
10. Summary: Average for TOI Practitioners

Rickter Scale® Lifeboard Questions

1. Employment/Training/Education

How happy are you with your employment/training/education situation? (choose the one applicable to your client). Ten: you are very happy with your employment/training/education situation. Zero: you are not happy with it at all.

2. Accommodation

How happy are you with your accommodation? Ten: you are very happy with your accommodation. Zero: you are not happy with it at all.

3. Money

How happy are you with your money situation? Ten: you are very happy with your money situation. Zero: you are not happy with it at all.

4. Relationships

How happy are you with your relationships? This can include any relationships. Ten: you are very happy with your relationships. Zero: you are not happy at all.

5. Influences

How much are you influenced by others to do things that you really don't want to do? Ten: you are very influenced by others. Zero: you are not influenced at all.

6. Stress

How stressed are you at this time in your life? Ten: you are very stressed. Zero: you are not stressed at all.

7. Alcohol

How much is alcohol a part of your life? Ten: alcohol is a very large part of your life. Zero: it is no part of your life at all.

8. Drugs

How much are drugs a part of your life? (This can be anything that you think are drugs: medication, coffee, cigarettes etc.) Ten: drugs are a very large part of your life. Zero: they are no part of your life at all.

9. Health

How happy are you with the state of your health? Ten: you are very happy with your health. Zero: you are not happy with it at all.

10. Happiness

How happy are you at this time in your life? Ten: you are very happy. Zero: you are not happy at all.

Italy: Rickter Scale[®] ANS Questions

1. Employment /Training/Education

How happy are you with your employment/training situation? Ten: you are very happy with your employment/training situation. Zero: you are not happy at all.

2. Relationships

How happy are you with your relationships (this can be any relationships that come to mind)? Ten: you are very happy with your relationships. Zero: you are not happy.

3. Health

How happy are you with your health? Ten: you are very happy with your health. Zero: you are not happy at all.

4. Stress

How stressed are you at this time in your life? Ten: You are very stressed at this time in your life. Zero: you are not stressed at all.

5. Accommodation

How happy are you with your accommodation? Ten: you are very happy with your accommodation. Zero: you are not happy at all.

6. Cooperating with other people

How confident are you cooperating with other care professionals? Ten: you are very confident cooperating with other care professionals. Zero: you are not confident.

7. Care work skills

How happy are you with the care work skills you have acquired? Ten: you are very happy with the care work skills you have acquired. Zero: you are not happy at all.

8. Barriers

How well do you feel you cope with any barriers in your life? Ten: you feel that you cope very well with any barriers in your life. Zero: you feel that you do not cope very well at all.

9. Work/Life Balance

How happy are you with your work/life balance? Ten: you are very happy with your work/life balance. Zero you are not happy at all.

10. Support

How happy are you with the support you are getting from our organisation? Ten: you are very happy with the support you are getting from our organisation. Zero: you are not happy at all.

Germany: Rickter Scale® ZIB Questions

1. Employment /Training/Education

How happy are you with your employment/training/education situation? Ten: you are very happy with your employment/training/education situation. Zero: you are not happy at all.

2. Relationships

How happy are you with your relationships (this can be any relationships that come to mind)? Ten: you are very happy with your relationships. Zero: you are not happy.

3. Health

How happy are you with your health? Ten: you are very happy with your health. Zero: you are not happy at all.

4. Stress

How stressed are you at this time in your life? Ten: You are very stressed at this time in your life. Zero: you are not stressed at all.

5. Readiness

How ready for work do you feel you are? Ten: you feel that you are definitely ready for work. Zero: you do not feel ready at all.

6. Choice

How much choice do you feel you have in making decisions in your life? Ten: you feel that you have a lot of choice in making decisions in your life. Zero: you feel that you have no choice at all.

7. Direction

How clear are you about what you want to achieve? Ten: you are very clear about what you want to achieve. Zero: you are not clear at all.

8. Presentation

How confident are you in presenting yourself to an employer? Ten: you are very confident in presenting yourself to an employer. Zero: you are not confident at all.

9. Barriers

How well do you feel you cope with any barriers in your life? Ten: you feel that you cope very well with any barriers in your life. Zero: you feel that you do not cope very well at all.

10. Happiness and Satisfaction

How happy are you at this time in your life? Ten: you are very happy at this time in your life. Zero: you are not happy at all.

Greece: Rickter Scale[®] KMOP Questions

1. Employment /Training/Education

How happy are you with your employment/training/education situation? Ten: you are very happy with your employment/training/education situation. Zero: you are not happy at all.

2. Relationships

How happy are you with your relationships (this can be any relationships that come to mind)? Ten: you are very happy with your relationships. Zero: you are not happy at all.

3. Health

How happy are you with your health? Ten: you are very happy with your health. Zero: you are not happy at all.

4. Stress

How stressed are you at this time in your life? Ten: You are very stressed at this time in your life. Zero: you are not stressed at all.

5. Accommodation

How happy are you with your accommodation? Ten: you are very happy with your accommodation. Zero: you are not happy at all.

6. Appearance/Personal Hygiene

How well do you feel you look after yourself? Ten: you feel that you look after yourself very well. Zero: you feel that you do not look after yourself very well at all.

7. Community

How much do you feel part of the community where you live? Ten: you feel very much part of the community where you live. Zero: you do not feel part of it at all.

8. Medication

How well do you feel on your medication at this time? Ten: you feel very well on your medication at this time. Zero: you do not feel well at all.

9. Support

How happy are you with the support you are getting? Ten: you are very happy with the support you are getting. Zero: you are not happy at all.

10. Progress

How happy are you with the progress you are making? Ten: you are very happy with the progress you are making. Zero: you are not happy at all.

UK: Rickter Scale® UK Questions

1. Reading

How happy are you with your reading? Ten: you are very happy with your reading. Zero: you are not happy at all.

2. Writing/Spelling

How happy are you with your writing/spelling? Ten: you are very happy with your writing/spelling. Zero: you are not happy at all.

3. Speaking

How confident do you feel about speaking to others? (on the telephone, to professionals/authority figures). Ten: you are very confident about speaking to others. Zero: you are not confident at all

4. Numbers

How confident are you working with numbers? (adding, subtracting, multiplying and dividing). Ten: you are very confident working with numbers. Zero: you are not confident at all.

5. Money

How confident are you working with money? (checking your change, paying bills, working out best buys). Ten: you are very confident working with money. Zero: you are not confident at all.

6. Other Skills

How skilled do you feel you are in other areas? (computing, cookery, DIY skills). Ten: you feel very skilled in other areas. Zero: you do not feel skilled at all.

7. Family Life

How much do you feel your reading/writing/number skills affect family life? Ten: you feel that your reading/writing/number skills affect family life a lot. Zero: you feel that they do not affect family life at all.

8. Personal / Community Life

How much do you feel your reading/writing/number skills affect your personal/community life? (joining clubs, attending classes, shopping). Ten: you feel that your reading/writing/number skills affect your personal/community life a lot. Zero: they do not affect your personal/community life at all.

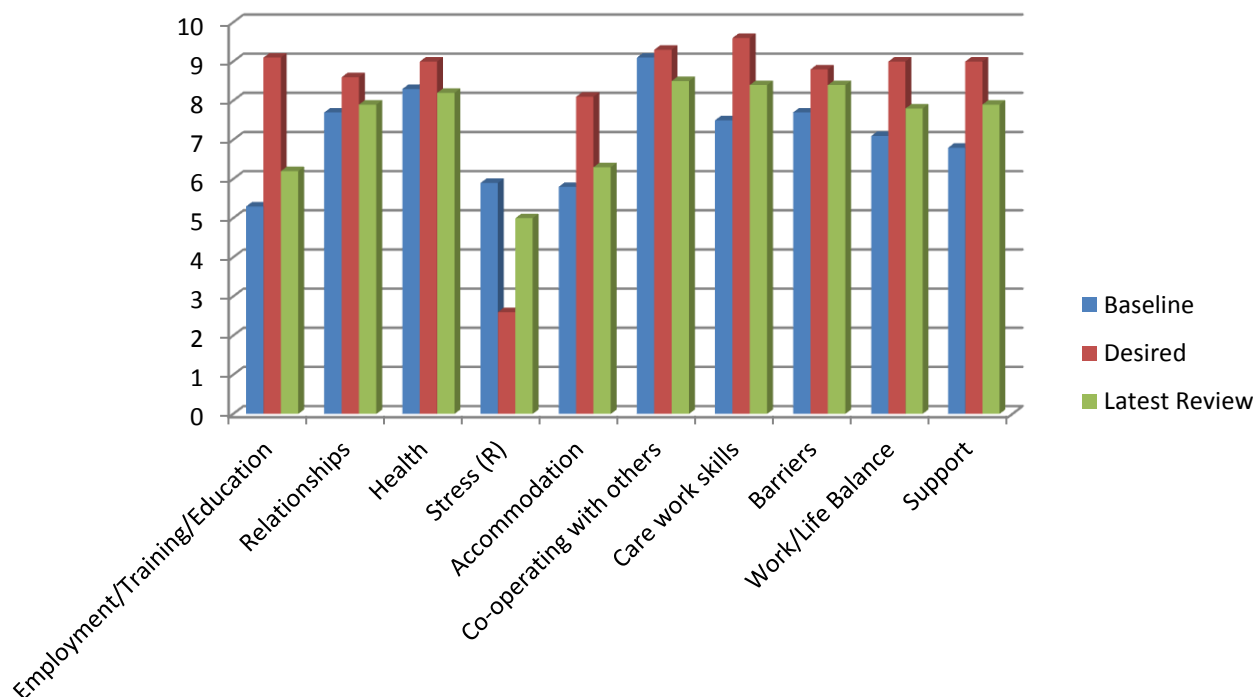
9. Working/Education Life

How much do you feel your reading/writing/number skills affect your working/education life? Ten: you feel that your reading/writing/number skills affect your working/education life a lot. Zero: they do not affect it at all.

10. Expectations

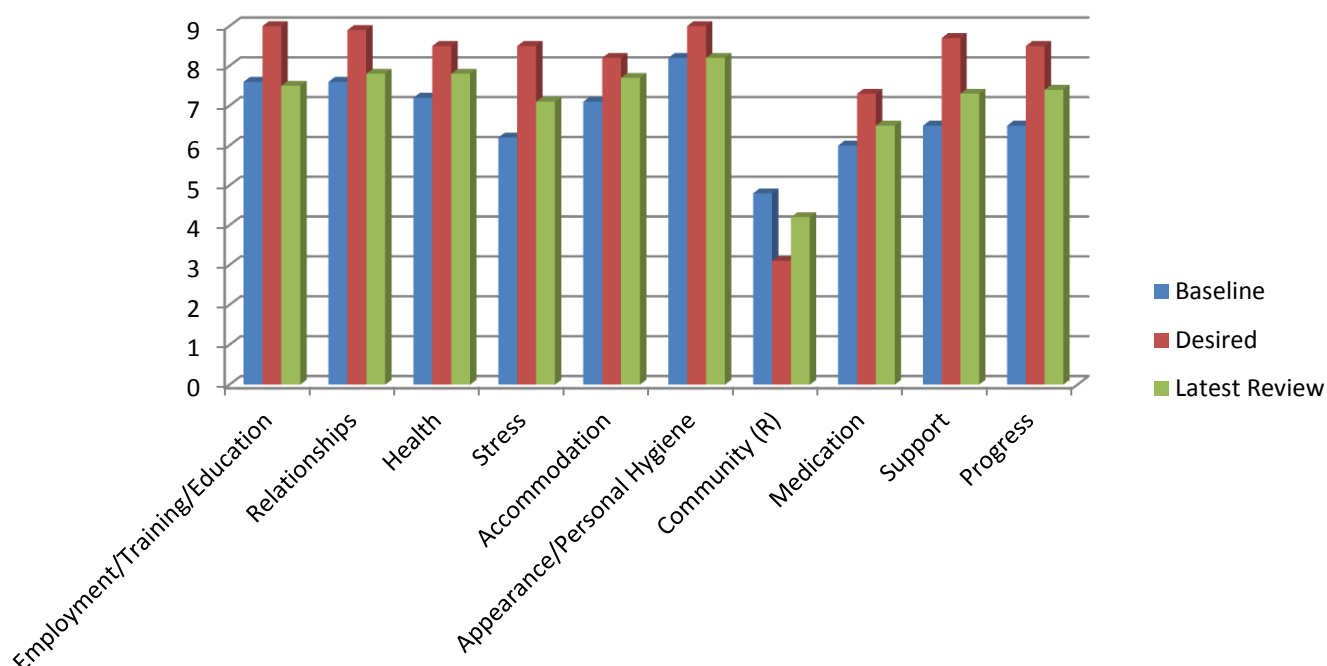
How positive are you about your future? Ten: you are very positive about your future. Zero: you are not positive at all.

Italy: ANS Frame of Reference Outcomes



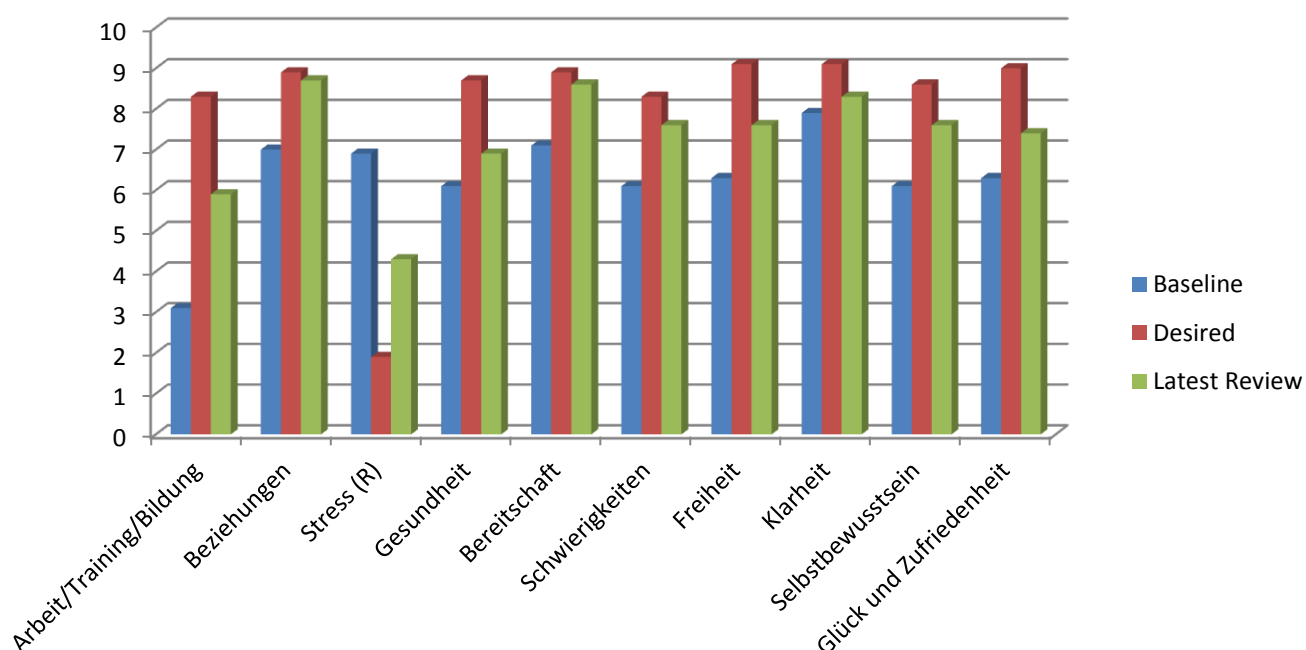
ANS					
	Baseline	Desired	Latest Review	Distance Travelled Baseline to Latest Review	% Movement Towards Desired State
Employment/Training/Education	5.3	9.1	6.2	0.9	23.70%
Relationships	7.7	8.6	7.9	0.2	22.20%
Health	8.3	9	8.2	-0.1	0.00%
Stress (R)	5.9	2.6	5	0.8	27.30%
Accommodation	5.8	8.1	6.3	0.5	21.70%
Co-operating with others	9.1	9.3	8.5	-0.5	0.00%
Care work skills	7.5	9.6	8.4	0.9	42.90%
Barriers	7.7	8.8	8.4	0.7	63.60%
Work/Life Balance	7.1	9	7.8	0.7	36.80%
Support	6.8	9	7.9	1.2	50.00%
Average for all headings	6.94	8.79	7.46	0.52	
% Movement Towards Desired State Across All Headings: 28.11%					

Greece: KMOP Frame of Reference Outcomes



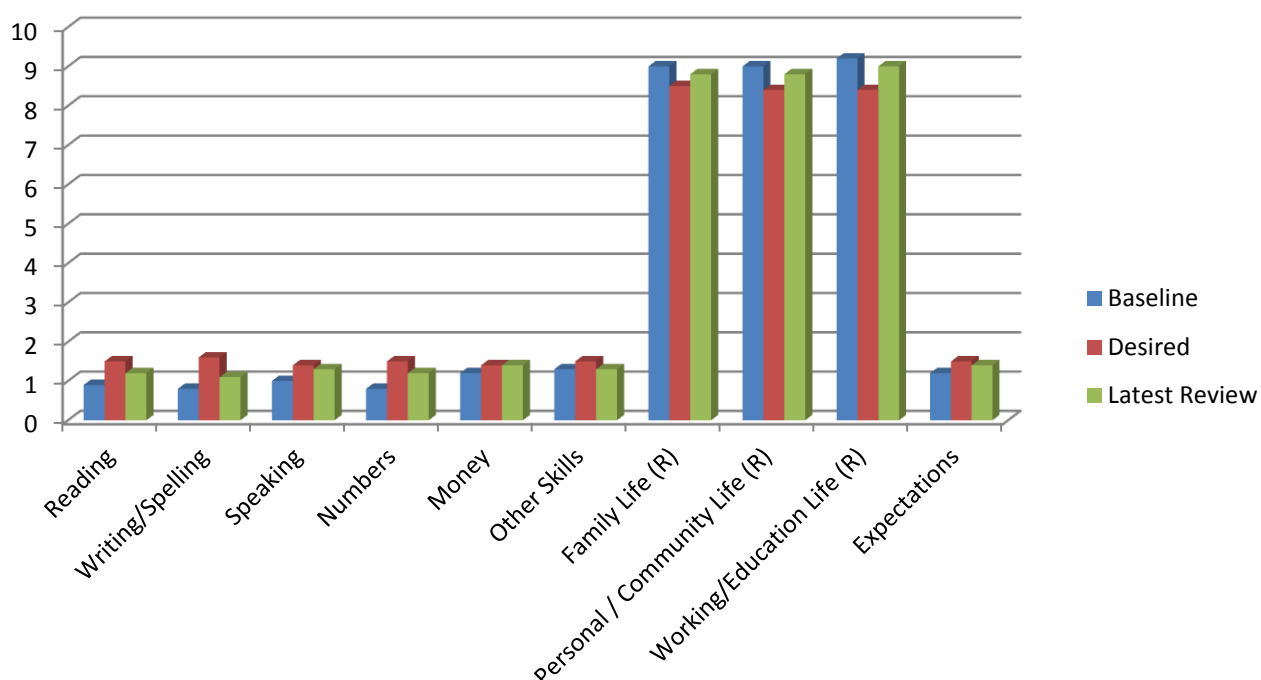
KMOP Frame New					
	Baseline	Desired	Latest Review	Distance Travelled to Latest Review	% Movement Towards Desired State
Employment/Training/Education	7.6	9	7.5	-0.1	0.00%
Relationships	7.6	8.9	7.8	0.2	15.40%
Health	7.2	8.5	7.8	0.7	46.20%
Stress	6.2	8.5	7.1	0.8	39.10%
Accommodation	7.1	8.2	7.7	0.6	54.50%
Appearance/Personal Hygiene	8.2	9	8.2	0.1	0.00%
Community (R)	4.8	3.1	4.2	0.7	35.30%
Medication	6	7.3	6.5	0.5	38.50%
Support	6.5	8.7	7.3	0.8	36.40%
Progress	6.5	8.5	7.4	0.8	45.00%
Average for all headings	6.81	8.35	7.31	0.5	
% Movement Towards Desired State Across All Headings: 32.47%					

Germany: ZIB Frame of Reference Outcomes



ZIB Frame New					
	Baseline	Desired	Latest Review	Distance Travelled Baseline to Latest Review	% Movement Towards Desired State
Arbeit/Training/Bildung	3.1	8.3	5.9	2.7	53.80%
Beziehungen	7	8.9	8.7	1.7	89.50%
Stress (R)	6.9	1.9	4.3	2.6	52.00%
Gesundheit	6.1	8.7	6.9	0.7	30.80%
Bereitschaft	7.1	8.9	8.6	1.4	83.30%
Schwierigkeiten	6.1	8.3	7.6	1.4	68.20%
Freiheit	6.3	9.1	7.6	1.3	46.40%
Klarheit	7.9	9.1	8.3	0.4	33.30%
Selbstbewusstsein	6.1	8.6	7.6	1.4	60.00%
Glück und Zufriedenheit	6.3	9	7.4	1.1	40.70%
Average for all headings	5.91	8.7	7.43	1.52	
% Movement Towards Desired State Across All Headings: 54.48%					

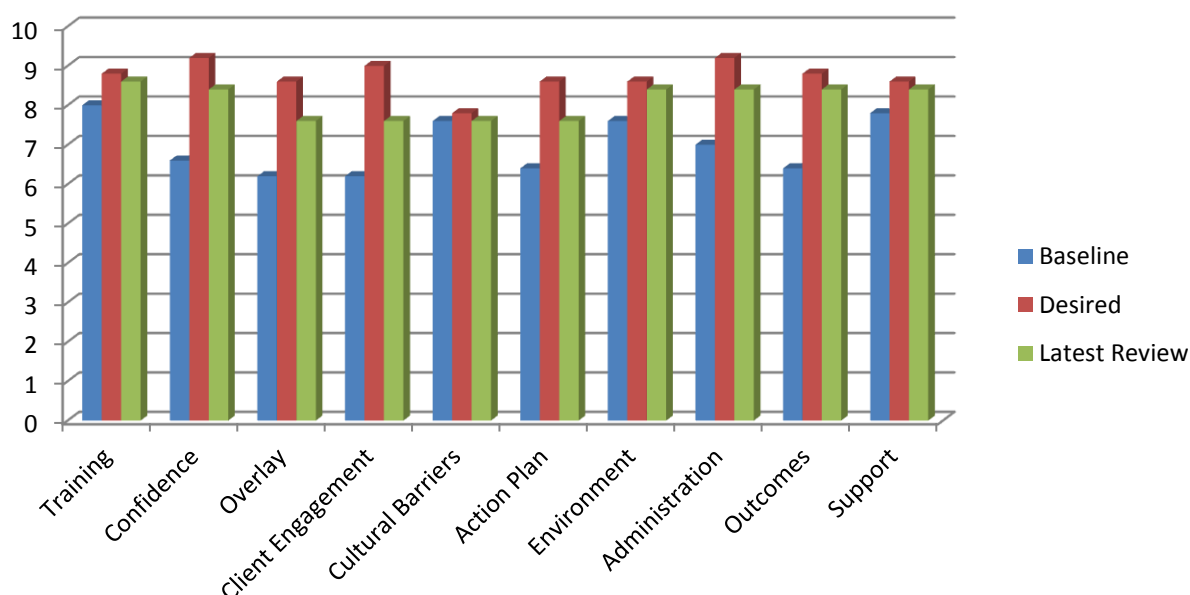
UK: Rickter Frame of Reference Outcomes



Rickter: Literacy's/Essential Skills

	Baseline	Desired	Latest Review	Distance Travelled to Latest Review	% Movement Towards Desired State
Reading	0.9	1.5	1.2	0.3	50.00%
Writing/Spelling	0.8	1.6	1.1	0.3	37.50%
Speaking	1	1.4	1.3	0.2	75.00%
Numbers	0.8	1.5	1.2	0.4	57.10%
Money	1.2	1.4	1.4	0.2	100.00%
Other Skills	1.3	1.5	1.3	0	0.00%
Family Life (R)	9	8.5	8.8	0.2	40.00%
Personal / Community Life (R)	9	8.4	8.8	0.3	33.30%
Working/Education Life (R)	9.2	8.4	9	0.2	25.00%
Expectations	1.2	1.5	1.4	0.2	66.70%
Average for all headings	1	1.51	1.23	0.23	
% Movement Towards Desired State Across All Headings: 45.10%					

Practitioner Outcomes



Summary: Average for TOI Practitioners

	Baseline	Desired	Latest Review	Distance Travelled Baseline to Latest Review	% Movement Towards Desired State
Training	8.0	8.8	8.6	0.6	75.0%
Confidence	6.6	9.2	8.4	1.8	69.2%
Overlay	6.2	8.6	7.6	1.4	58.3%
Client Engagement	6.2	9.0	7.6	1.4	50.0%
Cultural Barriers	7.6	7.8	7.6	0.0	0.0%
Action Plan	6.4	8.6	7.6	1.2	54.5%
Environment	7.6	8.6	8.4	0.8	80.0%
Administration	7.0	9.2	8.4	1.4	63.6%
Outcomes	6.4	8.8	8.4	2.0	83.3%
Support	7.8	8.6	8.4	0.6	75.0%
% Movement towards Desired State across all headings: 64.37%					

Nan Wood

Scaling New Heights in VET
Athens, Carpi, Newcastle, Solingen
April 2013