



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



# Final Project Report



Evaluation



Funded by



## Activities and Outcomes of the Transfer of Innovation Project “Scaling New Heights in VET”



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## The Project

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The Transfer of innovation project “Scaling New Heights” has brought education and training centers from four European countries together in order to adapt the Rickter Scale® Process to improve and monitor the journey of marginalised groups towards greater employability. The Rickter Scale® Process is an innovative powerful tool to assess one’s personal soft skills and competences and to direct that person to take action to improve his/her situation which at the end leads to greater self-esteem and self-responsibility.

The Rickter Scale® Process was originally developed in the UK with young offenders and following its successful use in various services it led to the idea that the process would possibly be adaptable to other target groups in Europe. The idea was first brought up in 2009 in a LLP-Partnership project which worked on the assessment on informally and non-formally acquired skills<sup>1</sup> and led finally to a Leonardo da Vinci transfer of innovation project in 2011. In this context, partners from the four European countries Germany, Greece, Italy and the UK worked together in order to transfer the product to those countries and to adapt the process to the needs of different target groups the partner work with.

In this respect, the Greek institution KMOP takes care of persons with mental health issues. The cooperative ANS in Northern Italy instructs and supports migrant women who work in the domestic service as carers of the elderly. In Germany ZIB uses the tool to coach single parents and women who want to return to work. And in the UK the process was expanded to the field of social inclusion taking care of families affected by long-term unemployment.

The work load of project was structured in different stages:

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<sup>1</sup> ASK - Assessing and Validating non-formal or informal acquired Skills in Vocational Training, Az. 2009-1-DE2-LEO04-01681-1, 2009-2011, [www.lp-ask.org](http://www.lp-ask.org)

- **Training:** At the beginning the staff of the partners was trained and licensed as practitioners. There were two one-week training programmes in the UK, an initial training session in December 2011 and follow-up training in February 2012.
- **Implementation:** Following, the Rickter Scale<sup>®</sup> Process was implemented in the partner organizations and applied to four different target groups. All in all, more than 400 interviews with clients were carried out on the basis of the Rickter Scale<sup>®</sup>.
- **Evaluation:** The experiences made were evaluated and led to considerations how to improve the process in order to fit better to the specific target groups.
- **Adaptation:** The feedback from the practitioners and the suggestions made by the external evaluator University of Northumbria led to the adaptation of the process including the production of new overlays for the interviews and the modification of the accompanying software IMS (Impact Management System).
- **Dissemination:** The experiences made and the results achieved in the process of the TOI project were disseminated through various channels, using the project website, the social media, print material, project presentations on different occasions and above all an International Conference with stakeholders in the UK.

The partners were well aware that there have been tremendous efforts in recent years in their countries to evaluate and assess non-formally and informally acquired skills of vulnerable groups in order to lead them to the labor market or opportunity readiness. Nonetheless, the partners are convinced that the Rickter Scale<sup>®</sup> Process has some unique features which better fit to the task than other existing assessment and motivation techniques in use. Thus, the transfer of innovation project laid the base for the introduction of a new assessment tool which will benefit many clients in the years to come.

## The Partners

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### **ZIB, Solingen/Germany**

ZIB is a private vocational training centre in the western part of Germany and offers professional counseling, training and job placement for vulnerable people wanting to access the labor market. This includes the long-term unemployed, job returners, migrants and elderly people. ZIB's work supports people who are dependent on social benefits on their journey towards professional qualifications and employment. Accordingly ZIB offers individual coaching, professional guidance and vocational trainings like:

- Counseling and job placement for unemployed people
- Vocational preparation and training for disadvantaged young people
- Language courses and courses including literacy skills for migrants
- Training courses for woman returning to work following maternity leave and
- Training and job placement for unemployed people over 50 years old

### **KMOP, Athens/Greece**

KMOP, a leading Greek NGO, aims at promoting the active inclusion of various socially excluded and underprivileged groups, with a special focus on mental illness. Specifically, KMOP has a solid background and substantial expertise in providing housing and rehabilitation services to individuals with mental disorders. Moreover, KMOP has a strong expertise in social inclusion, gender equality, immigrants, employability, VET and citizenship, with a focus on vulnerable social groups such as women, one parent families and elderly as well as youth and the long-term unemployed.

Since its establishment in 1979, KMOP has developed and implemented numerous successful projects and research in Greece and increasingly abroad. KMOP has extensive experience in vocational training and counseling programs individually targeting vulnerable persons, while it focuses on the implementation of specific programmes and actions aiming at the diffusion of know-how and the development

of innovations in education and training of socially vulnerable groups. KMOP also provides comprehensive support to immigrants, people with disabilities and youngsters at risk of dropping out of school. KMOP's special focus lies on people with mental health challenges and with learning disabilities. They are supported within Day Centre Activities, Group Homes and Independent Living.

### **ANS, Carpi/Italy**

Anziani e Non Solo is a cooperative society in North-Italy working since 2004 in the field of social innovation, with a specific focus on management of project and promotion of products and services in the field of welfare and social inclusion. The activities carried out by Anziani e Non Solo concerns:

- Active ageing and support to frail and dependent elderly
- Training and support to family carers, informal and formal carers
- Fight against poverty and support to social inclusion of disadvantaged people

ANS special focus lies on people who are immigrants to Italy interested in working in the domestic service as Carers for the Elderly, offering a recognised qualification in care work.

### **The Rickter Company/UK**

The Rickter Company is a market leader in the field of impact measurement and the assessment of soft outcomes and distance travelled related to employability. Its purpose is to support individuals and organisations increase self-awareness, explore possibility, build motivation, plan for change and monitor the journey towards their goals. To this end we provide staff training and support services, alongside a range of quality products based on the unique Rickter Scale<sup>®</sup> Process originally developed in 1993. Since then over 18,000 Licensed Practitioners have been trained, and an estimated 1.5 million interviews have been undertaken with clients. As of January 2011 we have worked with over 4,000 customer organisations from all sectors, all with trained and licensed Practitioners. In the TOI context, the Rickter Company engages with families with complex needs and affected by unemployment who are being offered the opportunity to re-engage with education, training and employment.

## Project activities

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### Training of staff

Two intensive residential trainings have been organized between December 2011 and February 2012 in Newcastle by the Rickter Company, in order to explain to partners staff members the use of the tool to be transferred and applied with the different target groups within the partners countries.

The first training lasted five days (5-9/12/2011) and involved staff members of each partner organization that will undertake the role of practitioners within the project. The practitioners had extensive expertise in different domains including; psychologists, vocational trainers, employment consultants and social researchers, but they all had a commonality: they worked directly with the organization's beneficiaries, so they knew users' characteristics and could actively contribute to the adaptation of the tool.

During the first training section, practitioners learnt different aspects and methodologies of the Rickter Scale<sup>®</sup> Process: the history, the basic principles, the use of the board with the Lifeboard Overlay, the way to carry on a motivational interview, the strategy for the action plan elaboration, the group work method and the use of the Impact Management System-IMS (the informatics facility that support practitioners in collecting and analysing all clients data). The Rickter Company trainers provided the participants with all the materials in both English and in the mother tongue of each country-team to maximize the impact of the training and to make them more comfortable. Moreover they planned group work and role play to allow trainees to experience and interiorize the use of the tool, and at the same time they organized social events to help people get to know each other and work in a friendly atmosphere. At the end of this section practitioners were asked to complete an evaluation about their experience in using the tool and to give some general feedback about the whole process.

After this first phase, participants were asked to carry out a pilot test with a sample of known clients in order to apply the acquired knowledge and skills and to verify the usability and effectiveness of the tool in their context. The majority of practitioners had the opportunity to test the Rickter Scale<sup>®</sup> Process with their target group for about one month.



The brand new trained team of practitioners, Newcastle Feb 2012

The training follow-up took place in Newcastle from 7th to 9th February 2012<sup>2</sup>. During these sessions practitioners reported feedback and shared experiences plus any difficulties and doubts they had identified within the testing carried out from December to the end of January 2012 in their countries. Using the methodologies of the group work participants had the opportunities to learn from colleagues' interviews and to exchange strategies to overcome the common problems.

Each partner organization illustrated how users have reacted to this particular and innovative tool, highlighting both the practical aspects (board s' colours and material,

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<sup>2</sup> Because of the weather conditions the meeting started one day after the original schedule.

interactions with the sliders) and the theoretical aspects linked to the subjects explored with the motivational interview. In Italy, for example, users had problems in answering to the questions linked to drug and alcohol, for that reason the Italian team thought to change these items with other more acceptable for their target.

Another issue came up analysing the clients feedback about the overlays, was the fact that some items have different interpretations and values based on different cultures and norms of the users. In Germany, for example, ZIB clients from Turkey had problems with the "stress" item, because it seemed that they didn't own this concept due to their life approach and practitioners had to replace it with "worries"; while in Italy, users from Eastern European Countries found it very difficult to scale a number under five even when the situation described as very bad. In Greece, where the tool was applied just with local people, the issues that came up were a bit different due to the peculiarity of the target related to mental illness condition. All the mentioned factors encouraged Project partners (practitioners, managers and trainers) to change the frame of reference they used for the piloting. They decided unanimously to have a mixture of 5 questions from the existing Lifeboard combined with 5 new questions developed by the practitioners according to their target group requirements and the aims of their own organization.

It's important to remark that among the 5 "old" items, 4 aspects were common to ANS, ZIB and KMOP partners because, in spite of the different challenges clients had to deal with in the 3 countries, they were considered to be relevant to improve the employability opportunity for all the target groups involved: migrant elderly carers (Italy), people with mental disabilities (Greece), single parents and long term unemployed people (Germany). In particular the aspects are: Employment/ Training/Education; Relationships; Stress and Health. The other five items to be investigated to complete the Rickter board structure, were selected by each partner group with the support and the contribution of all the participants during the working sections. At the end of the Training follow-up trainees received the certification by The Rickter Company that authorizes them to use the tool as practitioners.

## Implementation of the Rickter Scale® Process

After this second training practitioners from each organization used the new frame of reference and put into practices the suggestion and feedback received by the trainers. During one year each country team have been using the Rickter Scale® Process within their organization in order to enhance their soft skills and their awareness on their weaknesses and strengths.



The Rickter Scale Board with Overlay

During this year the Italian partner, ANS, whose offices are located in Carpi (North East of Italy), experienced the earthquake. This tragic event had a particular effect on the cooperative's clients. In fact users who were involved in the RS Process and who did the baseline before the earthquake happened and the review some months later, showed some relevant changes in the following items: "Stress", "Accommodation" and "Relationships". In particular, even when the scaling remained the same the comments made by the users reported that the earthquake: increased the sense of the stress - they felt more vulnerable and always in tension -; let people rethink the value of the accommodation - the dimension and the beauty became secondary elements compared to the safety and encouraged people to realize and distinguish strong and deep relationships from the superficial one. So that it can be

said that in 2012 the Rickter Scale® measured the impact the earthquake had to migrants care workers in Carpi district.

This implementation phase lasted at least one year. During this period trainers from the Rickter Company visited each partner organization in order to assess practitioners' activities. This allowed verification to see how the tool has been implemented and to record more details and comments from the practitioners of the same team. These meetings have strongly contributed in making the transfer as effective as possible, taking into account the differences of each organization, target group and cultural issues.

### **Evaluation and final adaptation of the process**

After one year's experience of working with the Rickter Scale® Process, practitioners were invited to do some more adjustments. This was according to both the reactions and results they collected from the clients and the comments they shared with the coordinator and the other colleagues of their working team. In order to make the tool more effective and respondent to the beneficiaries and organizations final adaptations have been made within the partner organizations, which are as follows:

- Practitioners at ANS in Italy were happy with the items and questions developed, they realized that they were very relevant for migrant women and home carers who were attending the training courses organized by the Italian cooperative. The Italian partner changed the exploration questions concerning the heading "work-life balance" and "relationship" in order to make them more understandable for their target and they add a short introduction before asking the questions related to "health" to make clients more comfortable. Moreover they also extend the review process to better support the employability opportunity of care workers who attended the vocational course. In particular one review will be done at the end of the training and a follow up one some months later in order to support the job research/insertion.

- KMOP in Greece didn't change the overlays they elaborated and used during the implementation phase, but they kept using the tool especially with clients with mild to moderate mental illnesses or learning difficulties, with whom they had good results.
- ZIB in Germany changed the Frame of Reference questions when they work with women who are job returners and single parents. They suggest 5 questions to be changed, some changes to both headings and interview questions, at the end their new frame of Reference includes the following items: Employment/Training/Education, Relationship, Stress, Health, Readiness, Trouble, Freedom, Clarity, Self-confidence and Happiness and Satisfaction.
- 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.

## **Steering committees meetings**

During the lifespan of Scaling New Heights Project four steering committees meetings have been led by ZIB and organized with the coordinators of each organization. The aims of these events were the following: to meet the project goals; respect the planned activities and timing; control the financial documents and procedures and coordinate monitoring, dissemination (website, newsletters, etc.) and exploitation activities. Every meeting held in the countries where the organizations are based and focused on specific topic according to project phase. In particular:

- The kick-off meeting took place in Newcastle on October 17th – 19th 2011. As the partners already knew each other from a previous EU Grundtvig project, this meeting was very operational and practical and participants agreed soon with a work plan and a timetable; shared the documents and procedures requested by the German Agency; defined the dissemination plan; met the representative of the University of Northumbria responsible for the external evaluation of the project. At the end they signed the cooperation agreement.

- The second steering meeting took place in Colon (Germany) on 2nd – 4th March 2012. Firstly partners contributed to respond to the critical aspects pointed out by the German Agency, gathering evidences about the uniqueness of Rickter Scale® tool and elaborating a detailed dissemination plan. After that the discussion focused on the result of the trainings and on the feedback collected by users and practitioners. Finally the project coordinator explained the following steps to go on with implementation phase (keep using the new Frame of Reference), to elaborate the interim Evaluation (deadline October 2012) and to develop the adaptation phase (adjust the tool according the one-year experience).
- The third steering committee meeting held in Athens (Greece) on 18th - 19th October. The coordinator explained the additional financial and administrative requirements made by the German Agency. After that everybody focused on the Interim Progress and Financial Reports, both documents were discussed and completed. Then the implementation phase overview was presented together with practitioners feedback reported by the practitioner managers. Finally the Rickter Company illustrated some news about the project evaluation structure and methodology and about the final conference foreseen as conclusive event of the Scaling New Heights in VET.
- The fourth steering committee meeting took place in Carpi (Italy) on 28th February – 1st March 2012. The main topics treated were: (1) the adaptation phase -according to the practitioners feedback, adjustments of the Frame of Reference were made; (2) The Project evaluation and the final conference – definition of date and location, organization, participants, speakers, etc.

## International Conference

The conference was hosted by Northumberland University in the Great Hall of the Sutherland Building, Newcastle, UK. on 4th September 2013. In excess of 50 people attended from a variety of public, private and third sector organisations. The conference was moderated by **Prof Andrea Fleschenberg** PhD, Quaid-i-Azam

University, Islamabad, Pakistan who did a wonderful job of keeping everyone on task and on time.

The Deputy Lord Mayor of Newcastle, **Councillor George Pattison** welcomed everyone and shared his thoughts on how important this type of European work is for people who are struggling due to long term unemployment, and identifying some areas within his own constituency as a local councillor where the use of the Rickter Process would be particularly useful.



International Conference, Newcastle Sept 4th 2013

**Nan Wood**, Director of Operations, The Rickter Company spoke about the background of the Rickter Scale® which is the innovation being transferred in this project. She explained the process of using the board, giving examples of good practice in the UK and described the transition the partner organisations had made from working together on a previous Leonardo Project to this Transfer of Innovation, 'Scaling New Heights'.

**Keith Stead**, CEO, The Rickter Company then presented the outcomes of the project highlighting all of the hard work and dedication of the Partners. The main areas presented looked at the distance travelled towards goals for each country and

the challenges that each client group faced. It was interesting to note that the barriers to employment faced by clients in Germany, Greece and Italy were no different to those in the United Kingdom.

The afternoon sessions started with a video of the May 2012 earthquake in the Carpi region of Italy, which hugely affected the people who were taking part in the project, both as practitioners and as clients. It was noted that where the Richter Scale measured the impact on the ground that day, the Rickter Scale® measured the impact it had on the people.

We then moved on to participate in an '**Information Carousel**' where each country had their own stand in the room and the audience, who had been divided into four groups, visited each one for 15 minutes and then moved on - It offered the audience an opportunity to hear first hand from each partner country their experiences and outcomes of using the Rickter Scale®. This was very well received and was one of the highlights of the conference.

Professor Andrea Fleschenberg then hosted a **Talk Show** to share good practice where set questions were asked of the guests: Jon Clapham, Dept of Work and Pensions, Mick Carey, Careers Europe and Kushwanth Koya, Northumberland University. This was followed by the Keynote Speaker, **Dr Deirdre Hughes** OBE, who talked about the importance of measuring soft indicators and shared some of the report she has recently presented to Government Ministers through the National Careers Council for entitled, "An Aspirational Nation" and its objective as Dr Hughes described it of "a career for life".

The conference came to a close by representatives from each country sharing their personal experiences of the project. Everyone felt that the partnership had worked particularly well and Alfons Muller, ZIB, Germany who is the Project Coordinator, expressed his gratitude for the dedication of all the partners and remarked on how much everyone has gained professionally, personally and culturally from this Transfer of Innovation.

## Project outcomes

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The 'Scaling New Heights' project can be seen as very successful. The partnership in the project was carried by a strong commitment to the work, the common belief in the product itself and the mutual willingness to make the project a full success. All foreseen outcomes were achieved and the majority of results are ready for download via the project website or the ADAM database.

### **Rickter Scale® Practitioner training completed**

Two practitioner trainings were carried out at the beginning of the project, an initial training in December 2011 and follow-up training in February 2012. Fourteen trainers and pedagogues from Germany, Greece and Italy participated in the trainings which took place in Newcastle/UK. The trainings ended with the Practitioner-Licenses for all participants.

Even though the trainings were conducted in English and not in the specific mother language of the international group, this did not affect the success of the training course and the following work with the Rickter Scale®. All participants were fluent in English and besides the course left enough space for the national teams to reflect the input in between and to debate the contents in their mother tongue.

In the advance of the trainings comprehensive Manuals of Rickter Scale® Process were compiled and translated into all partner languages.

### **Overlays and IMS translated**

Following the trainings, new overlays for the RS interviews were produced and translated into the partner languages. These overlays contained 5 questions from the original Lifebord and 5 new questions more relevant to the specific client group the partners were working with.

Also, the accompanying software 'Impact Management System' was adapted to the new international user group and accordingly translated in the partner languages.

## **Rickter Scale® Process applied to different target groups**

Immediately after the training, the implementation of the Rickter Scale® Process in the partner organisation began. All in all more than 400 Rickter Scale® interviews were carried out in Germany, Greece, Italy and the UK in the course of the project.

While applying the process in the partner organisations, each partner focused on a specific client group. In Greece KMOP applied the process to people with mental disabilities, in Italy the focus laid on unqualified migrant women in the domestic care service, in Germany ZIB concentrated on single parents and women returners and in the UK families affected by long-term unemployment were in the focus.

The interviews laid the base for following evaluation and adaptation phase where the experiences made by the practitioners led to numerous suggestions how to improve the process and to adapt the overlays and the software in order to reflect the client group's needs more accurately.

## **Rickter Scale® Process evaluated**

The evaluation of the project took place in two ways: an internal evaluation was carried out by regular practitioner feedback and an external evaluation was made by the University of Northumbria.

The feedback from the practitioners was a valuable source for the constant evaluation of the project and the improvement of the process. The feedback was collected regularly by face-to-face interviews and by a questionnaire using the Rickter Scale® for assessing the satisfaction of the practitioners with the board, the overlays and the software. Three reports reflecting the findings were published (see website).

The external evaluation was carried out by the University of Northumbria in Newcastle using a summative and formative approach. The formative supervision led to regular suggestions how to improve the process. The formative evaluation revealed useful findings from the 400 interviews carried out under the Rickter Scale® Process. A detailed Interim Evaluation Report and a Final Report were published and are ready for download from the website.

## **Rickter Scale® Process modified**

The evaluation process finally led to the adaptation and improvement of the whole Rickter Scale® Process. Revised overlays for the interviews reflecting more precisely the needs of the participating four client groups were produced and translated in all partner languages. Also, the Rickter software 'Impact Management System' was translated and adapted to the specific national requirements of the partner countries.

## **Outcomes disseminated**

The most important channel the partners used to disseminate the findings and results of the transfer of innovation project were numerous presentations on various occasions on local and national level. Presentations were made in network meetings with stakeholders and partner organizations and at regional fairs on further education and training cumulating in the great International Conference in Newcastle in September 2013.

Besides, all other usual channels for dissemination were used, comprising print media as leaflets, posters, information sheets and newsletters as well as online media like project website and social media like Facebook and Twitter.

The dissemination activities by the consortium led to various inquiries from other organizations for more information concerning the implementation of the process and for a possible practitioner training. This again led to considerations among the partners how to secure the sustainability of the project.

## **Sustainability secured**

Sustainability is secured on local and national level. On local level partners agreed on implementing the Rickter Scale® Process into various other courses like language courses and vocational training projects within their organizations and furthermore on introducing new client groups to the process like disadvantaged people young leaving school, elderly people over 50, jobless migrant men with low qualification and others.

Following this idea, the embedding of partners into “associative partnerships” with license to train their own practitioners has already started. ZIB in Germany was the first who underwent such a ‘train the trainer’ seminar in May 2013.

On regional and national level our dissemination activities led to inquiries of educational institutions on how to implement the Rickter Scale® Process in their organisations. Once all partners have finished the “associative partnership” process practitioner trainings courses can be offered by partners to other institutions in their countries.

On European level partners agreed on integrating Rickter Scale® Process into new European projects. This approach was already successful when the Grundtvig Partnership project “Mobility Advising - a way to stimulate motivation for mobility among adult learners” (Mobad) went into effect in September 2012 with 7 countries included. The LdV Innovation Development project “Alternatives for Improving Coaching and Empowerment” (ALICE) is in the application stage and more project applications broaching the issue of Rickter Scale® Process will follow in the near future.

## Findings from the Evaluation

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The project was supported by the University of Northumbria at Newcastle as external evaluator. The evaluator observed the process of transfer and implementation, attended the project by giving useful recommendations for improvements, collected feedback from the people involved and evaluated the project by quantifying the results. The mixture of a formative and cumulative approach to the evaluation secured the quality of the process and gave important impacts to adapt the Rickter Scale® Process to the requirements of the different target groups.

There were two evaluation reports released, one interim report half way through the project and a final report after completion. On the basis of more than 400 interviews that were carried out, the two major findings were as follows:

**(1) Adaptation of the process:** The process and the results revealed the validity of the Rickter Scale® Process for this project and the ability of the tool to fulfill the requirements of different target groups. However, the process needed to be adapted by changes in the Terms of Reference interview questions as well as in the overlays of the Rickter board in order to match the specific client more accurately. In more detail:

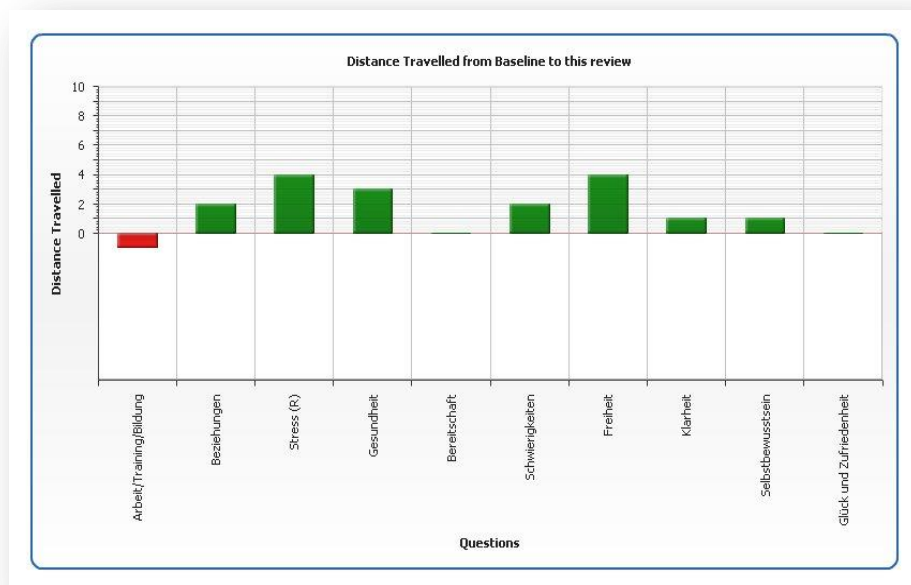
- In **Greece** it became clear that the Rickter Scale® was a powerful instrument to help people with learning difficulties and mild to moderate mental disabilities to gain greater self-confidence. It was agreed that after the first changes to the interview questions in Feb 2011 no further modifications were needed. On the other hand, the implementation revealed that the process was not appropriate for the group of people with severe mental disabilities due to the effects of severe medication and the lack of awareness of his/her situation. Specifically, the target group had no capabilities to scale or evaluate their previous or present state. As a result, it was agreed to stop the procedures for this group.

- In **Germany**, the results proved the effectiveness of the process as well, when working with women and single parents returning to work. The implementation of the Rickter Scale® Process generated great personal interest in clients for getting professional support by responding to the user-friendly structure. Results show that almost every participant made great progress in achieving their personal goals. Nonetheless, practitioners saw the need for further changes to the Frame of Reference interview questions and to the overlays used in order to respond better to the current situation of the women and their efforts to overcome the situation of unemployment. This resulted in the exchange of five of the ten questions (both in headings and questions,).
- In **Italy** the implementation demonstrated that the Rickter Scale® was a powerful tool that helped raising self-esteem and a generally more active approach of the (female) carers in the domestic service. Thus, practitioners and the evaluator agreed in not changing the overlays of the board used in the implementation phase but to change some of the exploration questions, especially those concerning the "work-life balance", "relationship" and "health". Moreover, it's important to remark that the process was applied to careworkers and family carers living in different geographical areas and social contexts (Sardinia and Emilia Romagna Regions) and that the implementation showed that the tool was very effective in assessing the soft skills improvements made by clients involved in training and active employment policies initiatives.
- Finally, the work with families affected by long-term unemployment in the **United Kingdom** showed that people made tremendous progress in general action-taking when applying the Rickter Scale® Process. But the process also revealed the great need to tackle the high rate of illiteracy encountered in the families. It was therefore agreed on further changes to the Frame of Reference interview questions (adding new questions regarding the ability to read and write and to work with numbers) as well as to the order of the questions applied.

**(2) Success of the project:** At the beginning of the project it was not clear how to measure the success of the project, i.e. how to measure the ambitious target

achievement to lead the different client groups to greater employability. The evaluator and the steering group finally agreed on the indicator of 'distance travelled' as the main indicator of success. The indicator reflects the journey an individual travels when scaling his present state and the desired state between the initial interview (baseline) and the follow up interview (review). The changes can clearly be measured by the scalings that are documented in the IMS software.

The project results show a clear movement in the direction of the desired state – in all countries and with all client groups. It reveals that all involved individuals made positive progress towards the achievement of their personal goals, They also took positive steps towards taking action and thus came closer to work readiness and employability. The average overall trend measured by the indicator was **34,3 %** - which simply indicates that individuals progressed almost half way in meeting their personal goals.



Example for an individual 'Distance travelled'

In more detail:

- In **Greece**, even though working with the difficult group of people with mental disabilities, the movement rate measured here was 39%. With the restriction mentioned above, the figure reveals that good progress can be made when

applying the technique to people with mild to moderate disabilities. Specifically, the majority of the beneficiaries involved in the implementation showed greater movement under the categories “activity”, “stress” and “support”. These figures showed the contribution of the Rickter Scale Process not only in the identification of their needs and difficulties, but also in creation of a good communication in general.

- In **Germany** the average movement of the target group was 28%. This figure documents the appropriateness and effectiveness of the tool when leading women back to the labour market after a phase of caring for the family. As an example, the diagram below reflects the distance one woman returner travelled when using the scale and shows that in all the fields covered by the 10 interview questions the woman made significant progress.
- Even though in **Italy** the movement rate with 20% was the lowest in the partnership, general progress was clearly measured and visible in the target group of home carers. In particular, among the 15 migrant careworkers involved in the implementation carried out in Sardinia, from the first interview to the review, the majority shown a relevant improvement in two aspects «employment» and «skills», in some cases they have found a new job, in some other cases their job conditions have improved. Concerning the application with care workers living in Emilia Romagna Region, an important movement has been registered on the “skills” item, proving the effectiveness of the training delivered by ANS. The fact that the general results achieved through the Rickter Scale® Process in Italy is lower than the movement rate registered in the other countries, has been a results of the impact the earthquake had in this region that, independently from support activities offered by ANS, affected negatively items such as stress and accommodation.
- Finally, the movement in the **United Kingdom** with 49% was the highest rate measured in the four countries – reflecting that long-term unemployed people made a big step forward towards their goals.

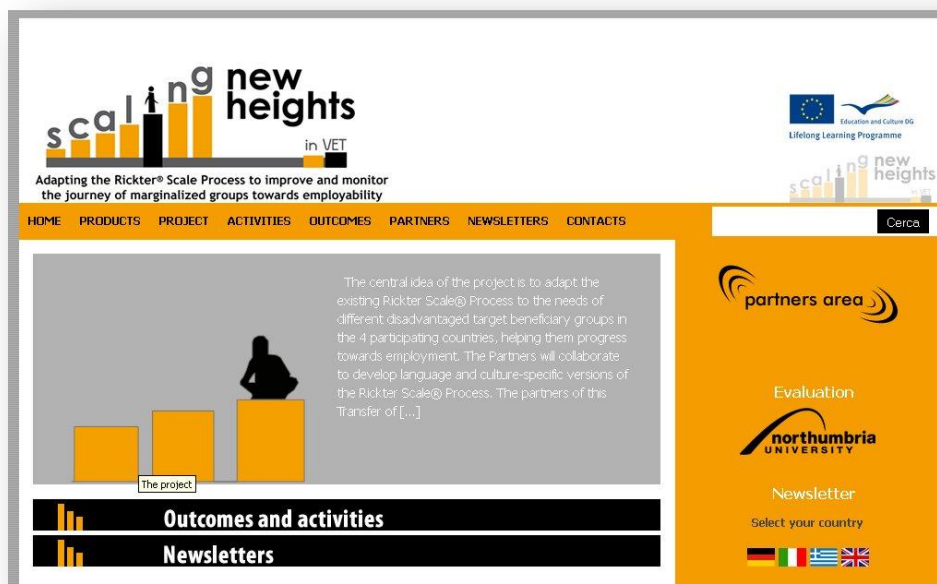
## Dissemination activities

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The achievements and outcomes of the project “Scaling New Heights in VET” have been disseminated using several different channels and tools during the whole implementation phase of the specific project. More specifically, an efficient mix of traditional plus innovative tools was organized and used, combining “traditional” hard copy material (e.g. leaflets, posters) with ICT applications (e.g. Website, facebook).

### Project website

The official website of the “Scaling New Heights in VET” project has been the most significant means of online communication with European organizations, stakeholders, enterprises, etc. In fact, during the lifespan of the project, more than 2.800 page views were counted. It provided a wide range of functionalities including: documents and information material (downloading/ uploading), activities, news, etc. The website served as an integrated focal point of information regarding the project and its initiatives in order to reach the target groups.



Project website: [www.scalingnewheightsinvet.eu](http://www.scalingnewheightsinvet.eu)

## Printed material

Another communication tool that was used was the development of “traditional” information material such as **leaflets**, **posters** and **Information Sheet**. Leaflets and posters were disseminated at workshops, info days, conferences, etc maximizing the penetration rate of the dissemination campaign. Moreover, the electronic version (e.g. PDF file) of the material was also circulated electronically to partners’ existing network of associates. Finally, an Information Sheet was produced describing briefly all the phases of the project and the products that were developed.

## Newsletters

The consortium produced four **Newsletters** until the end of the project, outlining the purpose of the project and the most important milestones. Moreover, relevant information was also included in **partners’ Newsletters** and in the Italian Newsletter “MEMBERS OF CONSORZIO 45” presenting the project to a wide range of interested parties via mailing lists (private & public organizations active in the field of education/training, social inclusion and employability, VET, NGOs, etc) reaching in total over 5000 contacts.

## Media communication activities

The consortium disseminated and circulated the results of the project by publishing **press articles** in e-newspapers, in the online magazine "Info Blitz" and in journal of social work informing the general public about the progress and the outcomes of the project. The **Facebook** was also used by the consortium and managed to inform a wide number of people.

## Awareness Raising Events

Last but not least, a series of **awareness activities** took place informing the targeted audiences about the project and the Rickter Scale<sup>®</sup> tool through presenting the project’s aims and results, showing examples and demonstrations of the Rickter Scale<sup>®</sup> Process and distributing leaflets and other printed material at relevant

thematic events, workshops and conferences at national or European level. More specifically:

**Germany:** The German partner ZIB participated at several network meetings and trade fairs in presenting project's outcomes and disseminating leaflets to employed teachers, trainers, social workers, VET providers, stakeholders, etc.



Project presentation and demonstration of the Rickter Scale® Process, April 24th 2013

**Greece:** During the implementation of a large scale national programme "Local social inclusion actions for vulnerable groups", the Greek partner Family and Child Care Center KMOP held info where leaflets were distributed and brief presentations took place during the "Round Table". The target group consisted of unemployed people, representatives of enterprises of the local communities, etc. Moreover, leaflets were also distributed at the workshop "Train the Trainers" within the implementation of a European project.

**Italy:** The Italian partner ANS made a presentation regarding the outcomes of the project at the National network of VET providers (INFORJOB) and disseminated the project outcomes through the mail alert system of the ENTER NETWORK reaching a wide number of people. Moreover, ANS illustrated the aims and the impacts of the

process: (1) during the “caregivers’ day” -one of the main event about care work held in Emilia Romagna Region-; (2) to public administration coordinators of Municipality of Ferrara and of Sardinia Region. These dissemination activities were very effective and raised the interest of the tool on crucial local stakeholders.

**United Kingdom:** The Rickter Company disseminated information about the project was to senior staff, Manager for European Contracts, etc working at the Ministry of Justice and International Development Unit within the dissemination phase.

### **Other Dissemination means**

**Partners’ website** and the website of a similar minded European project, [www.llstrategies.org](http://www.llstrategies.org), were utilized as national- based dissemination tool facilitating the diffusion of information in wide audiences. Moreover, information has being inserted in the **ADAM** database increasing the impact of the project.

## **'Lessons learned' and Resume**

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The overall 'lessons learned' from this transfer of innovation project can be summarized in a few statements:

1. The Rickter Scale<sup>®</sup> Process as assessment and motivation technique is a unique help and powerful instrument in situations where people are seeking professional/occupational advice and support.
2. It is an innovative and powerful tool with features other common assessment techniques in use don't offer.
3. The Rickter Scale<sup>®</sup> Process is well adaptable to the needs of different target groups.
4. By seeing their own progress the principle of "ownership" leads the individual to greater self-responsibility and increased action taking.
5. The conclusion is that greater work readiness can be achieved by applying the process. The process raises and strengthens employability and leads to lower public welfare costs.

# Appendix

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## List of project results

- R1: Manual of Rickter Scale<sup>®</sup> Process  
(available in DE, EN, GR, IT; downloadable via website and ADAM database)
- R2: Rickter Board Overlays  
(available in DE, EN, GR, IT)
- R3: Training  
(minutes available in EN)
- R4: Website  
([www.scalingnewheightsinvet.eu](http://www.scalingnewheightsinvet.eu), available in EN, GR, IT; with download)
- R5: Print Material  
(available in DE, EN, GR, IT; downloadable via website and ADAM database)
- R6: Newsletter no 1 - Focus Germany  
(available in DE, EN; downloadable via website and ADAM database)
- R7: Interviews  
(Restricted access through IMS)
- R8: IMS software  
(available in DE, EN, GR, IT; restricted access)
- R9: Newsletter no 2 - Focus Italy  
(available in IT, EN; downloadable via website and ADAM database)
- R10: Interim Evaluation Report  
(available in EN; downloadable via website and ADAM database)
- R11: Newsletter no 3 - Focus Greece  
(available in GR, EN; downloadable via website and ADAM database)

- R12: Revised overlays  
(available in DE, EN, GR, IT)
- R13: Newsletter no 4 - Focus UK  
(available in EN; downloadable via website and ADAM database)
- R14: International Conference  
(Minutes available in DE, EN; downloadable via website and ADAM database)
- R15: Final Evaluation Report  
(available in EN; downloadable via website and ADAM database)
- R16: Final Project Report  
(available in DE, EN; downloadable via website and ADAM database)
- R17: Unique Feature of Rickter Scale<sup>®</sup> Process  
(available in DE, EN; downloadable via website and ADAM database)
- R18: Compendium of Terms  
(available in DE, EN; downloadable via website and ADAM database)
- R19: Feedback of Practitioners (3 Reports)  
(available in DE, EN; downloadable via website and ADAM database)
- R20: Product Information Sheet  
(available in DE, EN; downloadable via website and ADAM database)
- R21: Dissemination Report  
(available in EN; downloadable via website and ADAM database)