

Careers Leaders in Secondary Schools:

/YA \$> , ~"~N ^} > , ~

This paper is published by The Careers & Enterprise Company
>~H"pL Z >%A¥~ p>^s>AL†, Y~H> , ~

5>~L^ fl /L^B¥~ ~>~H" ~HLE %¥ ~ Careers Leaders
in Secondary Schools: The first year. London: The Careers
fl~L^...\$%~ , } ..>~¥

By~, £ LHL} L~"%

5p\$%d%>Bp^E >%B>^dH, Y"£ sp^C>Y>AL^B, ~"AY , ~%
, ~> %>nL%N"pL^...; WB" N, } ~B, %%pL^%L^s-n^, Y...

- p^%L^B¥ fl} s¥5>~L^~>~H&L%¥5p>s~
5pL~ >^LL^%o fl~"L^...\$%~ , } ..>~¥
- / >C\$H" ~HLE %o~HL..L~HL~"B ~%>">~"
- 5^%>} ž , , L¥ 7 ~dL^%¥, N^L^A¥
- L"p\$ ~L%ž >%A¥~ p>^s>AL†, Y~H">s ~

5pL^†YL%o ~>~S^>%oAL~LT^MLHN, } L^..L^~s..Y" N, } ~pL~
/ L..>" } L~"N^†HŸB> , ~"pL~ >^LL^/ LdL , ..} L~"~%o"Y"L~
} L} AL^%oN5pL~ >^LL^%o fl~"L^...\$%~ , } ..>~¥ž L>H" L>BpL~
Hc\$%o¥ž^, Y...B L>nY L%o"5pL~ >^LL^%o fl~"L^...\$%~ , } ..>~¥~
>~Hž >%A¥~ p>^s>AL†, Y~H> , ~>~H"pL~ >^LL^%dL>HL^%o~H^
ž L>H" L>BpL^%p, " , , y^..>"s~"pL^..s, " ž >~>p: s s} %o
5pL~ >^LL^%o fl~"L^...\$%~ , } ..>~¥...; C\$HLH^pL..N^ %o...; ~"
, ~"pL^%o } ..L^...L..> , ~>~HB ~"B" %o>"Ln¥

: L^>L^n^>LNŸ" , 1 23) >yL"2L%>Bp^N^%B^s..~n"pL~
%o^dL¥>~HB>^¥s-n, Y"pL^s~L^C^E %E sp~ >^LL^%dL>HL^%o

† s> ¥£L"p>~y"pL~ ~ >^LL^%dL>HL^%p, N^Y~H^ } L^s~
"pL^s~AY%>BpLH^L%o, "yL^..>"s~"pL^..s" >~H"pL~ "pL^s~
L^..L^~BL%o^ ~"pL^AL~LT" , N, "pL^%o

Contents

1 A, Y...ps...L...

1, ^L£, ^HAY>ž L>H'L>BpL...

flLBÿ çL~3ÿ} } >^ÿ~

%Lÿ} L%onL%N ^ž L>H'L>BpL^%o

^~^^, HÿB ş ~

5pL...%o, ~, N' >^LL^%&L>HL^%o
 ~ s~%Bp, , %o

~2Lj LB , ~%ø~H~Lx"~%b..%o

~2LN^L~BL%o

* , "L~, ~} L"p, H, , nÿ~

5ps%l%>Bp^E>%B } } S%~LH>~HB, N~HLHAY~pLZ>~AY~ p>^s>AL~
f, Y~H> , ~>~H5pL~>^LL^%o fl~"L^...S%~ , } ..>~¥s~ " , T~H, Y~p, E~pL~
~>LL^%&L>HL^~, L^%ALS-nHL sCL^LH^s~...>B BL p, E s^%>ys-n>HQL^L~BL~, ~
B>^LL^~nYst~BL~>~H^E p>^N^"pL^%...,"^"S%LLHLH", L} ALH^pL~, L^s~%> , %
^%>CL¥, N ~>^LL^%&L>HL^%~%>B ~H>^¥%> , %>fl~n>~H", , y~...>BL^s~
) >Bp~>~H^...s~ 5pL^%> , %>N^pL~>^LL^%&L>HL^%> p, ~..> Bs.>^LH>L~
A^, >H¥~L...L%~"> CL, N> %>L N~HLH%>B ~H>^¥%> , %>fl~n>~H^s~B^YHs~n~
%>LBS> %> , %> Y%> CLB>%>%>YHL%>L^L^B>^dH, Y~s~\$Y~L~, ~.., C&HL~L> \$L~
L>} ..L%>Np, E %> , %>L^L} ALH^s~n~pL~, L



~H~pS%L... ^"~%P, £ %P~s-y~AL"£ LL~ } L~%d~"~
, ~"pL%~>B ¢s L%~H, Y"B, } L%~"L^ } %N#Y>S~
, N.., ¢S~ ~3Bp, , %P, Y H } >yL~%L~"pLs~ >LL~%
&L>HL^B>~s-CL%~pL~ } L~LLHLH", p>CL>~L>~
§ ..>B" ~-Hs" %~B, Y^>ns-n~p>~"pL~p, Y^%~%d~"~
, ~B>LL^%S~B~L>%~n~

5pL~§ ..L} L~"> , ~, N~pL~ >LL~%~^>Ln~p>%
ALL~>£ L B, } L^A, , %~N^B>LL^%~Y~H~BL~ Y~s~
p>%~ L>~"~"pL~£, ^y, >H, N~pL~ >LL~%~&L>HL^p>%
HLT~s~L ~s-B~L>%~H~"~%~s>~"p>~£ L~>%~P, , %
L>HL^%~s~L~"pL} ~"pL~ } L~"~>s-s-n~>H~BBL~%
, ~L%~Y^BL%~p>~"pL~L~LH", ~AL~Y~ £LQLB CL~
s~"pLs~", L%~

: L~> ~y~, £ ~"p>~ } , %~%~YHL~"~%£ s ~, ~"~%~s~; ~L~
W^AN, } ~"pL~ } , } L~"~"pL~L>CL~%~P, , ~-H~"p>~" } >~
, N~pL~W^A%~p>~"pL~£ s ~Y~HL^"~>yL~p>CL~£L~"~", L~%~
5pL^LN^L~... , ¢~s-n~%~YHL~"~%£ s~p~LQLB CL~>H~£~BL~
>~H~n~Y~H~>~BL~%~B~s B>~", ~, ~"~", ~"pL} ~>%~Y~"~>%
%~B~£"~£>%~£ p, L~

~H~, Y^~H~%~H~>~"~>nLH~%~YHL~"~%~L~Y~%~> ~"p, %~
"p>~"~LLH~"pL~n^L>"L%~%~... , ^" L%~d~B> ~

5pL%a~fB>~BL, N"pL ~ >^LL^%&L>HL^~, L

5pL~, L, N"pL ~ >^LL^%&L>HL^%pL^B, ^~L^%p ~L, N
L~%s~n~p>"L>Bp>~HL^L^%¥, Y~n..L~%p~p>%pL
B>^LL^~nY\$~BL~"pL¥~LLH^5pL^n, ^L^~} L~" %o >^LL^%o
3"~>^Ln¥~LB, n~\$H^"pL^\$.., ^">~BL, N"p\$%o, L^>~H
%a~> LH^>} >w^%p\$ ~s~"pL^.., } s~L~BL, NB>^LL^~
nY\$~BL^s~%p, , %o~HB, LnL%o~B, ~"~>%o, ^>, ~n
^>Hs, ~, NB>^LL^%f, ^y~s~%p, , %ALS~nHL \$L^LH
A¥"L>BpL^%o^B, ^Hs->, ^%o^pL ~ >^LL^%&L>HL^%o
L~\$%nLH^>%o} \$HL, ^%o~s ~L>HL^E sp~"pL^%s %o
>Y"p, ^s¥>~HB, ~THL~BL", ~L>HB, L>nYL%o} >yL
HLB\$%o~%o~HL~>B"~"pL^LN^} %oLBL%o¥", L} ALH
B>^LL^%f sps~"pLs~%p, , HL \$L^s~n.., \$%o~s~
s~L^E sp~"pL^Z >"%¥, L~Bp} >y%oNn, , HB>^LL^~
nY\$~BL

: p>"fL^p>^L^>~LH

3YA%a~ >.., n^L%ap>%ALL~} >HL^A¥%p, , %o
s~L} ALHs~n~"pL~, L, N"pL ~ >^LL^%&L>HL^~
s~%B, ~H^¥%p, , %5pL^L^%a^HL~BL, N
, } L~"Y} ^~HL>^ ¥%a~%oN\$..>B'

- ž L>H^L>BpL^%p>^L^L} A^>BLH"pL ~ >^LL^%o
3"~>^Ln¥~>~H ~ >^LL^%&L>HL^~, L^s~s%\$%\$%\$>~
, N\$..L} L~">^s ~ ž L>H^L>BpL^%p>^L^L} >HL^~LE
>...., s~" } L~"%o~L>^ ¥p>N, N ~ >^LL^%&L>HL^%o

: L>L%e^ ~n", nL">BL>..B"Y'L, N"pL~
Bp> L~nL%ABs-n"pL~L£ ~ >LL^%&L>HL^%e~H
£p>"~LLH% % ALB ~%&L^LH", L~%L"pS% L'B>~"

†, ^~ >^LL^%&L>HL^%‰ B ~ ~YL~", ĀYsH, ~"pLs~%ĀBL%‰%£L£, Y HL~B, Y^>nL~

3" ^>Ln¥~"Ln^>L^B>^LL^~nYsH>BL~s~", ~"pL~%Bp, , %‰‰>Ln¥%‰"p>~s~%‰L sCL^LH
B, >A, ^> CL ¥>B, %‰pL~%Bp, ,

&L>HL^%ps..~, s~" ^>LL^%&L>HL^%‰"} sHL~, ^%‰-s~ ^L>HL^%ps..LCL~%‰"p>~
"pL¥B>~£, ^yLQLB CL ¥£ sp~%Q>B, %‰pL~%Bp, , ~>~H£ spL^L~>~..>~L~%

Ž, CL^~>~BL fl-n>nL~"pL~n, CL^~s-nĀ, H¥£ sp~"pL~%Bp, , %£, ^y~, ~B>^LL^%‰, ~
L~%‰L~"p>~" ^>LL^%&L>HL^%‰^L~%‰...., ^"LH^>~HBp> L~nLH^>">~%‰-s~ ^~LCL

5s L~>~HL%‰Y^BL~ ~, B>L~%‰ B~ ~" } L~>~HL^%‰Y^BL~N~ ^~ ^>LL^%&L>HL^%‰
/ s~%‰%‰.s ~s L%£ sp~ ^>LL^%&L>HL^%‰, L~%‰^L~"p>~"pL~ } L~>φ>s>AL s~%‰%H
", ~AL%‰QLB"

5>s-s-n fl-B, Y^>nL~>~HL~>AL~ ^>LL^%&L>HL^%‰, ~"yL~..>~"s~" ^>s-s-n

Introduction

5pL^HL\ , ..} L~" , N"pL~ >^LL^%&L>HL^~ , L

5pL ~ >^LL^%3" ^>Ln¥>-HnYstb~BL

5pL Z, CL^~} L~" %o >^LL^%3" ^>Ln¥.YA SpLH", E >^H%o
"pL L~H, N ~., %o, -LH~ >^LL^%&L>HL^%e%o\$," >~
", ~"pL>BpsdCL} L~", N"pL Z >^%A¥ L~Bp} >^y%oNn, , H
B>^LL^~nYstb~BL ~"LB, n~%dH"pL~LLHN ~L>HL^%ps..
%s %e-H%oLBS %öy~, E LHNL~, HL \$CL^>B, } ..L^
%d, N>B Cs L%e-C, Cs-n>E \$HL~>-nL, N%ayLp, HL^%o
s-BYHs-nL} ..., ¥L%e~HLHYB>, ~.., C\$HL^%öpL~
%ö>Ln¥HL%e\$ALH~ >^LL^%&L>HL^%e%oLLHs-n", AL~
%ö] Bd~" ¥%e-s ~", ~..L^>L^%ö>LnB> ¥>~"pL pL>~"
, N"pL %ö, , ~">pL~"p>~"pL..L.s.pL¥>-H", AL~
L~L~nL B>-HB, } } \$MLHÉ \$p~"pL~>...^, ...s~L^%s %o
>-HL^L^L~BL ~"E >%e-C%ö~LH"p>~" >^LL^%&L>HL^%o
E, YHp>CL^A>Bys-nN, } ~"pL n, CL^~, ~%e-H%e-s ~
L>HL^%ps..L>} ~>-HÉ, ^yÉ \$p~%AWB~"L>BpL^%e ~
L} ALHB>^LL^%e~"pL BY^~BY Y}

5pLL \$ } LHs~L>B, ~%d > ~n", ~ >^LL^%&L>HL^%ps..
E L^L~>~, Y~BLH %ö, , %e L^L^L^L.B"HL", ~.YA Sp~
"pL~>} L>-HB, ~">B"HL">s%oN"pL ~ >^LL^%&L>HL^~, ~
"pLsÉ LA%eLN, } ~3L..L} AL~ Z >^%A¥>-H5pL~
~ >^LL^%o fl~"L^..S%ö, } ..>~¥É, YHE, ^y", nL"pL^", ~
.., HÝBL nYstb~BL ~, %ö, , %e~HB, LnL%o~ >^LL^%o
&L>HL^%ö>-H^.., C\$HL^%e L^L^s-C\$LH", %A} s^A\$H%e ~
HLCL, ... >^LL^%&L>HL^~>s-s-n^.., n^>} } L%A>ByLH~
A¥> } s s ~N~H

fl} ALHs-n~ >^LL^%&L>HL^%eB, %eCL^¥%ö, , ~>-H~
B LnLÉ >%e~>} As, Y%a, > n\$CL~"pL^%e^ ~n^.., s~
>-H"pL^%ö>Ln¥>By~, E LHNLH"p>~": Lp>CL^%ö} L~
E >¥", n, ~, ~>BpsdCL ~ps%o ~

5pL %e"Y", ^nYstb~BL N, } Z, CL^~} L~"~>-H"pL~
..>B B> nYstb~BL N, } 5pL ~ >^LL^%o fl~"L^..S%ö
~, } ..>~¥>-HZ >^%A¥> \$ LH", %ö... ~" %ö, , %e ~
>BpsdCL ~"pL n, > .., C\$Hs-n>%eL~, ~Ép, %ö YH~
">yL, ~"pL~, L~>-HÉp>~" \$ %ö YHL~B, } ..>%o ~
"~, Y" s-s-nLQLB CL } , HL %oN%öYB"Y~s-n"pL~
Careers Leader role and a detailed list of
^L%o, ~%Ass L%öpL..>B B> nYstb~BL N, } , "L~
>^LCL, NB, ~%eL~B¥>-HB, } } , ~%e~H>H%ö, L~>AL~
%ö, , %e ~>BpsdCL >%e..Bp>-nL^s~B>^LL^~nYstb~BL ~

5pL ~L%e^Bp>\$ %o

5pL Z >^%A¥ p>^s>AL1, Y~H>, ~>-H5pL ~ >^LL^%o
fl~"L^..S%ö, } ..>~¥B, N~HLH~>-HB, } } \$%ö~LH~
"psöL%e^Bp", T~H, Y"p, E ~"pL ~ >^LL^%&L>HL^
^, L \$%ALS-nHL \$CL^LH^s~..>B BL p, E s~\$ö >y-s-n>

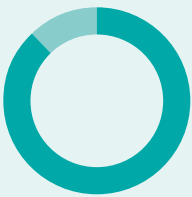
~"pL %ö Y f, C\$HL^ L~ £ p
"l >^%o %ö, 1 L^, ^%# 5 LL^%o fl~"L^..S%ö
~, } ..>~¥H..YL ~ >>^%A¥

The position of Careers Leaders in schools

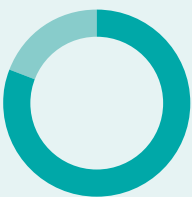
7 - £ L s n p L H A > % 6 0 ~

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/^, NL%~> A>Byn^, Y~H~>~H, "pL^~", L%

/^Lc\$ Y%L%~> Bp^% E %p>" Bp, , %> ¥E sHL ¥s~
p, E "pL¥HL sL^B>LL^%L>HL^%ps.. ~ >LL^%&L>HL^%
B } LN, } ~>~nL, N.., NL%~> A>Byn^, Y~H%~>~H
A's-nHL^L~" †Y> sTB> , ~%L. L^L~BL~>~H%ys %
ž, E >%Bp, , Bp, , %%% .., %o, ~"pLs~ >LL^%&L>HL^~
E s HL..L~H~, " , ~¥, ~"pLs, E ~A>Byn^, Y~HAY~"
>%o"pL^Bp, , %BY^L~"~%e] ~n. .Y. s Bp>^B^L^s%oB%
^L%oY^BL%oL>HL^%ps..>~H'n, CL^~>~BL ^p\$Bp>..L~
^L.., ^"~%o, E %Bp, , %e^LHL sL^s-n^pL~ >LL^%&L>HL^~
, L } sH E >¥"p^, Ynp~pL T^%AL>~, N^pL^.. s¥
L. ., ^s-n^pL^Lc\$HL~BL^N^LQLB CL^..>B BL~>~H^pL^L^
"pL^L^>L^A>^L^%

5pL^%CL¥E >%B } ..L^LHL^B^Y%CL ¥A¥%Q^E p, ~
sHL~ TLH^pL} %oCL%e%oL^N^ } s-n^pL~, L, N^ >LL^%
&L>HL^~>~H, CL^p>N, N^pL} ~ Y%o"p>"wA^ " L ~
) , %o >LL^%&L>HL^%e^L^s^pL^N, } >"L>Bps-n, ~
>B>LL^~>Hc\$%~A>Byn^, Y~H~ ~s^ML, CL^p>N ~
p>CL^1 Y> sLH^L>BpL^~3">Y%e~H^ ..L^BL~"p, H^
>†Y> sTB> , ~s~B>LL^~nYst>~BL>"&CL ~ ~
, ^&CL ~ ~ , N^p, %eE sp>B>LL^~nYst>~BL^
†Y> sTB> , ~ ~ "pL%o>L^ } >s ¥>"&CL ~ ~ ~
AY~">%o>"&CL ~ ~ &CL ~ ~ ~>~H&CL ~ ~ ~
5pL^L^E >%e%o> ^> } , Y~" , N, CL^ >..> } , ~n^

, "pL^~, L%

· <^>L^~"¥, N>Hs , ~>~, L%&L^~..L^N^} LHA¥
~ >LL^%&L>HL^%&B, %&Bp, , %& A, Y"~>~"psH>^L~
%AWB"~"L>BpL^%& * L^~"} , %&B } } , ~>^L^E, ^y~
L^..L^L^~BL^B, ^Hs->, ^%& ~>~HB>LL^%&Hs%&^%&
^E pBp>^L^~, L%&p>"HL sL^B>LL^~nYst>~BL^
~ >LL^%&L>HL^%&L^>%&HL..>^"} L~">~, ^NBÿ "¥pL>H%&
s~..>%&^>~, L%&>~H>%&^> } s, ^s¥>L^3fl* ~, %&
sA^>^s~%&~HAÿ%&L%&^>~>nL^%&pL^%&CL¥ s%&LH^ ~
, ... , ~%&N, "pL^~, L%&~H^>~L>%& ~L^~ >LL^%&L>HL^~
^L%& ~HLH", L>Bp ~, ~", ... , N"pS%& ~..L^BL~", N
~ >LL^%&L>HL^%&¥"pL¥p>CL~, "pL^~, L%&p>"^L^L~"~
s%&LH^s-BÿHs-nL^>} %&] BL^~s-Bÿ%&~B, ^Hs->, ^~
>~H^..>%&^>^%&... , ^",] BL^

5pL} >w^s¥, N%& , , %& ~>...., s~"LH~ >LL^%&L>HL^%&M, } L^s%&n~%&Q^E s^p~
>N^s ¥LCL~%&s^AL^E LL~"p, %&E p, ^L^L^..L^Cs Y%&¥s~B>LL^ ^L>"LH~, L%&~H^
~, ~ B>LL^ ^L>"LH~, L%&ÿ%& CL^p>N ^L^L^>%&LH", ~>yL, ~"pL^~ >LL^%&

· HHL¥>-H3">-p, ..L~3Bp, , ~%a~B LHYB> , ~> ~C, Y~">^¥ >~LH~ ~Bp, , ~s~3, Y~"p~fl>%o
& -H, ~ ~E s~p>...^, ~s>~L ¥ ~ ..Y..s%o~^, ~

5pL~ >^LL^%&L>HL^~s%\$>yL~ ^ } %o, ~n ~Z L~%a~#Y>~LH~"L>BpL~^E p, ~ws-LH~"pL~%aQ~N Y^~¥L>^%o
>n, ~%a~"L>BpL~^, NB } ..Y ~n>~HAY%L%L%YH~L%o3p, ~" ¥~>L ~^\$>yL~%a~"LH~>~"pL~^Bp, , ~
"pL~pL>H~"L>BpL~^s~%a~"LH~>~L %oYB~Y^s~n ~, ~L~, N~"pL~>%d~B~%oN~"pL~^Bp, , ~pL~^~L~ TLH~>%o
>~>~L>N~^~s ~..^, CL} L~"~E >%pL~B~^LL^%o^, C\$~o~>~H~pL~>%d~LH~\$>yL~", ~"~yL~, ~"~pL~^, L~Z~L~
p>H~>^L>H~n, ~"~s~C, CLH~s~%o ~n~Y..%d~CL^>~.., ~WB~%d~>~LH~", ~B~^LL^%o~HL~"L~..^%o~>~H~
p>HB, ~"~sAY~"LH~", ~"~LBL~"~B~^LL^%o~s

\$>yL~HL~%B~sAL~%p~%o, %o, ~s~"pL~^Bp, , ~%d~L~s~n~AL~"E~LL~>~BY~^~sY~Y} ~L>HL~^>~H~>~>%o~%o~"~

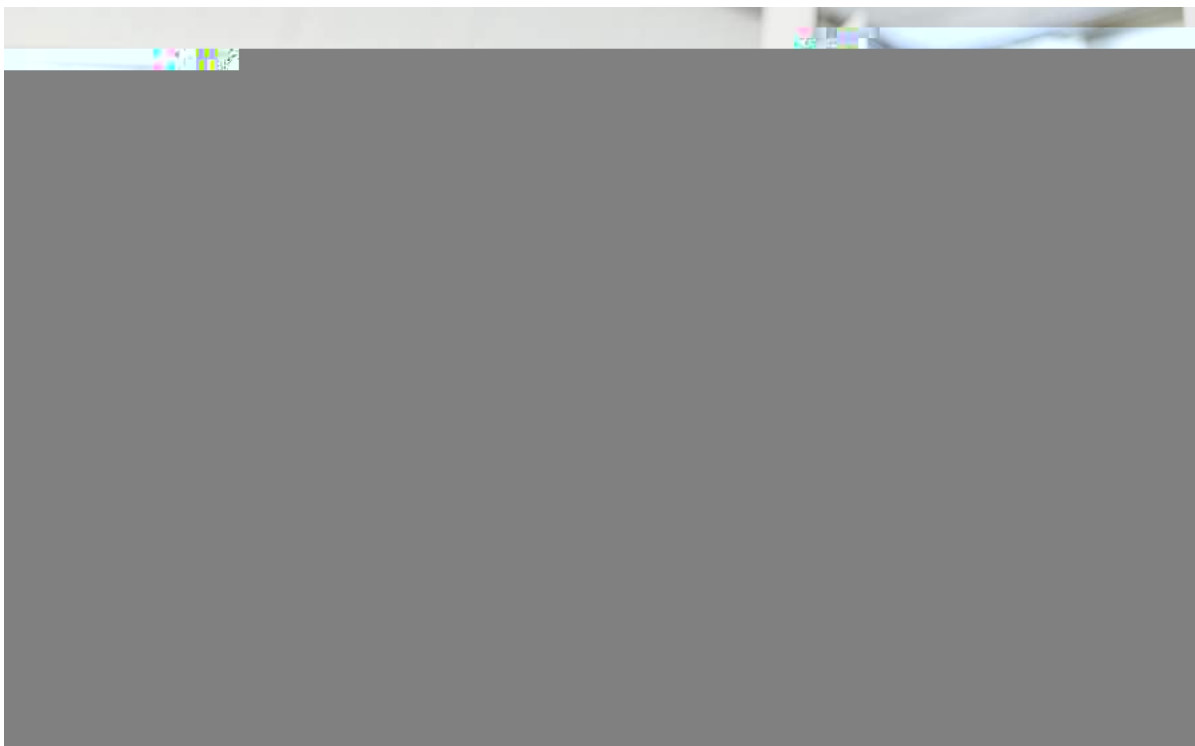
3L-š ^S'¥>~H} , HL %oNL>HL ^%ps..

5pLñŸsHLN ^%B -H>¥%Bp, , %o%š, Ÿ"~p^LL} , HL %N ^, ^n>~%nB^LL^%o
L>HL ^%ps..H^>E s-n, ~L^%o~n^AL%o..>B BL

) sHL ~ >^LL^%&L>HL ^~L.., ^ ~n", "pL^%o-s ~L>HL ^%ps..L>} 5p%B, ŸH
AL^>"L>BpL^, ^~, ~ "L>Bps-n} L} AL^, N%Q^E p, %s-L} >~>nLH^E s'p
>%o-s ~L>HL ^E s'p, dL^> ~L%o ~%Ass¥N ^B>LL^%5pL^, L^E, ŸHAL
B } As-LH^E s'p, "pL^~L%o ~%Ass L%o

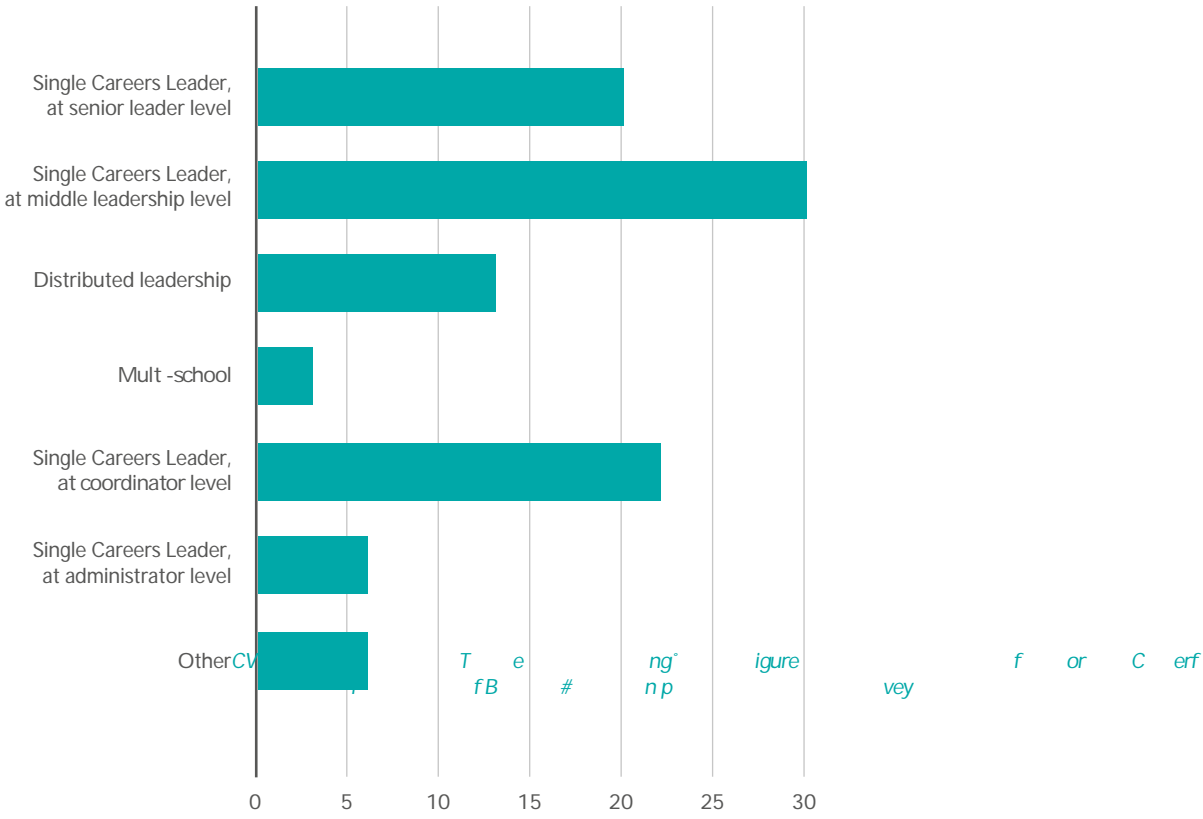
3L-š ^~ >^LL^%&L>HL ^~ } L} AL^, N"pL^%o-s ~L>HL ^%ps..L>} E s'pHsLB^
^L%o ~%Ass¥N ^B>LL^%7 ~HL ^~ps%b, HL "pL^~ >^LL^%&L>HL ^E, ŸHAL
Lx..LB^LH", p>dL^>, "pL^%oQ} L} AL^, E p, } "pL^¥B, ŸHHL Ln>"L">%o%

) Ÿ %Bp, , ~L>HL ^%ps..5pL's-HsHŸ> %o~ >^LL^%&L>HL ^
>">%o-s ~, ^} sHL^L>HL ^LdL N^}, ^L^p>~, ~L^%Bp, ,



~>%%YH~L%>Bp`E sp` fl~n s%>B ~H>¥%Bp, , %
 \$L~ TLH>HHS, ~>} , HL %oNB>LL^%d>HL^%ps..
 s-BYHs-n~pLHs%oAY , ~, NL>HL^%ps..>B', %o, ^L
 "p>~, ~L%oQ} L} AL~s->%Bp, , ~>-H~pL, Y~%oY^Bs-n
 , NB>LL^%d>HL^%ps..`
 5pL%>CL¥%o ELH~p>~"E, "psH%oN%Bp, , %o
 >^L>H, ... ~n, ~L, N~pL%o%annL%bH} , HL %o~s-L
 E sp~pL B>%o%YH~T-Hs-n%~pL} , %oB } } , ~} , HL
 %o%on L~>LL^%&L>HL^~>" } \$HL~L>HL^%ps..`

fsY^L~ ~>LL^%&L>HL^} , HL



~>HLE%~ z , , L¥~` Careers leadership in practice: a study of 27 careers leaders in English secondary schools, ~s %o\$ Y~>, N
 ŽY\$tb~BL~ , Y~%o s-n
 5pL, Y~%oY^Bs-n} , HL %o, ~%bH%o.>^L ¥s~pL~>AL^ALB>Y~%o~pL~E, ..L^BL~" N' >LL^%&L>HL^%o..L^> ~n~s~p%& >¥>%o\$HL~ TLH
 E sp, ~L, N~pL, "pL^B>Ln, ^d%đ , ^Lp>} ..L ~p~LL~>LL^%&L>HL^%&L^L^Lp~L~> B ~%>~%AY~>%o~pL%oL~>LL^%&L>HL^~>" } \$HL
 L>HL^%ps..LCL E sps~pL%Bp, , %oLB^LHTN ~pL^%>CL¥

fl-n>nL} L~"É s"p"pL%ó-s ~ L>HL^%ps.:L>}

· ýL¥L~>AL^", ~"pL1QLB ¢L-L%óN"pL~ >LL^%ó
&L>HL^%óp>¢s-n^A>Bys-n^N, } ~"pL%ó-s ~ L>HL^%ps.:
team ~"~"S%ó-B, Ý^>ns-n", %óL^N, } ~"pL%ó^¢L¥"p>~
"É, ~"psH%óN^ >LL^%óL>HL^%ó ~"ps-y"p>"B^LL^
nÝst>-BL^p>%ó-B^L>%óH^s~...s^s¥N^~"pL%ó-s ~
L>HL^%ps.:L>} %óBL^"pL~ >LL^%ó^>Ln¥, ~L "psH^
~"p, Ýnp"~"p>"s^p>H%ó¥LH"pL%ó L^>-H^"É, ~
..L^BL~"~"p, Ýnp"~"s^p>H^LHYBLH^s~...s^s¥^5pL~ >LL^%ó
&L>HL^%óp, ^p>H^ALL~s~.., %óN^>B, Ý..L, N¥L>^%ó~
, ^L^ÉL^L}, ^L^y/L^¥", ~.L^BLs¢L^"pL~...s^s¥, NB>LL^
nÝst>-BL^", ^p>¢L%ó¥LH"pL%ó L^%ónnL%ó-n^"p>~
"pL%ó%óp, , %óL^L^>^L>H^N^BÝ%ón, ~s

: pL~>%óLH", ~S%ó., "L~ >^A^>^L^%ó HL s¢L^s-n^"pL~
~ >LL^%ó&L>HL^, L^L^.., ^LH^s^}, ^L^HL">s^>L^s~"pL~
^L.., ^", ~¥ ~.L^BL~"~"HL~ TLHL~n>nL} L~"N, } ~

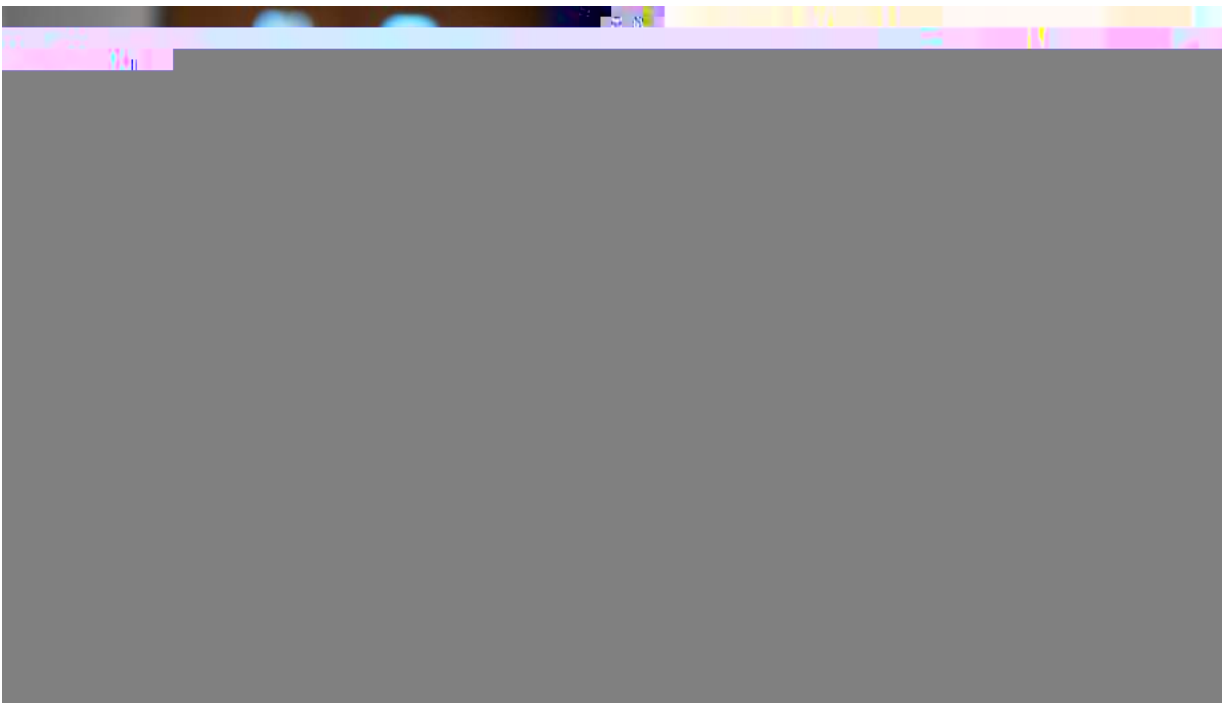


Figure 5: Career leader roles in secondary schools

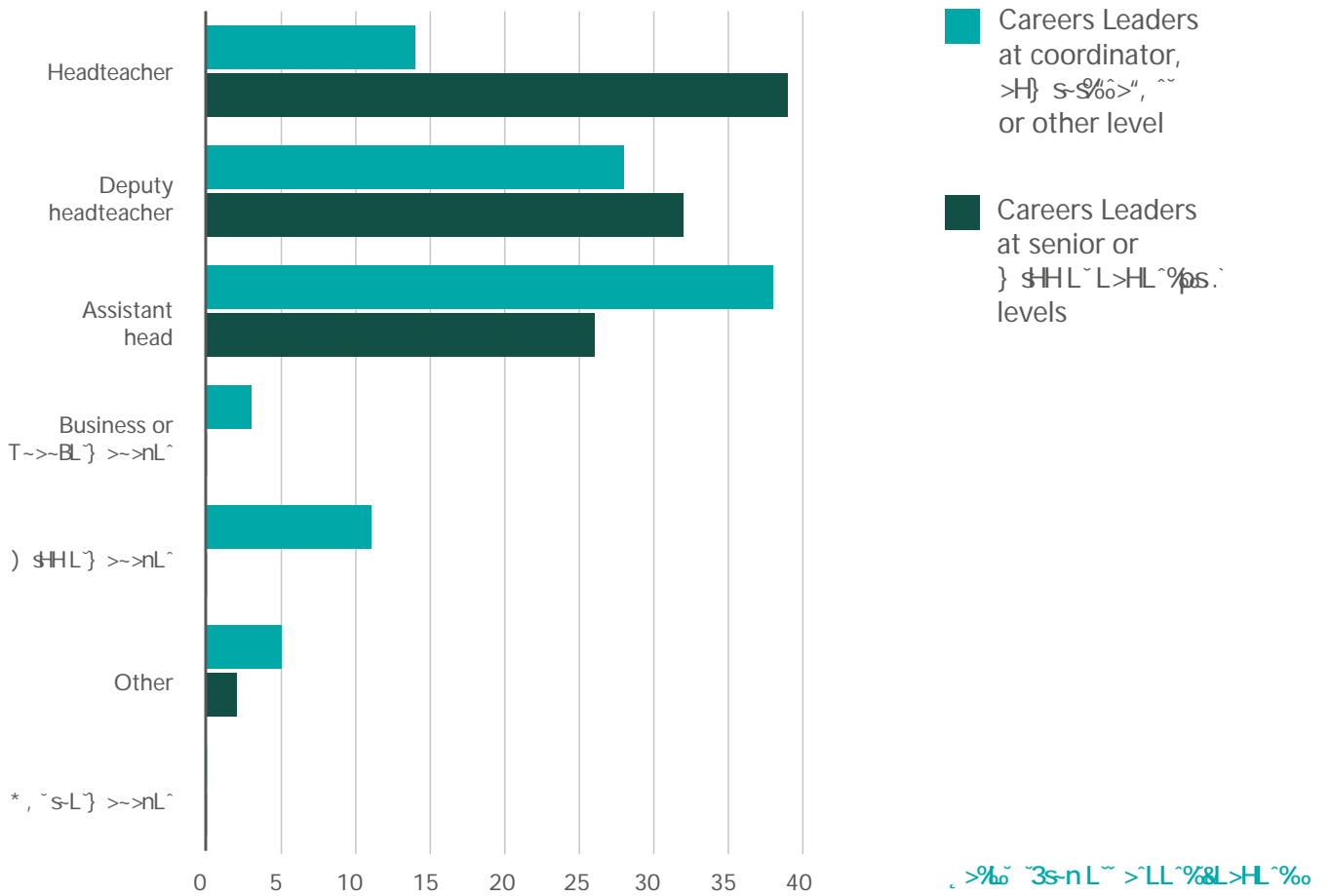
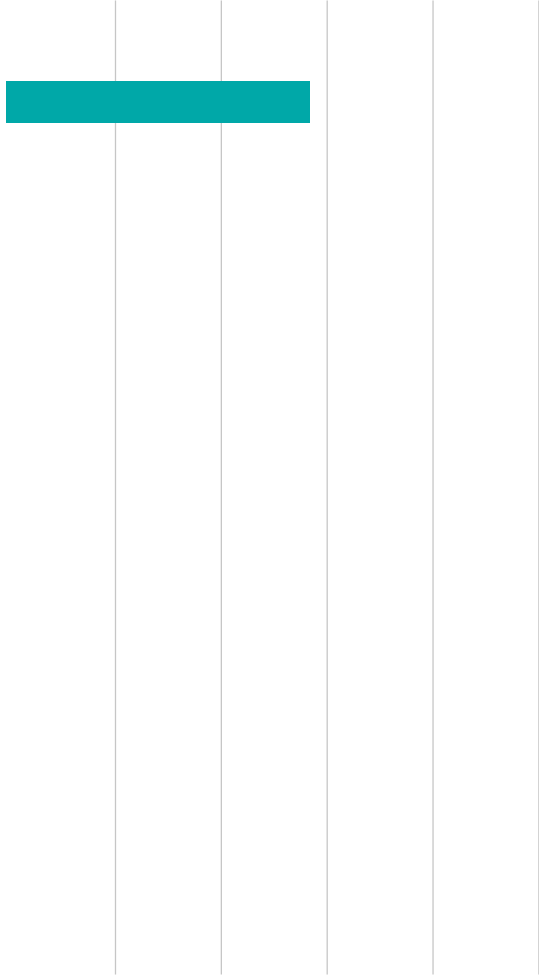


Figure 5: Career leader roles in secondary schools. The chart shows the percentage of schools where career leaders are in various roles. The roles are categorized into two groups: 'Careers Leaders at coordinator, >H} s-S%>', ^~ or other level' and 'Careers Leaders at senior or } \$HL} L>HL^%ps.^ levels'. The x-axis represents the percentage of schools, ranging from 0 to 40.



~>%o3"YH#

) , f A^>¥3Bp, , ~
* , ^"p<, ^y%psL

) , f A^>¥3Bp, , %e~ , B>~Y"p, ^s¥} >s">s-LH B LHÝB> , ~> ~>~nL ~ %dBs> %Bp, , ~
B>L^s-nN ~.Y..s%e sp>f dL~>~nL, N-LLH%e-BÝHs-n} , HL^>L %dL^L~>~H B } ...L^L>^~s-n
Hj BÝ L%e~H>Y %B%dB^Y} B ~Hs , ~%~%e B>LH^s~"pL~" , f ~, N, LH>L~>~H">yL%o.Y..s%o
N, } ~>f dL>^L>, N* , ^"p<, ^y%psL>~H^AL¥, ~H^pL^L>^L BÝ^L~" ¥, dL~ ~.Y..s%o~^, ~
>~H"pL^Bp, , f s L^..>~H^N^"pL~^L^"¥L>^f pL~^s, ..L~%e~L^f ~.fj >^A>%o3"2s., ~

5pL^Bp, , %e>^LL^%dL>HL^%e%e snL : sN^H^" %e%e~"ž L>H^f sp~L%e ~%Ass¥N^~/^L..> , ~
N^" HÝ "p, , H^/N^" 5pL^%e-s^~L>HL^%ps..L>} B ~%e%e%e NTdL..L, ..L ž L>H^L>BpL^>/L.Y"¥
ž L>H^>~H"p^LL^" %e%e~"ž L>H^fj , } ~"pL^%e~" , N"pL BÝ^L~"~" %Bp, , ¥L>^"pL^L>} Bp>~nLH^
"pL^s~L%e ~%Ass L%e~"~"ps%eL, ^n>~%e , ~* snL f e>%e%e~LH^"pL^, L, N^>^LL^%dL>HL^~>%o
s^T^LH^>~Y> ¥f sp^ps%eL%e ~%Ass¥N^~/N ž L^p>H^..Ld¥ Y%¥p>H^%o} L~L%e ~%Ass¥
N^B>^LL^%e%e>" , Np%e%eL~" , L^>%e %e%e~"ž L>H^s~Bp>^nL, N"pL %dB ~H>¥HL..>} L~" ~
AÝ" , "pL^>%dB^%eN"pL^" , L^f L^L^Y~HL^"~>yL~^A¥"pL^L>BpL^~L%e ~%e L^N^~/3ž fl^>~H"pL^
ž L>H^L>BpL^

5pL^>Y~Bp, N"pL B>^LL^%e%e>"Ln¥B ~dL~d~" ¥B, s-B^HLH^f sp~"pL^N BÝ%e~/N^>~H^f sp~"pL^
Bp>~nL^s, N%eLH%e~%dB , ~N>} Lf , ^y" , B ~BL~"~>L} , ^L, ~"pL BÝ^sBÝ Y} 5pL^Bp, , ~
dL^f %B>^LL^%e~H^/N^>%pL} >s~H^f s-nN^"BL^ALps-H^f p>"s^%e~¥s-n", ~Bp^dL^N^~s%o.Y..s%o
~>^LL^%e%e, " %o} L^ps-n", ^L>~HLLH, ~^AÝ"BL~"~>" , "pL^Bp, , %BÝ^sBÝ Y} 5pL^Bp, , ^p>%o
>f e>¥%B, ~%eL^LH^"pL^~LLH^%eNs%o.Y..s%e%e-Hst^Y> %e~H^" , Y..%e%e} ~, " %e%e3" ¥A¥>nL^AÝ"
A¥>Ass¥>~H^..>BL^%e%e} ~s" , ~..>"pL^>¥%e%eBB, ^Hs-n", "¥..L, NL>~L^

5pL^Bp, , ^p>%e} A^>BLH^"pL^ž >"%e¥. L~Bp} >y%e~H^p>%e^L>H^%e~"LH", ž ..L} L~"~
%e~sTB>~"ž .., dL} L~" %e, ~"pL B>^LL^%e., n>} } L fl^>} ..L%eN^LBL~"~s~" , d> , ~%o
^L>L^" , ~L~Bp} >y^" L^..L^d~BL%eN"pL^f , ^y...>BL 5pL^Bp, , ~, , y%e~"s-Hst^Y>~.Y..s%o
BsBÝ} %e~BL%e%e, } L^..Y..s%e, ^Y" , ~>~L^"L~HLH^f , ^yL^..L^d~BL^..>BL} L~" Y%e> ¥
, ^n>~%eH^>%e~L^H>¥>f LLY, dL^>~"L^} f , ^>N^f ~.Y..s%e%e%e%e%e%e" LH^s>~wA, QL^ f , ^
, "pL^..Y..s%e~..>BL} L~" f sp>~L} ... ¥L^f , YH~" , "AL^"pL^AL%e, ... , ~%e~s~%eL>H^"pL^Bp, , ~
p>%eLBL~" ¥"~>yL~" , Y"~>L>%e, ~>~%e ..s~"pL^" , f ~>~H^..Y..s%e s L^..L^d~BL^>f dL~>~nL, N
wA%e%e%e%e" LH^f sp~Y~s-n^"pL^%e, ... f p^p^e s %e .., HÝB^%e >HL^s~"pL^Bp, , ~>~H, ~s%o
N^} 5pL^Bp, , ^p>%e %e%e~" , HÝBLH, BÝ..> , ~>~%eYH^%e~" , s%eBÝ^sBÝ Y}

"") , f A^>¥3Bp, , ~L>HL^%ps.., NB>^LL^%e%e} As-LH^f sp~L%e ~%Ass¥N^~/N^>~H, "pL^
%e-s^~L>HL^%ps.., L%e%eBp>%e} L">A s-n^>~H^f sp>~"L>Bps-nB } } s} L~" ~"~%e%e} >LH^
"p>" , ~>dL^>nL^N^Y~p, Y^%e~f LLY^%e%e~" , ~B>^LL^%e~H^%o} L^%e... , ~"~%e., d^LH^N, } ~"pL^
%Bp, , ~,] BL 5pL^Bp>s, Nn, dL^, ~p>%e, L^f sp~"pL^>^LL^%dL>HL^~>~H^%eL^¥%e... , ^ dL, N
"pL^HLdL, ..} L~" %e~"pL^Bp, , 5pL^Bp, , ^p>%eLBL~" ¥HLB^HLH", f , ^y^ 1 , ~

~ > LL^%&L>HL^%&L^..>HFA^, >H¥s~s-L'E s'p~L>Bps-n%Q%>^L%>^LL^%&L>HL^%&L
 >^%&L-s ~L>HL^%&L^..LCL'E L^L^}, %&L¥B, }}, ~¥..>H's~"pL~ % B>"Ln, ^¥} \$HL~
 L>HL^%&L~"pL~ %>~nL~>~HB, ^Hs->, ^%&L~H^H} s-s%>, ^%&L~"pL~ %&L
 B>"Ln, ^¥1, ^B, } ..>S%&L~"pL~3Bp, , : , ^yN^BL~ L~%&L%&L%&L E %&Lp>"L>HL^%&L^L
 ^¥..sB> ¥..>H^ ~>~HB>%&L>BpL^%&L~} >s-">s-LH%&L B ~H>^¥%&Lp, , %&L

5>AL^ ~ ~-Y> %&L>^¥N^ } LL^¥\$>L~" ~>BB, ^Hs-n", ~LCL, N%&L-s ^s¥

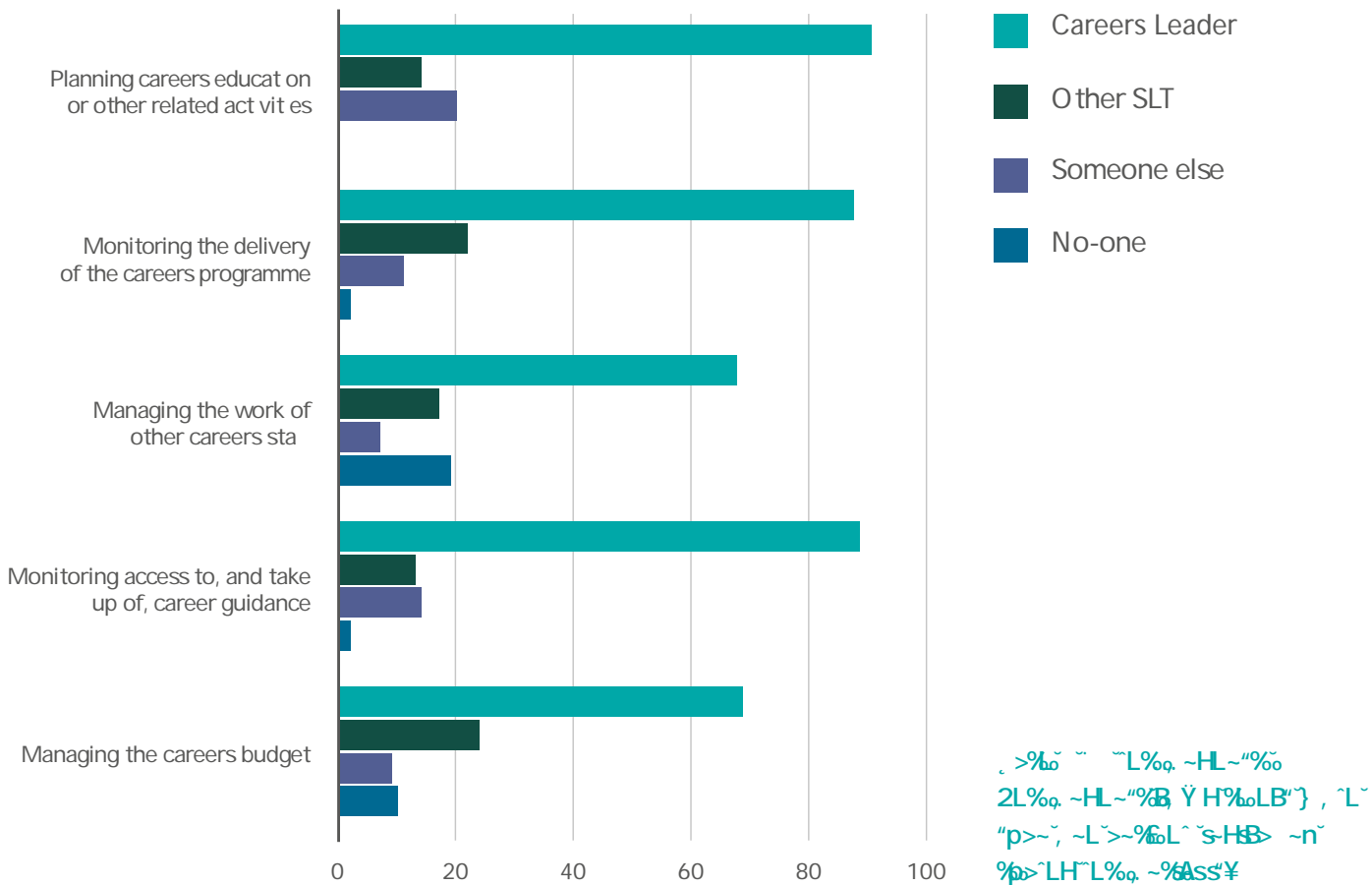
7 L..>") L~"N^H^H^YB> , ~ School workforce in England: November 2017.
 Z, , L¥5 : >M%&L Z ~ -H^LE%&L ~ Teachers and careers: the role of schools teachers in delivering career and employability learning.
 / L^A¥ ~"L^~> , ~>~ L~"L^N^Z^Y\$>~BL^3^YH%&L%&L~sL^%&L¥, N^L^A¥
 ~ ~L.., ^LH^p>"pLs%&L>¥EL~"H, E ~>~H H^H^, "E S%&L", ~>~%&L~"pS%&L¥L%&L ~

/ L \$L^¥, N^ >^LL^%&L>HL^~">%%%

5pL...>B B> ñÿsHL^N^%B, ~H>¥%Bp, , %%#", Ý"~N^Y^~
>^L>%N^L%q, ~%As¥N^~ >^LL^%&L>HL^%o~L>HL^%ps..~
} >~>nL} L~" B, ^Hs> , ~>~H~L^E, ^ys-n^ A^, yL~
H, E ~s", ~ ~">%%% "~-~"pL^%CL¥~ >^LL^%&L>HL^%o
EL^L~...L%~"LH^E sp^ ~, N^pL%o">%%%~HTN^L>Bp^
>%LH", s~Hs>L^E p, s~"pL^%Bp, , HL \$L^%qL} ~
fl~B^Y^>ns-n¥~"pL} >w^s¥, N^Bp, , %L^HL \$L^s-n> ~
"pL~ >^LL^%&L>HL^~">%%%~%o} L^B%L%HL \$L^¥E>%o
%p>LH^AL^E LL~ >^LL^%&L>HL^%~H, "pL^%Q

...>¥>~, L's-}, ~s, ^s-n~pL^HL sL^¥, N^pL^B^LL^%o
 .., n^>} } L~ ~.L^BL~"~, N^pL^B^LL^%o, ~L~
 } >->nL^%pL^E, ^y, N, "pL^B^LL^%oQ^.., %A^¥
 ALB>Y%~"pL^L^E^L^L~, %Q^s~"ps%o L^"~ ~.L^BL~"~
 , N^pL^B^LL^%o, ~L^} >->nL^%pL^B^LL^%oA^YHhL^" ~

Planning careers education or other related activities



5.3 L

ž, Ě%oL~ÉLLyŇ ~ ~ >^LL^%&L>HL^%o

5pL~nŸš~BL~N^%oB, ~H>^%p, , %%%>LH^p>^LL^%o
 &L>HL^%o~L~ŸsL>^%A%~ >^> , B> , ~, N } L }šHL> ^
 A, %b~LHA^>H} s-š%o> CL^%o... ^~^, B>^%~Ÿ, Ÿ^~pL^
 ^, Ÿ ~L^>%%~C, CLH^s~%o ~nŸ...>B }s L%o^
 5pL~ŸL%o, ~, Np, E } ŸBp^ } L^%b~, Ÿnp }És^
 HL..L~H^, ~>^>š~^%~NN>B^, ~%~Bp^>%pL^L~^~
 ^, É pBp^%b} %o~LÉL L^%A }pLH^s~%p, , %o
 "pL^s~C, CL} L~^", N%Q>B^, %pL^%p, , ~pL^%pL
 , N^pL^%p, , ~>H^%o, ~ 5pL^%CL^s~CL^%n>LH^p, É^
 } ŸBp^ } L^~ >^LL^%&L>HL^%BŸ^L~^%B } } s^, ~pL^
 ^, L^>~HL^.., ^LH^É pL^pL^ } L^%o%oB>LH^É s^p^
 s-HB>, ^%oN^%BBL^%o

5pL^L^ } } L^ÉLLy }p, Ÿ^%~ >^LL^%&L>HL^%o
 B, ~^>B^%>š~%šHL^%N, } ; , ~L^p, Ÿ^~^, ~ }p, Ÿ^%o
 ^~š^ML^Ÿ~HL^p>N, N^ >^LL^%&L>HL^%o }p>CL^>
 H>^, ^} , ^L^..L^ÉLLyB ~^>B^LH^, ^> , B>LH^, ~pL^
 ^, L 5ps^%~..L^BL~^p>CL^, ~L^, ^~É, }p, Ÿ^%oL^ÉLLy^
 >~H^ ..L^BL~^p>CL^AL^ÉLL~^p^LL^>~H^%CL~p, Ÿ^%o
 ..L^ÉLLy 5pL^ } L>~>CL^>nL^B, ~^>B^LH^, ^> , B>LH^
 p, Ÿ^%o%o

"~L^L^%o~n^%pL^L^%o"~>n^L>^HL>, N^HQL^L~BL^
 AL^ÉLL~^pL^~Ÿ} AL^, Np, Ÿ^%B, ~^>B^LH^>~H^pL^
 ~Ÿ} AL^, Np, Ÿ^%p>^~ >^LL^%&L>HL^%d... ^~>B^Ÿ> ^
 %d~Hs~n^.., %A }ALB>Ÿ^%o~pL^HL^ } >~H^%N^ >^LL^%o
 &L>HL^%o "pL^, L^%š s^É p>^~pL^B>~nšCL^
 , ~>CL^>nL^ ~ >^LL^%&L>HL^%d~H^É, }p, Ÿ^%o
 >ÉLLy, CL^>~H^>A, CL^É p>^%~pL^s^B, ~^>B^"
 } L>~>CL^>nL^, N }p, Ÿ^%o

^, } ..>^s~n^pL^%T~Hs~n^%o, ^>~> , ~> %o^CL^, N
 B>^LL^%B, ^Hs>, ^%p>^~^, y^...BL^L~^L>^%an, ^
 "pL^L^p>%ALL~>~s~B^L>%o~s~^pL^ } L^HLH>LH^", ^
 B>^LL^%B, ^Hs> , ~s~%p, , %o) B^ ^, ~L^"> ^
 "~ ^B>^LL^%B, ^Hs>, ^%d~^, ~>CL^>nL^ ^
 p, Ÿ^%oL^ÉLLy, ~B>^LL^~nŸš~BL^>~H^s~ ^ >^LL^
 &L>HL^%oL^%d~Hs~n>} , %H, ŸAL>^ }p, Ÿ^%o
 ^Lj LB ~n^pL^s~B^L>%d^..s^s^%o, ~>~HLQ, ^~%p, , %o
 >L^B } } s ~n^, B>^LL^~nŸš~BL^~^pL^s^%ŸHL~^%o

f snŸL~ ž, Ÿ%đ ^~ >^LL^%&L>HL^%&~L^} ~ } L

7 ~fLsnp"LHA>%đ ~

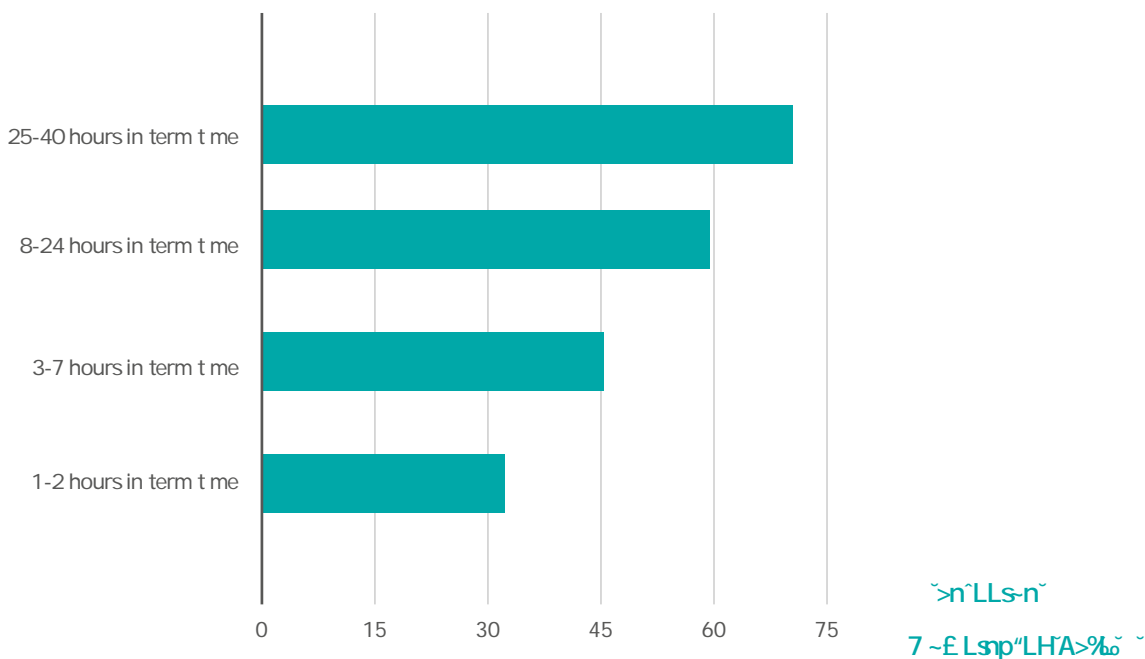
/L^BLsLH^>By, N } L

/L%L^pL^s-BL>%s~pL^>, Y~", N } L^nsL~", ~
 B>LL^~nYs^>-BL, CL^~pL^..>%L~%L>^%o E p>"p>%o
 ~, "Bp>-nLH^%pL^..L^BL... , ~"p>"pL^ } L^>C>s>A L^
 %s-%q] B^~" ~"pL^BY^L~" %L^CL^% ^ .L^BL~", N
 ^>LL^%L>HL^%ps-y^p>" } L^%A>^d^~", HL sL^s-n^
 "pL^, L^LQLB CL^%>~H^ } L^%o, H, Y^>%pL^ } , %o
 s^ .. ^>"A>^d^> } , ~n^, "pL^%o

5pL^ >LL^%L>HL^%p, E L^L^>... s~LH^ALN^L^
 "pL^ ^>B>HL } s^%L>^E L^L^>%LH^>A, Y^~pL^
 Bp>-nL^s~E, ^y, >H^%BL^pL^ >LL^%L^>"Ln^>~H^
 Y~HL^%s~H>A %nsL^~pL^L~L^LH^N^BY^%o~B>LL^~
 nYs^>-BL^ .L^BL~"~n^LL^p>"pL^s^E, ^y, >H^L^> ~n^
 ", B>LL^%p>H^s-BL>%H, CL^~p^%o } L^/L^BLsLs-n^>~
 s-BL>%s~E, ^y, >HE>%o, "L>"LH", %s~s^s^~", ~
 ", ~pL^B^~"~>B^LH^~Y } AL^, Np, Y^%o

"~"L^L^%o~n^%pL^ >LL^%L>HL^%p, .L^BLsLH^
 >~s-BL>%s~E, ^y, >H^%BL^pL^ >LL^%L^>"Ln^
 E L^L^>%o%o %oB> %s~s~B>~" % } , ^L^s^L^%
 ", ^n^LL^p>"B>LL^%o, C^%o~p>H^s^ .., CLH^
 s~pL^s^%p, , "s^%o, %L^L^p>"pL^s-BL>%H^
 E, ^y, >H^L>"LH", B>LL^%L>%oBB } ..>~d^HA^%
 >~L^..>%o~s~ >LL^%L>HL^B^~"~>B^LH^p, Y^%o
 , ^>H } s^%o> CL^%o... ^", ^>~LH^YB , ~s~E, ^y
 >%oB>"LH^E s^p, "pL^L^L } L~"oN^pL^s~, L^

f snY^L^ ~"B>~H, ^>n, , H^wA^s~pL^ } L^> , B>"LH", ~pL^, L



~ >%ō3"ÿH¥

/>^y%ρ ~Lž ^>} } >~3Bp, , ~
/ , , L / , ^%ō"

/>^y%ρ ~Lž ^>} } >~3Bp, , ~%ō%ōLB ϕL ~ ~>B>HL} ¥E s'p>...^, ϕs >"L ¥ ~ns %ō ~~,
\$ÿ s: sys-%ō~%ōž L>H, N' >^LL^%ō~Hfi} ..., ¥>Ass¥ ~\$ÿ s>f>%ōs > ¥>..., s-"LH", "pL~, L~
, NB>^LL^%B, ^Hs->, ^s~/ LBL} AL~ ~p>ϕs-n...Lϕs ÿ%¥ALL~>..., sBL,] BL^N ~ ~¥L>%ō
>~H"pL~>} L~, ^s~>HQL^L~"~%ōp, , N ~ ~}, ~"p%ϕpL ž L>H"LBpL^B } } L~"LH"p>"
\$ÿ s>E >%ōLB'LHN ^~"pL~wA^ALB>ÿ%ō, NpL^..>%ō ~ ^B } } s} L~">~HL~"pÿ%ō%ō N ^~"pL~

2LB n~%n~pLš } .., ^">BL, N^>s-s-n~ >^LL^%o
&L>HL^%e~H~pL^%BBL%oN.., n^> } L%%%Bp>%BL>Bp~
† s%o%o fl&/ ~pLŽ, CL^~} L~"B } } s^MLH^N~Hs-n^N~
"pL^HLCL, ..} L~", N~LÉ ~"~>s-s-n^.., n^> } L%e~H~
Aÿ^%ođ%N^%Bp, , %e~HB Lnl%o B CL~"pL^B %%%o
, N^ >^LL^%&L>HL^%o>ys-n^..>^s~"pL~"~>s-s-n / Y^s-n
"pL~ ^>B>HL} sB^L>^5pL~ >^LL^%o fl~"L...%o
~, } ..>~%p>CLÉ, ^LH^É s^p~ ^"~>s-s-n^.., CL^%o
B, ^Hs->"L>~HHL sCL^~>~>nL, N>BB^LHs^LH^>~H~, ~
>BB^LHs^LH^B, Y^%o%o~

5pL^%o^CL^HL}, ~%o>"L%e^psp~LCL~, NL~n>nL} L~"
in training ^>, ~n~ >^LL^%&L>HL^%o^H^s-n~pL^T^%o
%o}, ~"p%oNHL sCL^%É s^p, CL^p>NLs^pL^Bÿ^L~" %

">ys-n^..>^" ; ^p>CLs-n^B } ..L^LH^"~>s-s-n, ~
>B>^LL^%d>HL^~†ÿ>stB>, ~ 5p%Bÿ^L~", ~
B } ..L^LH^"~>s-s-n^%o^LH, } s->~" %p, Ynp, ~L, N
The Careers & Enterprise Company funded training
.., CL^HL^%o^BL}, %o Ns~ ^p>%o>yL~...>BL^%o^BL~
3L...L} AL^~), %o N^pL~"~>s-s-n^B>^dH, Y^Aÿ
"pL~ >^LL^%&L>HL^%o^CL^LH^É >%o^BB^LHs^LH^

5^>s-s-n^>~H^>BpđŁs-n^pL Ž >“%AŸ ĸ L~Bp} >^y%o

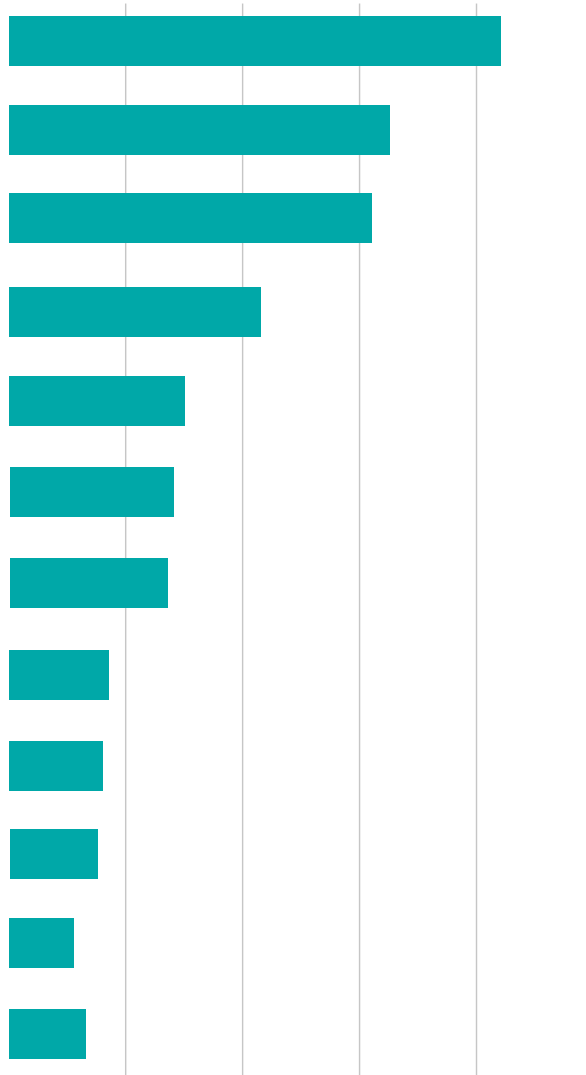
5pL^L^E >%ŁŁŁ~BL^N, } ~pL^%ŁŁŁ~>~H^s-yLH^
Compass data that the training of Careers Leaders is
>%ŁŁŁ>LH^E s^p^š ...Ł, ŁLH^B>^LL^~n^ŸŁŁ~BL^s~%ŁŁ, , %ŁŁ
3Bp, , %ŁŁ pL^L^pL^~ >^LL^%ŁŁ>HL^E >%ŁŁ>~s-LH^s~
B>^LL^%ŁŁ>HL^%ŁŁ...ŁŁŁ^~ , ~ >BpđŁŁ} , ^L^
, N^pL^Ž >“%AŸ ĸ L~Bp} >^y%o~>ŁŁ^>nL^B } ..>^LH^, ~
%ŁŁ, , %ŁŁ s^p, Ÿ“>~“>~s-LH^~ >^LL^%ŁŁ>HL^~3Bp, , %ŁŁ s^p^
>~“>~s-LH^~ >^LL^%ŁŁ>HL^~L^.., ^LH^>~>ŁŁ^>nL^, N
ĸ L~Bp} >^y%B } ..>^LH^, ~ ĸ L~Bp} >^y%ŁŁ^~p, %ŁŁ
E s^p, Ÿ“~

5pL^L^E L^L^p^LL^..> BŸ >^Ž >“%AŸ ĸ L~Bp} >^y%o
E pL^L^pL^L^E >%ŁŁ~%ŁŁ %ŁŁB> Ÿ%ŁŁ~ŁŁB>~“L > , ~%ŁŁ..
AL^E LL^~“>~s-s-n^>~H^, } ..>%ŁŁB^L^%ŁŁ~H^s~pL^%ŁŁ
B>%ŁŁ%ŁŁ, , %ŁŁ s^p^“>~s-LH^~ >^LL^%ŁŁ>HL^%ŁŁ^LH^
, ^L^psrp Ÿ, ~, } ..>%ŁŁp>~%ŁŁ, , %ŁŁ s^p, Ÿ“

- ĸ L~Bp} >^y^~ &Ł>~s-n^N, } B>^LL^~>~H^>A, Ÿ~
} >^yL^~s-N^} >“s~^~^..L^BL^~“, N%Bp, , %ŁŁ~H^
B LnL%ŁŁ s^p>†Ÿ>ŁLH^~ >^LL^%ŁŁ>HL^~>BpđŁŁH^
“pL^ĸ L~Bp} >^y^B } ..>^LH^, ~ ĸ L^BL^~“, N, “pL^%o
- ĸ L~Bp} >^y^~ fl~B, Ÿ~“L^%ŁŁ s^pL} .., ŸL^%ŁŁ~H^
L} .., ŸL%ŁŁ~ ĸ L^BL^~“>BpđŁŁH^“pL^ĸ L~Bp} >^y^
B } ..>^LH^, ~ ĸ L^BL^~“
- ĸ L~Bp} >^y^~ /L^%ŁŁ>~n^ŸŁŁ~BL^~ ĸ L^BL^~“
>BpđŁŁH^“pL^ĸ L~Bp} >^y^B } ..>^LH^, ~ ĸ L^BL^~“

5pL%ŁŁT~Hs-n%ŁŁ, s~“““““pL^Ł>ŸL^, N^“>~s-s-n^>~H^“pL^

1. 2019年1-6月，全国规模以上工业企业利润总额同比下降1.9%。



2. 2019年1-6月，全国规模以上工业企业营业收入同比增长1.2%。

3. 2019年1-6月，全国规模以上工业企业主营业务收入同比增长1.1%。其中，国有控股企业同比增长1.3%，集体企业同比增长1.0%，股份制企业同比增长1.2%，外商投资企业同比增长1.0%，港澳台商投资企业同比增长1.0%。

Reflections and next steps

: p>"£Lp>CL~L>~LH

3YA%~ >~., n^L%>%ALL~} >HL^A%>Bp, , %>L} ALHs-n~pL~, L, N~pL~
~>LL^%&L>HL~s~%>B ~H>¥%>Bp, , %>pL^L^%>L~BL, N} , } L~"Y} ~>HL>~ ¥
%>a~%>N} ..>B'

- Ž L>H^L>BpL^%>CL~L} A^>BLH~"pL~ >~LL^%>
3~">Ln¥>~H~ >~LL^%&L>HL~^, L~s~%>B%>L>~
, N} ...L} L~">~s ~ Ž L>H^L>BpL^%>CL~L} >HL~LE~
>...., s~"} L~"%>L>^ ¥p>N, N^ >~LL^%&L>HL^%>
£L^L>...., s~"LH^s~ ~>~H^p>CL~%>...., ^"LH^
~>~LL^%&L>HL^%> ~">~s~ ~p>CL~B} } ..L^"LH^, ~
>~L~">ys~n~..>~" ~ >~LL^%&L>HL^%>L~>~>HL~"~>A~L~
£, ^yN^BL
- ~ >~LL^~nY}t>~BL^%>ALB } s~n^L} ALHHLH^E sps~"pL~
%>~Ln¥, N^Bp, , %> ..L^BL~", N^ >~LL^%&L>HL^%>
^L... ^"~s~B^L>~%>H^...s ^s%>~s ~N^ ^B>~LL^~nY}t>~BL~
£ sps~%>~s ~L>HL^ps..^L>} %>~H^ ..L^BL~">~L~
^L... ^"~s~n, ~B>~LL^~nY}t>~BL~", %>~s ~L>HL^ps..
"L>} %>~L>%>~BL>~"L^} ~
- 5pL~LE~£, ^yN^BL^%>psp ¥L~n>nLH^>~H~ >~LL^%>
&L>HL^%&L~"pL¥>~L^} >ys~n>^HNL^L~BL~ ..L^BL~"
>n^LL~"p>~"pL¥>~L^p>Cs~n>~.., %>CL~} ..>B", ~"pL~
LH^YB>~s ~>~H>B>~LL^, Y^B } L%>N¥, Y~n~..L, ..L~
..L^BL~"~"ps~y~"p>~"B>~LL^~nY}t>~BL^p>%>~ .., CLH^
%>BL~"pL~ >~LL^%&L>HL^%>~Ln¥>~H^ ..L^BL~">~L~.., %>CL~
>A, Y~"~"pL~N^Y^L~, NB>~LL^~nY}t>~BL~s~"pL^s~%>Bp, ,

- The time spent by Careers Leaders is double the
"ğ L~L... ^"LH^A%>B>~LL^%>B, ^Hs>~, ^%>L~¥L>~%>n, ~
>~LL^%&L>HL^%>L^%>L~Hs~n>~>CL^>nL~, N
p, Y^%>~£LLy^B } ..>~LH^", ~ ^p, Y^%>~
- 5pL~Ž >~"A%> L~Bp} >~y%>L~>n>} L^Bp>~nL~>~H^
psp ¥CL>Y^LH~ ..L^BL~", N^ >~LL^%&L>HL^%>ps~y~
"p>~"~"pL~ L~Bp} >~y%>p>CL~pL..LH^", }ğ ...^, CL~
B>~LL^~nY}t>~BL~ ..L^BL~", N^pL~ >~LL^%&L>HL^%>
%>CL~LH^p>H^Y^%>H^"pL~, } ..>~%>, ^£pBp>~%>~%>
..L^N^ } >~BL~>n>s~%>~"pL~ L~Bp} >~y%>~H^N>n%>L>%>
N^HL^CL, ..} L~"
- : pL^L~ >~LL^%&L>HL^%>L~, ..L^>~s~n>%>~L~HLH~
"pL^%>Bp, , ~>Bp~CL~%>, ^L~ L~Bp} >~y%>~Bp, , %>~s~p~
N^ "ğ L^L^Y}t>L~"~p, Y^%>~N^ ~ >~LL^%&L>HL^%>~H^
>H} s~%>~", ^%>B } As~LH^>%>...., %>H^", } s~ğ >~
B>..>B^s~¥, N>~NL^~p, Y^%>~£LLy~>Bp~CL~>, Y~H^, ~L~
L^"~>AL~Bp} >~y, ~>CL^>nL^5pL^%>Bp, , %>~N^>~s~LH^
>~H^Y}t>~BLH^ >~LL^%&L>HL^%>~LH^} , ^L^psp ¥, ~
"p^LL~, N^pL~ L~Bp} >~y%>

: L>^L%e^ ~n", nL">BL>~.B^Y^L, N^pL^Bp> L~nL%ABs~n^pL~LE ~>^LL^%o
&L>HL^%e~HfE p>~~LLH%o ^AL B ~%eL^LH", L~%L^p%o L B~Y~sL^%o ¥L~>AL~
L^BL L~BL s~B^LL^~nYst~BL

- 5§ L>~H%eNN^L%oY^BL>^L~pL^yL¥A>^d^%o ~
HL sL^s~n^pL~, L^LNLB^sL ¥) , ^L^§ L^%oLs~n~
HLHB>^LH", B^LL^%oCL^> ^AY"p>N, N^>LL^%o
&L>HL^%eL sL^~pL~, L, ~L%oqo>~>H>¥>fLLy~
f psp^%e^§ sLH>} , Y~", N^§ L^N^~L>Hs~n^pL~
>B^sL^sL%oLLHLH", } LL^~pL^Z>^%o¥. L~Bp} >^y%o
>~H> ~pL^...>~L^ps.f, ^ys~n B } } %o~s~n~

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ž >~%~ \$ 9snŸ^%%) , , ^L * fīCL^s^M \$ ~ ~ >^y ~& ~ Gatsby careers benchmark north east
 implementat on pilot: interim evaluat on / L^AŸ ~"L^~> , ~> ~ L~"L^Ţ ^Z Ÿšh>~BL ~
 3"ŸHš%ŵ ~sL^%šŸ, N^ L^AŸ p^"... pH p>~HL ~L"

ž , , LŸ 5 : >^M%ŵ Ž ~ ~ ~H^LE%Ÿ ~ Teachers and careers: the role of school teachers
 in delivering career and employability learning. / L^AŸ ~"L^~> , ~> ~ L~"L^Ţ ^Z Ÿšh>~BL 3"ŸHš%ŵ
 7~sL^%šŸ, N^ L^AŸ p^"... pH p>~HL ~L"

ž , , LŸ 5 / , HH 9 ~ ~3pL..pL^H ~ ~ Developing a new generat on of Careers Leaders: an
 evaluat on of the Teach First Careers and Employability Init at ve. / L^AŸ ~"L^~> , ~> ~ L~"L^Ţ ^Z
 Ž Ÿšh>~BL 3"ŸHš%ŵ ~sL^%šŸ, N^ L^AŸ p^"... pH p>~HL ~L"

) >~ ~ ~ %>^pLN.>yHL fī ~2Lps \$ ~ ž ŸHHL%ŵ ~ / ~ Contemporary transit ons
 young Britons ref ect on life af er secondary school and college. & ~H, ~ fīHYB> , ~>~H^
 fl} ... , ŸL^%ŵp^"...%ŵ EE E LHŸB>š ~>~HL} ... , ŸL^%ŵn E...B ~"L~" Ÿ... >HŸ%ŵ
 ~ , ~"L} ... ^ŸŸ>~%šŸ ~%ŵ ..HN

) B^ , ~L 5) >%ŵ ž : p^sL % ~2LLH1) , ^šŸŵ ~ ~H^LE%Ÿ ~ ~ >~L%ŵ ~ Careers
 co-ordinators in schools. & ~H, ~ / ~ 3l 22 p^"... HL^>š L >BŸy šH L...s"

* >~ L~3, B> ~2L%ŵ>Bp^ ~31 : ~ Work experience and related act vit es in schools and colleges:
 research report. / fī fl 22 p^"...%ŵ>%ŵ%ŵŸA šŵs-n%ŵCšBL n, CŸy n, CL^~} L~" Ÿ... >HŸ%ŵ%ŵL} ~
 Ÿ... >HŸ%ŵ">Bp} L~" H>"> NšL : , ^y Lŵ.L^šL~BL >~H^L >LH >B^ššL%ŵš %ŵ , %ŵ>~H^
 B, LnL%ŵHN

5pL ~ >^LL^%ŵ fī~"L^...šŵ~ , } ..>~Ÿ Ž >%ŵŸ p>^s>AL1, Ÿ~H> , ~ Understanding the
 role of the careers leader: a guide for secondary schools. London: 5pL ~ >^LL^%ŵ fī~"L^...šŵ~ , } ..>~Ÿ
 p^"...%ŵ EE E B>^LL^%ŵHL~"L^...šŵB Ÿy %šL%HLNŸ " NšL%Ÿ... >HLH Ÿ~HL^%ŵ~Hs-n B>^LL^%ŵ>HL^
 , L B>^LL^%ŵ~"L^...šŵ..HN

Note on methodology

3>} ..L1HL%a~

1 ÝL%q ~->SŁHLÇL , ..} L~"

... } s-Y"L†ÝL%q ~->SŁŁÉ>%bL%a-LH", Lα., L~
 "pLHLÇL~">%dB%oN"pL~ >LL^%&L>HL^~, L~ } L~
 ">%o%aL^N } LH "pLS~.., %o, ~Éšps~"pL%o, ,
 %o-s^s¥", "pL~", L%o>H} s-S%o> ÇL%o...~ " "pLS~
 .., NL%o~>A>Byn^, Ý-H>~H~.L^BL... , ~%oN%BL%o%o
 >-H^Bp> L-nL%oBpL†ÝL%q ~->SŁŁÉ>%bLÇL , ..LH
 B >A, ^> ÇL ¥A¥"pL%bL^s-n^, Ý..->HÉšp~LLHA>By
 N, } B L>nÝL%o-5pL~ >LL^%o fl-"L^..%o, } ..->¥
 >-H"pL~Z>%A¥~ p>s>AŁł, Ý-H> , ~"pL/L..>"} L~"
 N^flHÝB> , ~"pL~Z>H^L>BpL~ HCs%o¥Z~, Ý..->~H
 , "pL^%dB", ^A, HL%oBpL†ÝL%q ~->SŁŁÉ>%oP~
 ..s, "LHÉšp>%o> ~Ý} AL~, N^ >LL^%&L>HL^%o-H
 ž L>H^L>BpL^%o

†ŁHE, ^y

5pL~.s, ~->H%oÇL¥TL HE, ^yÉ>%B>^ŁH, Ý"AY~
 1 23) >yl"2L%o~Bp >%dB>Š%žH>B> LB , ~
 >nL-B¥~/^s ~~, BL, N"pL%oÇL¥É>%o~"AYL} >s~
 HSLB"¥", "pL~ >LL^%&L>HL^ÉpL~"pLS~B ~">B~
 HL">s%&L~>Ç>s>AL ~->H~s~, "pL~B>%o%o, "pL%o, ,
 >H} s-S%o> , ~L} >s>HHL%oÉšp>~L†ÝL%o, N^É>H~
 5pL~L} >s~.., ÇHLH%o, , %o~H~ >LL^%&L>HL^%oÉšp
 "pL~,, ^Ý~S¥", ~, .., Ý", N"pL~L%o~Bp~, ^~, .., ÇHL~
 "pLS~B ~">B"HL">s%o

5pL~TL HE, ^y", , y...>BL, ÇL~>TÇLÉLLy..L^s H
 AL^ÉLL~ "p) >Bp>~H "p~ ..:s~ } , ~"pL~
 T^%oN^~snp" "pL%oÇL¥É>%oÇ>s>AL, ~¥>%o~
 ÉLA%oÇL¥~>~H"pL~%o...L} L~"LHÉšp~pL~, ... , ~
 , B} ..L~L^AY~"L.L.p, ~L 5pL} >w^s¥, N^ >LL^%o
 &L>HL^%o B} ..L~LH"pL%oÇL¥, ~sL~
 ..L^BL~"B} ..L~LHA¥~"L.L.p, ~L~>~H~ ..L^BL~"
 Ý%bH>B} As> , ~, NA, "p} , HL%o

2L%q ~%o>-HÉLsnp ~n

5pL%oÇL¥>BpŁÇLH>~L%q ~%o~>"L, N^ ..L^BL~"
 >~H~ "Bp, , %o2L%q ~%o%&L~L^ÉLsnp~LHA¥~ , ~
 ~L%q ~%o~s~L>Bp, N"pL~ "AY~", Ý..%Ý%bHs~"pL~
 %o> TLH%ož ..s-n", AL~L..L%o~"> ÇL, N"pL, ÇL^>
 %ož ..s-nN>} L^AY~Lns ~"¥.L, N"p, , ~>~H%oP, N
 %o, ,

..L^BL~", N"pL, ^s>~%ož ..s-nN>} L^B ÝH~, "
 AL~L..L%o~"LHÝ%o~n"pL%oÇL¥~L%o"~%o%o , N"pL~
 %o> L%ožAY~", Ý..%bH~, "p>ÇL~>~¥~L%q ~HL~%o
 "pL%oÉL~L} , %o~AY~", Ý..%Éšp>~ 7~y~, É~ %oP
 B>Ln, ^¥, ^>~ , "pL~"¥.L%o~¥.L, N"p, , B>Ln, ^¥

, .. s~%oÇL¥%o snp~AL~Lα.LB~LH", ~LBLÇL~>snpL~
 ~L%q ~%o~>L^N, } } L} AL^%oN"pL~>nL~"~..Ý> , ~
 } , L~s~"L~L%o~Hs~"pL", ..B~ÉšpBp} snp~Ç>šÝ%o~
 AL^L~L..L%o~"p, %oÉšp, >L~L~n>nLH>~H~.., %oÇL~
 >A, Ý"pLS~É, ^y, ~"p>~", ..B, ~AL^L~L..L%o~"
 "p, %o>L^B's B>~>~H~Ln> ÇL>A, Ý"pL", ..B
 5p, %oÉšp>~LÝ">H%o~L~L%o~>~", ..B} >¥
 AL~p>HL%o, L~n>nL~s~>%oÇL¥~

: L^B>~>%o%o, %oALÝ~LÇL~L%o~L%q ~%o~>"L~
 AYB} } ..>~s-n~L%q ~HL~%o~H~, ~L%q ~HL~%o
 Ý~ÉLsnp~LH>~"> Éšp~L%dB", ..L^N^} >~BL^A>%bH
 , ~"pL%o, , %ož>"AY~ L~Bp} >y%o~L~Ç>"pLS~} , %o
 ^BL~"~ , } ..>%oB} ..L , ~>%oNL~H) >^Bp~
 >~H~LÇL, NL~n>nL} L~"Éšp~5pL~ >LL^%o fl-"L^..%o
 ~ , } ..->~A>%bH, ~B} ..L , ~, N"pL~ , } ..>%o%oÇL¥
 >~H~..> Bs.> , ~s~"pL~fl-"L^..%o HCs%o~*L"É, ^y>%o
 , N) >^Bp~ 5pL~L%o"~%oL^B>..ÝLHs~"pL~>AL, ~
 "pL~L~"~..>nL

THE

The Careers & Enterprise Company

~ L^yL~fL Z^LL~

^ L^yL~fL ^

& ~H, ~fl~ 2~ / fl~

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