

The Issue

Developing employability capabilities requires progressive development of multiple capabilities (soft skills, attitudes, values, technical skills) over the course of a degree. This implies a high level of coordination. **However**, in universities lecturers often design and teach semi-independently and may have a keen focus on disciplinary knowledge.

Programme leaders' questions and what we learnt

How do I know what capabilities students need to learn?

Your university's graduate profile will have a high-level list of capabilities. Your qualifications may have more specific lists.

Why do I need to coordinate across courses?

Each capability has multiple components and needs to be introduced, taught practiced extended to an advanced level and assessed along the way. If individual lectures design their courses in isolation you are likely to have a good deal of duplication and omissions within your programme.

What can I do?

The first step is probably to find out what you are already teaching. Have a look at [this case study](#) to see what one faculty did.

I can see we do have gaps and duplications in our programme, what can I do?

You could get the academics for your programme together and work through this workshop. The one you want is for people **who want to explore embedding employability in our programmes and qualifications**.

We know we have gaps in our programme but it is very hard to get academics to change what they do. Do you have any advice?

We agree it is difficult but on the positive side the vast majority of academics are committed to preparing students for their futures, they are just not sure how to do it or what they need to change. Changing practices in higher education depends on having the support of your leaders and on using multiple strategies and tactics to stimulate and support new ways of doing things. Have a look at the model for designing strategic interventions in the workshop. Bear in mind your sphere of influence, work hard where you have control and influence.

Analysis

Use these questions to determine whether you are helping new recruits to transfer their learning from university

Questions for programme leaders

- Do you know what capabilities your graduates should have and at what level?
- Do you know what the components of each capability are and how it can be progressively taught and developed?
- Do you know where each component is explicitly taught and where it is practiced and assessed?
- Do you know what the gaps and duplications are in your programme?
- Do your staff know what is taught in each course and where the gaps and duplications are?
- Do you know why staff do not modify their courses?
- Have you moved to a whole curriculum approach?
- Do staff know who is responsible for designing courses and managing changes?
- Have you put in strategies to persuade, inform, scaffold, educate, resource, monitor, manage and reward staff who change?
- How will you reach and support the hard to reach teachers?

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