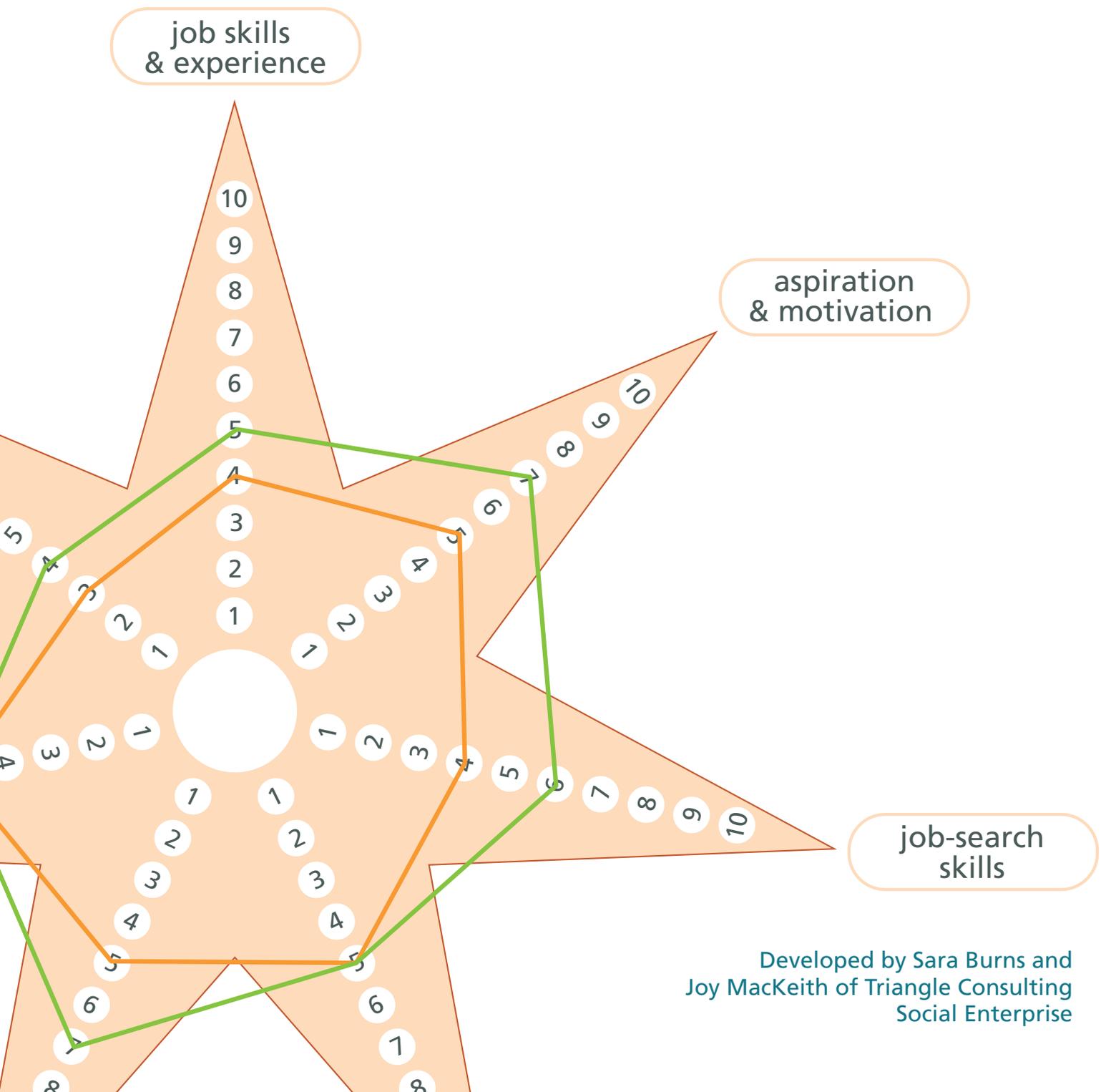




Work Star™

The Outcomes Star for finding work



Developed by Sara Burns and
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Social Enterprise

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Please contact info@triangleconsulting.co.uk to enquire about buying a licence and training.

Licences are also available for those wishing to translate the document into other languages.

The Outcomes Star™

This Star is part of a family of Outcomes Star tools. Each tool includes a Star Chart, User Guide or Quiz and guidance on implementation and some have visual and other resources. For other versions of the Outcomes Star, good practice and further information see www.outcomesstar.org.uk.

Acknowledgements

Many people have contributed to the development of the Outcomes Star over its long evolution and we would like to thank all the clients, workers, managers, funders, academics and commissioners who have generously given their time and expertise.

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We would particularly like to thank the following people and organisations for their contribution to this version of the Star:

- The managers and workers from the London Borough of Camden, Islington Working and the Royal Borough of Kensington & Chelsea who collaborated in the development of the original editions of the Work Star
- The London Skills Council for funding the development of the original Work Star through those London Boroughs
- Workers and managers from Department of Work and Pensions – Essex Social Justice team, Prospects, Hounslow Council and TheLightBulb for collaborating in the review and development of this third edition.

Welcome to the Work Star™

We are here to help you move towards work and find a job that is right for you.

Whether you need support to return to work after a gap or to find a job for the first time, the Work Star will help you identify and focus on what needs to change in order to make progress. That might mean improving specific skills, focusing on what you want for your future or addressing any barriers you face to getting work.

The Work Star is a tool to help us see how you are doing and to develop an action plan. We look at the Star together when you first come to the service and revisit it again later.

The Work Star looks at seven key areas of your life that are important to your journey into work:

1. Job skills and experience
2. Aspiration and motivation
3. Job-search skills
4. Stability
5. Basic skills
6. Workplace and social skills
7. Health and well-being.

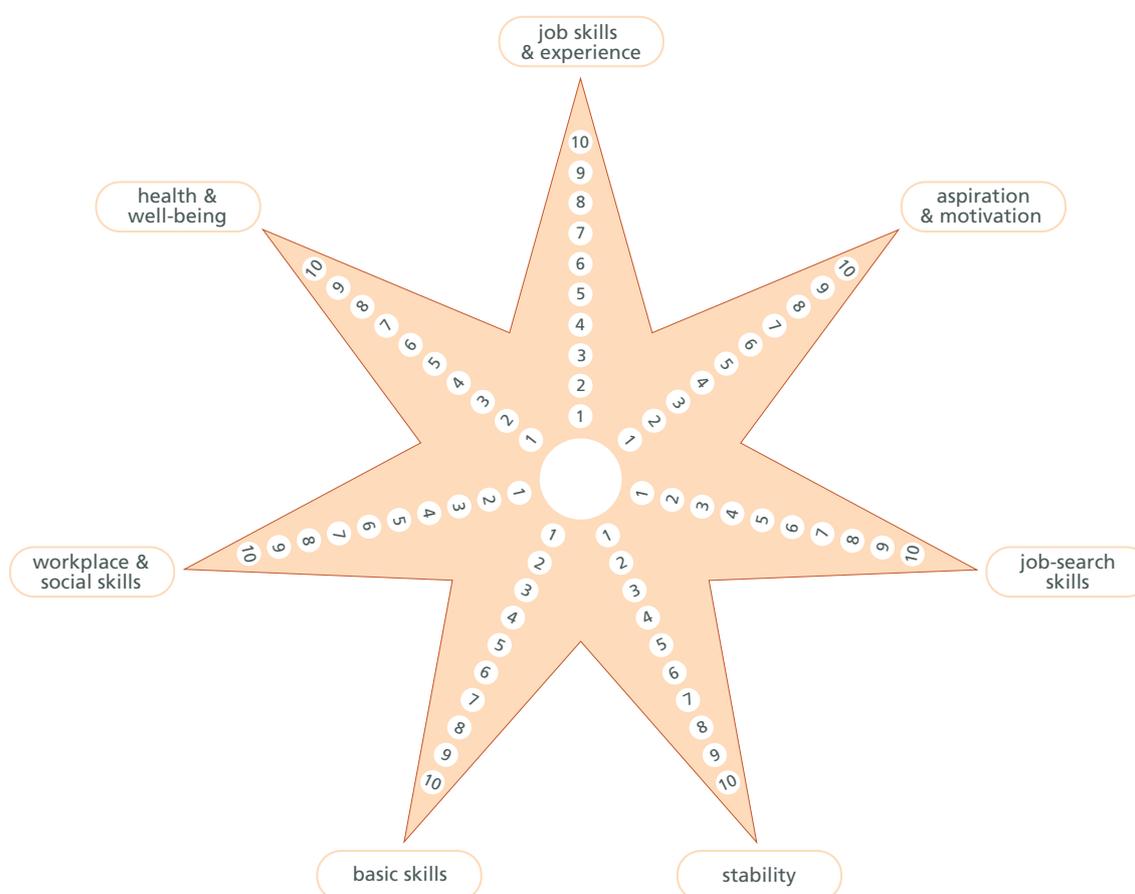


Figure 1: The Work Star

How does it work?

For each of these seven areas, there is a 1–10 scale to help you identify where you are just now on your journey towards work.

To complete the Star, look at each of the seven scales one by one and talk it over with your worker. Together you can agree where you are in each area. Then mark the number on the Star Chart and connect the points to create a picture of the areas of your life that are working well and the areas that are causing difficulties.

This picture will help you and your worker to agree on what areas to work on. From there you can start thinking about the actions you want to take and the support that would help you to carry them out.

Your own personal journey

You and your worker will come back to the Star at review points. You will look at the scales again, agree where you are, and plot a new shape on the Star Chart. This will help you see where you have come from and how things have changed for you – your own personal journey. The Star can help you look at things in a new way – to put the ups and downs of a single week into a bigger picture.

It also helps us to get an idea of whether the service is giving the right support, where our service users make the most changes and where we may need to provide more help or do things differently.

It's not just down to you

The Work Star focuses primarily on your journey into work and how the service can support you. However, it is important to recognise that this is in the context of the local job market, which may present particular challenges such as limited opportunities for satisfying work in your profession. Other external factors may include housing or benefits. These factors need to be acknowledged and recorded when using the Star, as well as focusing on what you can change, with support.

The Journey of Change

Change doesn't happen in one go – it's a journey, and it can help to understand the steps along the way. Everyone makes their own changes, but the pattern is often similar.

This Journey of Change underpins the Work Star and consists of five stages:

Stuck (1-2)

At the beginning of the journey, any one of the seven areas can seem like an impossible barrier to getting into work, and you can't imagine things being any different. You don't have help or don't or engage with it, so things are **stuck**.

You take a step forward to 2 when you acknowledge concern but you still don't engage with support when it is offered.

Accepting help (3-4)

At this stage you don't want things to continue as they are and you start **accepting help**. You don't yet take the initiative yourself to sort things out but rely on workers to drive things forward. You go along with what they suggest, although you don't really believe it will make any difference.

At 3 you sometimes go along with help but sometimes don't. At 4 you go along with help consistently but don't yet take the initiative.

Believing and trying (5-6)

The next stage is **believing and trying**. At 5 there is an internal shift towards believing you can change things. You start taking responsibility for moving forward and can see that it's up to you to make a difference to your life so that you can have a working future.

At 6 you start to act on that belief and try some new approaches. Often things don't go well at first and you may find it hard to maintain progress so it can help to have a lot of support.

Learning (7-8)

At this stage, you have a realistic sense of what is possible and are **learning** what works for you and how to make things a reality. It's a trial and error process – some things go well and some things don't, so you need support throughout. As you learn, you gain confidence in your ability to find and keep a job and may also be thinking about longer-term career goals.

At 7 you are starting to make progress in learning skills and building experience, but there are some things you still need to change. By 8 you have been learning for a while and/or your skills and experience are more established but you still need support to stay on track.

Self-reliance (9-10)

At this stage you are increasingly **self-reliant** until the point where you no longer need support from a professional service to help you with your working life. You may also have clear goals for the future and are taking steps to make these possible.

At 9 you need occasional support when things get difficult, for example if you have to change jobs. At 10 you can manage well enough without the help of a service and any support you need comes from family or friends.

1 Job skills and experience

Job-specific and transferable skills, qualifications, training, volunteering, learning at work

Key points

- From 6 you are taking the initiative to acquire or further develop job skills or experience
- At 8 you have built some skills and/or experience but some aspects need to improve for the work you want
- At 10 you have the job skills and experience you need for now and can continue to develop them for the future

9 - 10 Self-reliance

I have good enough job skills and experience for my area of work

7 - 8 Learning

I'm gaining new skills or experience for work, with support

5 - 6 Believing and trying

I believe it's possible to get the skills and experience I need and am taking steps to address this

3 - 4 Accepting help

I don't have any relevant skills or experience for work but I'm going along with help for this

1 - 2 Stuck

I don't have any relevant skills or experience for work. I don't have help or don't accept it

1 Job skills and experience (detail)

This scale is about developing the skills, experience and qualifications necessary for the work you want. It covers acquiring skills that are in demand and that can be transferred between workplaces. If you aspire to another role in the future, it's also about developing skills and qualifications that will allow you to progress.

9 - 10 Self-reliance

I have good enough job skills and experience for my area of work

- Your job skills, experience and qualifications are good enough for the work you are looking for now. If you have longer-term ambitions for another role, you are continuing to develop your skills and experience
- You have skills that are in demand and are confident you can learn new skills if required
- Choose 9 if you need occasional support in this area. Choose 10 if you have good enough skills and experience and can continue to develop your skills without support

7 - 8 Learning

I'm gaining new skills or experience for work, with support

- You are building up your job skills, experience and qualifications to the right level for the work you want, but need support to stay on track
- You may be well established in a training or volunteering position, or in work on a trial or temporary basis
- Choose 7 if you have recently started to build useful job skills and experience. Choose 8 if you have been doing this longer but still need better skills and/or experience to get the kind of work you are looking for

5 - 6 Believing and trying

I believe it's possible to get the skills and experience I need and am taking steps to address this

- At 5 you are motivated and believe you can develop your job-related skills and experience, but you may feel unsure about the best way to go about it
- At 6 you are taking steps to develop your job-related skills or experience, and may have begun training or volunteering, but it's early days

3 - 4 Accepting help

I don't have any relevant skills or experience for work but I'm going along with help for this

- As for 1-2, but you are accepting help with this and will go along with some suggestions if they are reasonably easy
- Choose 3 if you occasionally allow others to help. Choose 4 if you go along with help consistently but still rely on others to take the initiative

1 - 2 Stuck

I don't have any relevant skills or experience for work. I don't have help or don't accept it

- You don't have the necessary skills or experience to get a job, perhaps because you have never done any related work or training or because the skills you have are no longer needed
- You may need training for the job you want but can't afford it or there are other barriers
- Choose 1 if you have no support or don't engage with help. Choose 2 if you sometimes acknowledge your lack of job skills or experience but don't accept help

2 Aspiration and motivation

Wanting to work, widening scope, raising ambition, feeling confident, being realistic

Key points

- At 1–4 you are not motivated to find work, so the worker drives the process
- At 5 you start to see a working future as a realistic possibility
- By 8 you have realistic aspirations for the work you want but need support to maintain your motivation

9 - 10 Self-reliance

I have the confidence and motivation I need to work

7 - 8 Learning

I'm gaining confidence and aspiration for the future, with support

5 - 6 Believing and trying

I can see that it's possible for me to work and am starting to feel hopeful

3 - 4 Accepting help

I don't really believe I will find suitable work but I'm going along with help

1 - 2 Stuck

I don't believe I will ever find work. I don't have help or don't accept it

2 Aspiration and motivation (detail)

This scale is about knowing what work you would like to do and having the motivation to make it possible. It's about having realistic goals for the short term but also covers any longer-term aspirations for the type of work you would like to move towards in the future.

9 - 10 Self-reliance

I have the confidence and motivation I need to work

- You have the motivation to get work, to keep in work and to do well
- You may also be motivated to progress to another type of role or a different kind of work in the future and are taking steps towards this
- Your ambitions are realistic
- Choose 9 if you need occasional support in this area. Choose 10 if you are able to maintain your motivation well enough without professional support

7 - 8 Learning

I'm gaining confidence and aspiration for the future, with support

- You are developing a clear idea of what you would like to do now, and perhaps also in the future, and are building confidence in your ability to achieve it
- Your aspirations are realistic for now, and you may be developing more stretching ambitions for the future
- Choose 7 if you are just starting to gain confidence. Choose 8 if it's more established but you need support to stay on track

5 - 6 Believing and trying

I can see that it's possible for me to work and am starting to feel hopeful

- At 5 you feel motivated, see a working future as a realistic possibility and know it's up to you, but you have not yet taken steps to put that belief into action
- At 6 you are trying to research and plan what you would like to do and how to achieve it, but you are not yet clear about this and may have unrealistic aspirations

3 - 4 Accepting help

I don't really believe I will find suitable work but I'm going along with help

- As for 1-2, but you listen to ideas about work and/or talk about your current lack of motivation and go along with some suggestions
- Choose 3 if you sometimes engage with support and attend appointments but often don't. Choose 4 if you go along with help consistently but don't take the initiative

1 - 2 Stuck

I don't believe I will ever find work. I don't have help or don't accept it

- You don't think you will ever get any kind of work. Perhaps you don't think you have enough to offer or feel the barriers are too great because of your age, lack of work experience, a criminal record or other reasons
- You may not have any idea of what you want to do or only have highly unrealistic ideas
- Choose 1 if you have no support with this or don't engage with help. Choose 2 if you sometimes acknowledge problems with aspiration and motivation but don't accept help

3 Job-search skills

Researching opportunities, applying for jobs, presenting yourself well

Key points

- From 1–5 you are unlikely to be effective in looking for work, though from 3 some of your skills will improve through going along with support
- From 6 you start trying to sort out problems for yourself, with support, and are increasingly effective
- At 10 you can identify suitable jobs, research them and apply for them effectively on your own

9 - 10 Self-reliance

I can identify appropriate jobs and apply for them effectively

7 - 8 Learning

I'm learning some effective approaches to identifying and applying for jobs, with support

5 - 6 Believing and trying

I realise there's an art to finding a job and am trying to be more effective

3 - 4 Accepting help

I don't know how to find work but I'm going along with help for this

1 - 2 Stuck

I don't know where or how to start looking for work. I don't have help or don't accept it

3 Job-search skills (detail)

This scale is about how well you can identify and apply for suitable jobs. It covers researching opportunities, including online opportunities, confidence on the phone, writing a CV, filling in application forms and presenting yourself well at interviews.

9 - 10 Self-reliance

I can identify appropriate jobs and apply for them effectively

- You have the skills to identify and move between suitable jobs
- You can present yourself well enough on paper, on the phone and in person to get the type of job you are looking for
- Choose 9 if you need occasional professional support in this area. Choose 10 if your job-search skills are good enough and you can continue to improve them as needed without professional help

7 - 8 Learning

I'm learning some effective approaches to identifying and applying for jobs, with support

- You are improving your job-search skills and gaining in confidence, but still need support to practise your skills
- You are learning how to research opportunities, including online, and are able to approach employers for more information
- You are improving your skills in applying for jobs and/or learning how to present yourself well in interviews
- Choose 7 if it's early days. Choose 8 if you have used your job-search skills for a while but need support in some areas

5 - 6 Believing and trying

I realise there's an art to finding a job and am trying to be more effective

- At 5 you are motivated to learn one or more of the skills you need to find and get a job, for example, writing a CV, researching opportunities, filling in application forms or presenting yourself well at interviews
- At 6 you are taking steps to acquire these skills but it's early days and you may lack confidence

3 - 4 Accepting help

I don't know how to find work but I'm going along with help for this

- As for 1-2, but you are talking about problems with finding work and acting on suggestions, though you don't believe they will make a difference
- Choose 3 if you occasionally engage with support. Choose 4 if you go along with help consistently but don't yet take the initiative

1 - 2 Stuck

I don't know where or how to start looking for work. I don't have help or don't accept it

- You are not looking for work in a meaningful way
- You don't know how to go about getting a job or seeking out new opportunities, or you don't feel able to
- Choose 1 if you have no support with job-search skills or don't engage with help. Choose 2 if you sometimes acknowledge your lack of job-search skills but don't accept help

4 Stability

Finances, housing, family, relationships, drug and alcohol misuse

Key points

- At 3–4 you accept help with sorting out pressing problems but do not take the initiative
- At 6 you start trying to sort out problems for yourself, with support
- By 8 you are not at risk of eviction or domestic abuse, are receiving the right benefits, and any debts you have are not getting any worse

9 - 10 Self-reliance

My life is stable enough and I can deal with challenges by myself

7 - 8 Learning

I'm finding ways to keep my life stable enough to be able to work, with support

5 - 6 Believing and trying

I know I need to get things under control so I can work, and I'm trying to do this

3 - 4 Accepting help

I can't work because my life is too chaotic, but I'm going along with help

1 - 2 Stuck

I can't work because my life is too chaotic or there are other barriers. I don't have any help

4 Stability (detail)

This scale is about having enough stability in your life to be able to work. It covers insecure housing, debt or benefit problems, family and relationship troubles, domestic abuse or drug or alcohol misuse – anything that gets in the way of holding down a job.

9 - 10 Self-reliance

My life is stable enough and I can deal with challenges by myself

- Your life, home and finances are reasonably stable and your weekday routine supports you in working
- You can mostly handle crises at home without your work being affected
- Any use of alcohol or drugs doesn't affect your ability to work
- Choose 9 if you need occasional support in this area. Choose 10 if your life is stable enough to be in work without professional support and any support you need comes from family or friends

7 - 8 Learning

I'm finding ways to keep my life stable enough to be able to work, with support

- You are finding how to make time in your life for work and to have a stable weekday routine, but need support to keep on track
- By 8 you are not at risk of eviction or domestic abuse and if you have debts, you are getting them under control. You are receiving any benefits you are entitled to. If drugs or alcohol have been a problem, you have addressed this, with support
- Choose 7 if this learning is still quite new and there are still some issues to be addressed. Choose 8 if there are no significant issues but you need support to maintain a stable lifestyle

5 - 6 Believing and trying

I know I need to get things under control so I can work, and I'm trying to do this

- At 5 you believe you can create enough stability in your life to have space and time for work and are motivated to make this a reality
- At 6 you are putting that belief into action, for example, taking the initiative to deal with debt or housing issues, getting the right benefits, or addressing drug or alcohol use or a problematic relationship, but you find it difficult and can slip back without help and encouragement

3 - 4 Accepting help

I can't work because my life is too chaotic, but I'm going along with help

- As for 1-2, but you are accepting help and acting on suggestions, though you don't believe it will really make a difference or take the initiative to sort out issues for yourself
- Choose 3 if you occasionally go along with help. Choose 4 if you go along with help consistently

1 - 2 Stuck

I can't work because my life is too chaotic or there are other barriers. I don't have any help

- One or more of these applies to you:
 - You are at risk of losing your tenancy or home
 - You don't have a supportive routine in normal working hours
 - You have family problems that are taking all your time
 - A relationship is affecting your ability to function
 - A problem with drugs or alcohol affects your ability to work
 - You have serious financial problems or mounting debts
- Choose 1 if you have no support with this or don't accept help. Choose 2 if you sometimes acknowledge the lack of stability in your life but don't accept help

5 Basic skills

English, literacy, numeracy, IT and using computers

Key points

- By 4 you consistently go along with support with at least one basic skill area
- From 6 you are learning and practising skills and increasing the number of skills you can manage
- At 10 your basic skills are good enough for the work you aspire to, though you may still want to improve them further by yourself

9 - 10 Self-reliance

I have good enough basic skills for my area of work

7 - 8 Learning

I'm building my basic skills, with support

5 - 6 Believing and trying

I think I can build the basic skills I need and am trying courses or other ways to do this

3 - 4 Accepting help

I don't have the necessary basic skills for work or training but I'm getting help with this

1 - 2 Stuck

I don't have the necessary basic skills for work or training. I don't have help or don't accept it

5 Basic skills (detail)

This scale is about having the basic skills in English, reading, maths and computers to qualify for an apprenticeship or training or to look for and apply for a job. It also covers having a high enough level of basic skills to be able to do the kind of work you want.

9 - 10 Self-reliance

I have good enough basic skills for my area of work

- Your English, literacy, maths or computer knowledge are good enough for the type of work you are realistically aiming for
- Choose 9 if you need occasional support with basic skills. Choose 10 if you keep up your basic skills on your own and can improve them as needed

7 - 8 Learning

I'm building my basic skills, with support

- You have found ways to learn basic skills that are working for you
- Choose 7 if you are learning but need to significantly improve one or more basic skills. Choose 8 if your basic skills are mostly OK but you need to develop further to reach the level you need

5 - 6 Believing and trying

I think I can build the basic skills I need and am trying courses or other ways to do this

- At 5 you are motivated and believe you can improve your English, literacy or maths or learn to use a computer but have not yet put that belief into action. Perhaps you are unsure of the first steps
- At 6 you are taking the initiative and learning the basic skills you need. Perhaps you have recently started a course or are working harder on a course you have been attending, but it's early days

3 - 4 Accepting help

I don't have the necessary basic skills for work or training but I'm getting help with this

- As for 1-2, but you are accepting help or advice and going along with some suggestions, though you don't really believe you can master the skills you need
- Choose 3 if you occasionally accept help. Choose 4 if you consistently go along with support when things are organised for you but don't yet take the initiative

1 - 2 Stuck

I don't have the necessary basic skills for work or training. I don't have help or don't accept it

- You speak little or no English, or you have problems with literacy, maths or using a computer
- You can't get a job or training because of this or you are reluctant to try
- Choose 1 if you have no support with basic skills or don't engage with help. Choose 2 if you sometimes acknowledge difficulties with basic skills but don't accept help

6 Workplace and social skills

Presentation, timekeeping, behaviour at work, getting on with people, working in a team

Key points

- By 6 if not before you mostly attend appointments on time, dress appropriately for work and your behaviour doesn't cause major problems
- 10 doesn't mean everything is perfect but you can manage difficulties and continue to improve for yourself

9 - 10 Self-reliance

I can meet the expectations of my chosen workplace well enough

7 - 8 Learning

I'm finding ways to fit in with the expectations of the workplace, with support

5 - 6 Believing and trying

I want to build the social and other skills I need for work and am taking steps to address this

3 - 4 Accepting help

I'm accepting support with how to behave at work

1 - 2 Stuck

I'm not able to behave appropriately at work. I don't have help or don't accept it

6 Workplace and social skills (detail)

This scale is about how you meet expectations in a work environment. It covers being on time, wearing the right clothes and behaving appropriately at work. It's also about how you get on with people and the social skills you need for your type of work, which may include taking instructions, accepting criticism and/or working well within a team.

9 - 10 Self-reliance

I can meet the expectations of my chosen workplace well enough

- You have timekeeping and self-presentation skills and can meet any other expectations for your chosen workplace
- You can work effectively enough with others or as part of a team, follow instructions and/or deal with difficulties as needed without professional support
- Choose 9 if you need occasional support in this area. Choose 10 if your skills are good enough for your workplace and you can continue to improve on your own as needed

7 - 8 Learning

I'm finding ways to fit in with the expectations of the workplace, with support

- You are finding ways to meet the expectations of your chosen workplace and to get on with people in work situations
- You are learning to work better as part of a team, but need support when difficulties arise
- Choose 7 if this learning is quite new. Choose 8 if you have been learning for a while and/or mostly have the skills you require but you need support to keep going

5 - 6 Believing and trying

I want to build the social and other skills I need for work and am taking steps to address this

- At 5 you feel motivated to develop the skills you need in a workplace or improve your social skills in order to get and/or keep a job, but may not know what to do
- At 6 you are putting this belief into action, for example by arriving on time for appointments, dressing appropriately or trying new ways to relate to people

3 - 4 Accepting help

I'm accepting support with how to behave at work

- As for 1-2, but you are accepting help with some key barriers to work such as how to present yourself, being on time for appointments and going along with basic rules
- Choose 3 if you sometimes go along with help or advice but often don't. Choose 4 if you go along with help consistently but don't really believe things can change and don't take the initiative yourself

1 - 2 Stuck

I'm not able to behave appropriately at work. I don't have help or don't accept it

- You can't get or keep a job because of one or more of the following:
- You don't arrive on time or don't dress appropriately
 - People criticise your behaviour or say you use inappropriate language or don't fit in well enough at work
 - You don't accept being told what to do or other rules or demands of the workplace
- Choose 1 if you have no support with this or don't accept help. Choose 2 if you sometimes acknowledge your lack of skills for a workplace but don't accept help

7 Health and well-being

Health and well-being, stress, anxiety and depression, confidence and self-esteem

Key points

- By 4 you consistently go along with support and treatment for any serious health and well-being issues
- At 6 you take some initiative to address physical, mental or emotional health issues that prevent you working
- By 8 you have strategies to look after your health and well-being but need support in some areas

9 - 10 Self-reliance

I can manage my health and well-being well enough to be in work

7 - 8 Learning

I'm finding ways to manage my health and well-being, with support

5 - 6 Believing and trying

I want to address health or well-being issues that stop me working, and I'm starting to make changes

3 - 4 Accepting help

I can't work because of problems with my health or well-being, but I'm accepting help

1 - 2 Stuck

I can't work because of problems with my health or well-being. I don't have help or don't accept it

7 Health and well-being (detail)

This scale is about managing your health, well-being, and any health condition or disability well enough to be able to cope with work. It includes managing mental or emotional health issues such as stress, anxiety and depression, and building up confidence and self-esteem if this is a barrier to work. The scale assumes you don't receive disability or sickness benefit for being unable to work, or that you are choosing to seek work anyway.

9 - 10 Self-reliance

I can manage my health and well-being well enough to be in work

- You take care of your health and well-being well enough not to interfere with work
- You are resilient enough to cope with working life and with most of the difficulties you come across at work
- Choose 9 if you need occasional support in this area. Choose 10 if you look after your well-being without professional support, and any help you need comes from family or friends

7 - 8 Learning

I'm finding ways to manage my health and well-being, with support

- You are learning how to look after your health and well-being but need support to keep on track
- If you experience a lot of stress, you are learning strategies to deal with this and developing confidence and self-esteem if this was an issue
- Choose 7 if you have just started to manage your health and well-being. Choose 8 if you can mostly do this well enough to be able to work but need support to maintain it

5 - 6 Believing and trying

I want to address health or well-being issues that stop me working, and I'm starting to make changes

- At 5 you have the motivation to improve your health and well-being in order to be able to cope with work
- At 6 you are putting that belief into action, for example by taking medication, trying new coping techniques or going to counselling or a support group, but it's early days

3 - 4 Accepting help

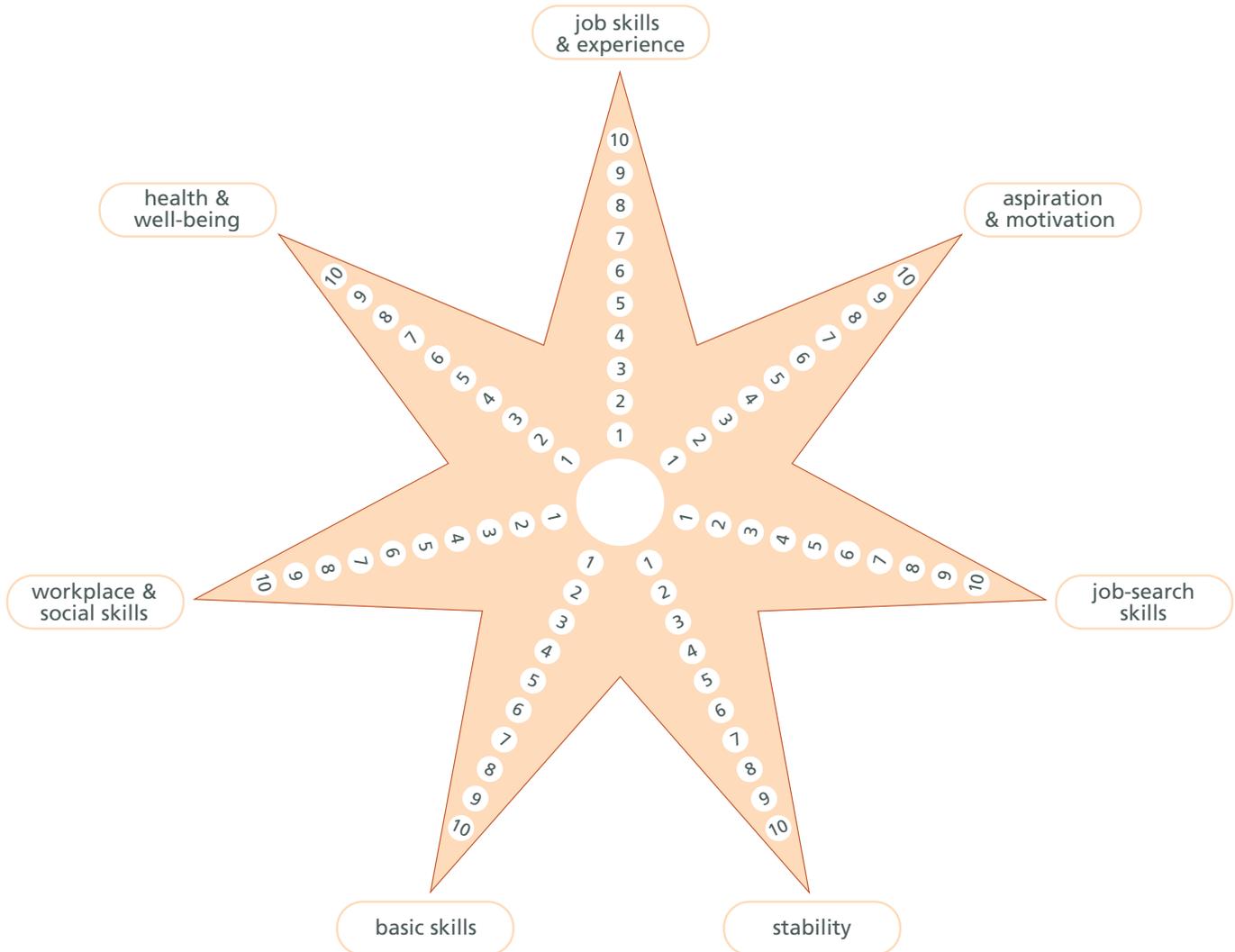
I can't work because of problems with my health or well-being, but I'm accepting help

- As for 1-2, but you are talking to someone and accepting support or treatment for serious issues, though you don't believe things can change
- Choose 3 if you occasionally allow others to help. Choose 4 if you go along with help consistently but still rely on others to take the initiative

1 - 2 Stuck

I can't work because of problems with my health or well-being. I don't have help or don't accept it

- You have a problem with your physical or mental health, mobility or emotional well-being that is preventing you from working
- Perhaps you feel too stressed, anxious or depressed to cope with finding a job or working
- Choose 1 if you have no support with this or don't accept help. Choose 2 if you sometimes acknowledge problems with your well-being but don't accept help



The Work Star™ is a version of the Outcomes Star™, a family of tools developed by Triangle for supporting and measuring change when working with people.

This Star is one of a growing family

See our website for:

- Versions tailored to different people, settings and sectors
- The evidence base that supports the Star
- Testimonials and case studies from Star users

www.outcomesstar.org.uk

How to use the Outcomes Star

- Sign up for Star licences including the option to use our Star Online web app
- Ensure all members of staff attend Star training and explore specialist courses
- Access Star materials, other tools and ongoing support from Triangle

Go to www.staronline.org.uk for a free 30-day demo