How do we know whether our Career Service is successful?

Exploring an impact model for Career Services: Balanced Scorecard

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What does success look like?

Imagine your Rector asks:

"How do you know that your Career Service is successful?"

ONE ANSWER
PER POST-IT

ONE ANSWER
PER POST-IT

Write down two answers – then compare with a colleague.

Rankings

perceived quality — students / employers / senior

rate of getting [job / internship

we are mentioned in a bigge audience

numbers of attendance / ratio of all students knowing us

link to associations

no problem to receive the budget

finance new projects

revenue

employment rate

turnover / research dep

networks

What do we measure – and what would we like to know?

WHAT WE MEASURE

What information do we already have?

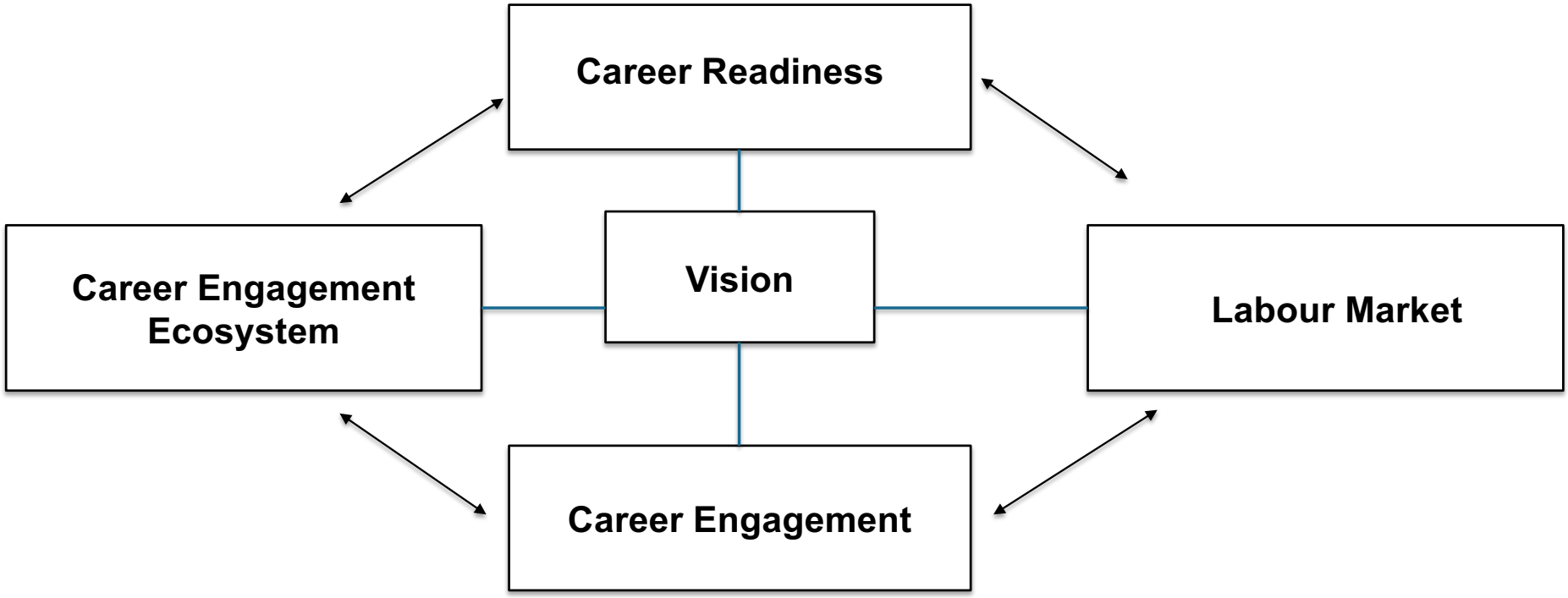
WHAT WE WOULD LIKE TO KNOW

What would tell us more about our impact?

Are we measuring what is easy to measure – or what really matters?

A Balanced Scorecard for Career Services

One possible approach – a working model



Four perspectives around a shared vision

What would you measure?

CSNCH Career Service
Network Schweiz
Network Suisse
Network Svizzera
Network Switzerland

For each perspective: What would tell us whether we are successful?

CAREER READINESS

Are students developing the resources they need for their transition into work?

CAREER ENGAGEMENT ECOSYSTEM

Does the university provide an environment that enables and supports career development?

LABOUR MARKET

Do we understand and respond to changing labour-market needs?

CAREER ENGAGEMENT

Are students actively engaging with their career development?

What we try to measure

CSNCH Career Service
Network Schweiz
Network Suisse
Network Svizzera
Network Switzerland

CAREER READINESS

- Career Readiness trends 2023–2026 — **UZH Career Profiler**
- Career Readiness by study level — **UZH Career Profiler**
- Career Readiness by semester — **UZH Career Profiler**
- Career Readiness by field of study — **UZH Career Profiler**
- Career Readiness by industry interest — **UZH Career Profiler**
- Career Readiness by preferred job function — **UZH Career Profiler**
- Individual readiness competencies — **UZH Career Profiler**
- Strengths and development gaps — **UZH Career Profiler**

CAREER ENGAGEMENT ECOSYSTEM

- **No dedicated quantitative measurement yet**

CAREER ENGAGEMENT

- Career engagement by year — **UZH Career Services CRM**
- Career engagement by field of study — **UZH Career Services CRM**
- Career engagement by study level — **UZH Career Services CRM**
- Career engagement by industry / career interest — **UZH Career Services CRM**
- Use of Career Services activities — **UZH Career Services CRM**

LABOUR MARKET

- Perceived labour-market trends 2023–2026 — **UZH Career Profiler**
- Perceived labour-market trends by industry interest — **UZH Career Profiler**
- Current / 6-month / 12-month labour-market outlook — **UZH Career Profiler**
- Objective labour-market trends — **Jobradar / GJMM**
- Objective labour-market trends by industry — **Jobradar / GJMM**
- Share of UZH-relevant labour-market segments — **Jobradar / GJMM**
- Perceived vs. actual labour-market development — **UZH Career Profiler × Jobradar / GJMM**
- Job requirements and their development over time — **~4,700 UZH job advertisements**
- Frequency of individual job requirements — **UZH job advertisements**
- Technical vs. transferable requirements — **UZH job advertisements**
- Requirements mapped to career resources — **UZH job advertisements × Career Resources**
- Requirements mapped to career-readiness competencies — **UZH job advertisements × NACE**