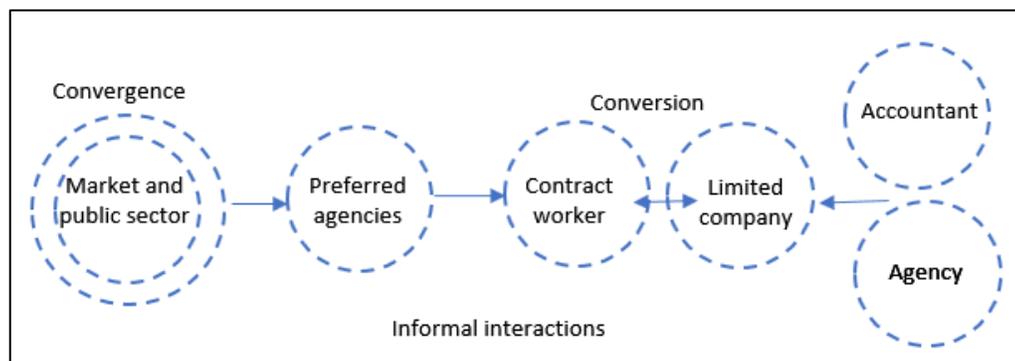


## CAREER MANAGEMENT SKILLS (CMS) FOR COMPLEX INTERMEDIARY SYSTEMS

Imagine being a senior social worker contractor, operating as a limited company, delivering professional services to public sector organisations via employment agencies. In total, there are only four significant agencies operating in your particular profession and you are currently delivering a contract through your preferred agency. It is a preferred agency because of the professional respect and friendship you have for their employment consultant. Your current contract involves working away from home and has required you to temporarily rent accommodation (courtesy of SpareRoom.com). You are leaving behind a frail elderly parent who increasingly needs help from you. Last time you spoke with your employment consultant friend she mentioned the possibility of a contract arising that would be closer to home. You hear nothing for a while and then receive phone calls, one after the other, from the three other agencies asking to put you forward for this same local contract. You call your preferred agency friend, to find out what is happening, and she explains that a new management consultancy firm has been hired by the public sector organisation to deliver their human resource function. Unfortunately, senior personnel at the agency and those of this new management consultancy have fallen out over the price of the contract, hence going out to wider tender. As a consequence, your preferred agency friend is unable to pass you the contract: so how do you proceed? The following Figure captures the complexity of this type of market and public sector intermediary system. What CMS skills and tools do you think this worker needs to navigate this situation?

**Figure: Market and Public Sector Intermediary System**



**Johnson, L (2020)**

Drawing on the theoretical support of the extended System Theory Framework Theory (Patton and McMahon, 2014), this workshop examines several types of intermediary systems operating between UK workers and their work (paid and unpaid). It will explore the CMS skills and tools necessary to manage these intermediary systems to enable you to sustain contracting work. The workshop is supported by the following learning objectives:

- 1. Develop understanding of the nature of intermediary systems and how to identify their different types.**
- 2. Broaden thinking about the CMS required to manage these complex intermediary systems.**
- 3. Consider how CMS education needs to respond to these different types of intermediary system.**

After introducing the topic, the format of the workshop will include breaking into smaller working groups to analyse case study material about different types of intermediary system. The groups will then reconvene to discuss and share learning about CMS skills and tools necessary to manage complex intermediary systems and their implications for CMS education.

## **References**

**Johnson, L. (2020)** The influence of intermediary systems on public sector transitions during a period of austerity (unpublished Doctoral Thesis)

**Patton, W. and McMahon, M. (2014).** *Career development and systems theory: Connecting theory and practice*, vol. 2. Springer.