

A Model of Core Skills Assessment

This method, developed by ACARE Environnement Association from France presumes the assessment and development of the skills of disadvantaged people on the labour market, in order to optimize their employability. The persons who want to reintegrate on the labour market after a period of unemployment benefit of assistance, counseling and a job on the working yard organized by the Association.

The course in time of the persons staked out of the appointment is characterized by 2 distinct phases:

1. The phase of "socio-professional diagnosis" - it starts at the time of the recruiting interviews with the "pre-identification of the brakes" and continues during the first month of the yard by a socio-professional diagnosis. The salaried employee is placed in the centre of the device; he is the main actor of it. The partnership with the referent - the person who assist and counsel - must be active and efficient. The stages of this phase follow each other like this:

a. Pre-identification of the brakes at the time of the recruitment, decision of employment.

First appointment: discussing the work contract, interior regulation, organization yard, giving and explanation of the methodological guide of The Contract of Objectives and Means (COM).

b. 1st salaried month of the yard

Socio-professional diagnosis and validation :

- identification of the brakes to the use;

- hierarchization of these brakes and definition of the priorities of action;

- formalisation of the means to put in practice, of the tools to use, of the steps to undertake;
- validation of the socio-professional diagnosis and finalization of the COM with agreement of results and signature.

c. The phase "Accompaniment toward the employability"

It starts at the end of the first month of the salary activity, with the signature of the (COM), and continues during all the salary activity.

It take place intermediary assessment meetings at the end of the 3rd and the 6th month of employment in which are realized intermediary balance: objectives reached, relevance of the means used, adjustment, new objective and middle.

Objective and means of the COM for the 2nd and 3rd month of employment are: team work; self-knowledge; discovering the other; socialization; achieving, at the end of stage with the team accompanist, an intermediate balance on the raised brakes; person's progression toward the employability (new profile of employability).

Objective and means of the COM for the 4th to 6th month of employment include: the same actions as in the previous months on objectives in progression and for an evolution toward the autonomy, for the 10 criteria-brakes to the employability. (according to presentation bellow); consigning on the COM booklet of all elements likely to reduce the brakes; solving the problems and increasing persons' capacity of employability; acquiring the main knowledge; validating the acquired or to acquire expertises; participating in the simulations of "interviewes of employment"; penetrating the networks permitting to be in contact with the employers (head hunters, enterprises, craftsmen, groupings of employers, territorial collectivities), soliciting the team accompanist regularly; achieving the final balance of the course toward the employability (ultimate profile of employability). This final balance sheet includes: objectives reached, relevance of the means used, progression toward the employability.

If the results are positive the persons get the employee or "ready to be employee" status, otherwise it follows the renewal and pursuit of the course.

In order to achieve a follow-up in real time and to have a general appreciation of the committed steps and achieved by and for the salaried employees of the yards, there are organized regularly synthesis meetings with the different partners. (strengths - internal weaknesses, assets - constraints environment, key factors of success). These important period of information and exchanges have as major objective to define the tracks of reflection and work that have to be followed in order to permit an optimization of the accompaniment toward the employability.

Every week, technical meetings take place, on the yard, with the framing team and every month, the meetings of the framing team that permit: to point the state of advancement on the "course toward the employability" of every salaried employee of the yard; to adjust the axes of work and, finally, to fix with relevance the new objective.

Every month and to the demand of the persons, meetings are taking place at the headquarter of Acore Environment with the participation of referents.

The brakes to the employability according to 10 criteria.

It is very important, from the very first beginning, to identify the gaps or brakes to the employability, to put in practice the means, tools and actions to raise these brakes, and to measure progress in time (temporal objective) in order to increase, with the progression of the raised constraints, the "employability surface" of the social and professional disadvantaged people.

As we already said, monthly, intermediary balance sheets are made in order to adjust the axes to be followed in this process and so to fix with relevance the new objective of brakes to raise and therefore to increase the progression toward employability.

The 10 criterias used to establish the brakes are:

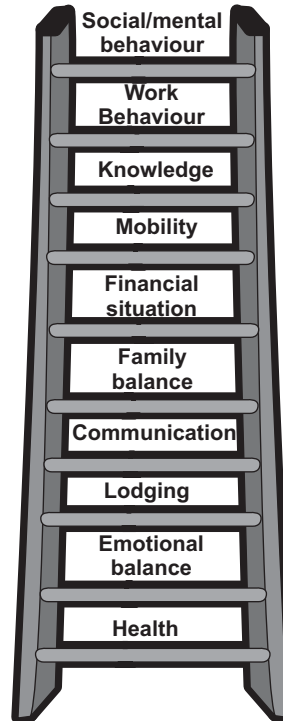
1. Health/therapy
2. Emotional balance
3. Lodging
4. Communication
5. Family balance
6. Financial situation
7. Mobility
8. Knowledge
9. Work behaviour
10. Social/mental behaviour

These criteria are classified having in mind the priority of the brakes to raise or the difficulties to surmount.

Each of this criteria are evaluated on a five steps scale, where 1 means dependence and 5 autonomy. The scale of the indicators are translated in different levels of brakes or difficulties that permit, on the one hand, to see the progression toward the autonomy while respecting the pact of confidentiality and, on the other hand, to quantify a qualitative, non measurable, socio-professional a priori factor and to translate it as diagram (radar or spider chart), facilitating the reading of the profile in term of "Surface of Employability."

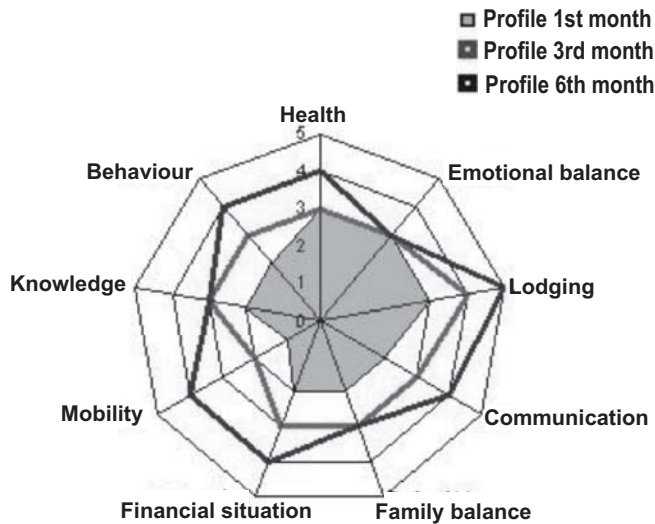
The level 1 for the considered criteria represents the difficulties that not permit the person to be employed. To the opposite, the level 5 for the considered criteria, mean that person has no problem to be employed.

The level of employability and, at opposite side, the factor "brake" is submitted to quotation along with the balances. More



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dependence, more the rating is low and come closer of "1". If the rating is closer to 5, the person is autonomous, capable to manage itself and to assume the responsibilities. The ensemble of these relative values is represented as radar chart that give the Surface of Employability at "t" moment of time. Three balances at different dates allow to compare the evolution and the progression toward the employability. The Surface of Employability (SE) of the "radar" visual indicator is delimited by the axes, corresponding to the 10 criteria, stepped up from 1 to 5 (see the chart).



As far as the COM, it presumes confidentiality, mutual engagement, mutual confidence, professionalism. The objectives are few, hierarchized and declined in the COM. The salaried employee is owner of this side notebook, but the partners are associated there. This document consists of the

following points :

- the convention and the regulations that bind the different partners;
- the precise definition of every objective, with order of priority of the objectives to reach;
- the translation of the objective in a certain number of actions to reach it (the means are inventoried);
- the establishment of a calendar of realization of every stage;
- the modalities to follow-up and to assess the establish actions: intermediate and final assessments;
- the definition of the profile, of the surface of employability;
- the foreseeing of the tools to use and the shared information;
- the assessment of the results of every objective in relation to the initial objectives, but also by report to the salaried employee's involvement in the organization of own course;
- new orientations to take to the look of the results.

The contract is fixed for a length equal to the one of the work contract, possibly renewable. This renewal is conditioned strongly by the realization of the objectives "toward the employability" and it is the subject of motivated exchanges among partners.

At the end of the project, a new profile of the employee and new objectives for employability and training are developed. Out of the action, three situations are possible:

- The person leaves the yard, before the term of the contract, to be employee: objective reached!;
- The "employability profile" allows to the person to candidate for a job;
- The person chooses professional formation in order to obtain a qualification.

A follow-up on 3 months, after the end of the contract, is achieved by Acaire Environment. Periodically, once per year to the minimum, the former employee of the yard is solicited to answer the polls done by Acaire Environment.

The COM follows the procedures as bellow:

I. Identification and analyze of the brakes-situations

1. to collect applicable and objective data in order to define the brakes;
2. to organize and systematize the data in order to get some explanations and actions according to the means and available tools (partners can contribute here);
3. to clear the priority elements and the main stakes of the brake-situation;
4. to ponder the relative importance of each factor for every criteria;
5. to define the calendar of the means and action (framing and salaried);

Result to reach: grid analysis of brake-situations and actions to undertake .

II. Elaborating a plan of intervention for progression to autonomy (realistic, operational and adapted to the situations)

1. to put in application a plan of action to achieve the objectives;
2. to assure the means to achieve the objectives;
3. to define and to appropriate a personal intervention approach in relation with the referents in order to solve the problems and to increase the autonomy and therefore the employability;
4. to value their efficiency, to conduct adjustments if necessary.

Result to reach: progression toward the autonomy, increase of the surface of employability.

