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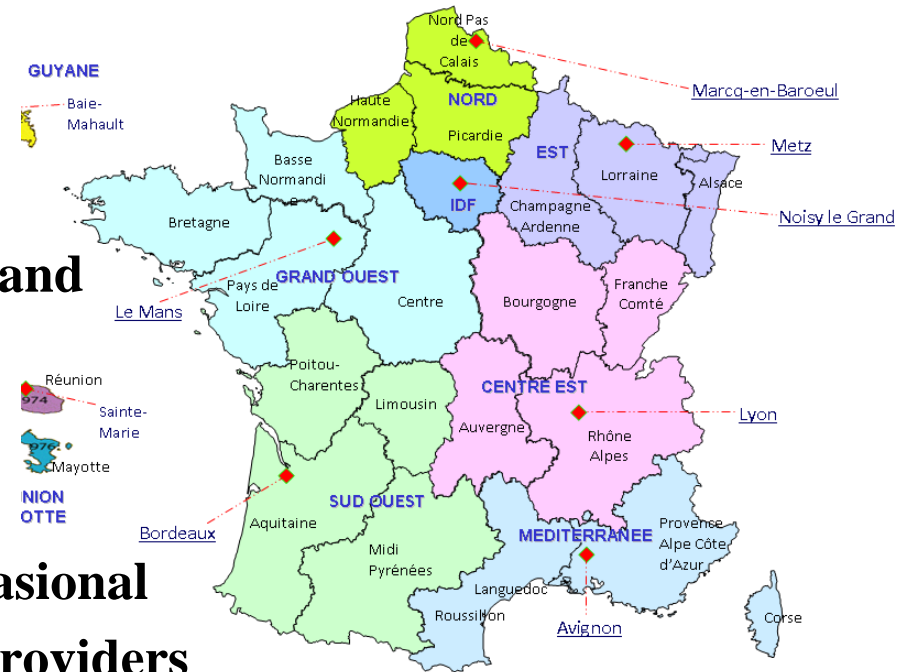
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Summary

- The training centres of Pole Emploi
- The initial training path
- Continuous training programmes at Pole Emploi: Modules
- Development and change of training programmes
- The professional profile of a counsellor
- Conclusion

The inter-regional centres for development and competencies (CIDC)

- 9 CIDC locations in French regions (50 000 employees, 110 teachers)
- The CIDC East provides services to regions of Alsace, Champagne-Ardenne and Lorraine (4 035 employees)
- 17 persons from which 12 are continuous training instructors
- Internal network of more than 200 occasional trainers, and additional external training providers
- During one year the CIDC East organises: 16 200 training days, 650 training sessions, 11 500 meals, 2 000 overnight stays



The initial training path of counsellors: general curriculum

On-site training of 23 days supplemented by a 20 day internship of observation

Work organisation and administration

1 day

Services of Pole Emploi

3 days

Follow-up of job search plan

4 days

Strategies and approach of job search

2 days

Search for job offers and facilitate contact with employers

2 days

Reception and animation of open access spaces

4 days

Registration of job-seeker and test for amount of job-seeker allowance and possible job placement

7 days

At the end of this training path, a tutorial scheme is provided for a minimum period of 3 months, until the counsellor is entirely autonomous, followed by a general skill assessment and a plan of action on further training needs done by the manager

Modules of continuous training programmes

⇒ Examples:

Training plan with focus on services, follow-up and assessment

The job-seeker and the company at the heart of service provision
3 days

Measures to get back into employment
2 days

Labour market and recruitment
4 days

Improving on steps for determination of allocation
2 days

Prevention and handling of difficult situations
2 days

The professional relationship with enterprises
2 days

General administration of accounts
2 days

...

Training plan with focus on determination of job-seeker allowance

Fundamental rules
20 days

Intermediary and temporary rules
3 days

Other annexes and coordination
3 days

The special solidarity allowance
2 days

Payment incidences
3 days

...

Conditions for success

- Provision of **consistent training offers** at Pôle emploi
- Mobilisation of **funds for training resources and tutorials**
- Determination of training plan at the moment of recruitment
- **Giving time for practice and observation** between the different modules
- **Tutorial** and support while in work by designated buddies

Continuous professional training at Pole Emploi

Analysis of training needs and competence development:

- Annual Evaluation Meeting (**EPA**): 1 each year (manager and counsellor)
- Objectives : Assessment of work activities of the year, determination of fields where progress should be achieved in the coming year, analysis of training needs by taking into account **national strategic orientations**
- Regional HR takes stock of different training needs and validates courses
- Development of a general training plan, validated by different levels of employee representation bodies
- CIDC implements the annual training plan

The offer of training modules is provided for 3 specifications :

Administration of job-seeker allowance and other rights

Intermediation /placement

Transversal

Quarterly adapted training offer over one year

5 days of training per counsellor / year

Conditions for success of continuous professional training

- Meeting with the manager beforehand
- Management needs to be supportive on development of competencies and training of staff
- Knowledge about training courses beforehand (sending description of training with the training appointment)
- Motivation for and acceptance of the training programme by the counsellor
- Meeting after the training and use of newly gained knowledge and competencies
- Surprise evaluations : assessing effectiveness of training
- Using experienced and pedagogical trainers only

Changes and adaptation to the Strategy « pole emploi 2015 » (1)

Triennial training plan (annual determined steps)

Follow-up of the provision of new services: Realistic and personalised services :

- Professionalization of reception
- Offer new types of services :
 - For job-seekers: differentiated follow-up :
 - Reinforced support,
 - Guided support
 - Follow-up and back-up for job search
 - For enterprises
- Developing online services...

Creation of a University of management : end 2013

under development and will be available to management only (starting from middle management category: DAPE)

Support for management in cohesion with the 5 new management reference styles : common identity (new dynamic):

- **Responsibility** : backing political line, taking decisions, result driven, HR administration and provision of career development to co-workers
- **Confidence** : in his counsellors and collaborators, in his management style, co-managers, his partners, with himself
- **Proximity** : to service provision, providing support and guidance to counsellors, partners, and with other managers
- **Simplicity** : in work organisation, communication, in providing directions and reporting, decision taking procedures
- **Performance** : searching for customer satisfaction, establish a balance between operational and social performance, using his tools of management discretion
- **Framework of Professions**: pathways of training are determined for each profession and work organisation should be adapted

Expected work capacities of a counsellor

- **Negotiate**
- **Listen actively and establish a relationship of trust which will be the basis for long-term motivation**
- **Analyse and exploit a new assignment**
- **Explain complex situations and analysis to clients**
- **Unite all actors needed to accomplish a mission/assignment**
- **Establish an analysis of a mission/assignment**
- **Update knowledge and be attentive to new information**
- **Work in a team**
- **Work in a network**
- **Identifying and proposing solutions**
- **Manage priorities and time**
- **Report on activities undertaken**

Conclusion

- **Training is a tool of strategic human resource management (GPEC) : needs to be adapted to overall strategy Pôle Emploi 2015**
- **Involvement of local staff, territorial managers, regional directors and exchanges with central management**
- **Particular attention needs to be paid to :**
 - **Enterprises : in case of profound changes of internal management and clients**
 - **Job-seekers: give time for appropriation of new clients and labour market situation to local staff and management**
 - **Reception : particular attention needs to be paid to this activity and professionalization needs to be provided**
 - **Give it a meaning: management style needs to take account of changes**
 - **Communicate internally about success stories**