

TCR France

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FOURTH
POLICY LEARNING FORUM
on upskilling pathways

16
November
2022
Virtual event

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How UP is implemented in France

- Based on information given by the French government:
- UP policy is implemented through:
 - **Law 2018-771, 5 September 2018,**
“Freedom to choose one’s own professional future”
 - **Main financial instrument : Skills Investment Plan 2018-2022**
(Plan d’Investissement dans les Compétences – PIC)
 - Complemented by the Recovery Plan for the French Economy through its component dedicated to training and employment.



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A common rationale (2018 Law)

- Centrality of the **individual** as an **actor** in his or her own career development
- **Integrated and personalised pathways**
- Coordinated and **systemic logic**
- **Holistic vision**: support from outreach to a sustainable professional activity
- Focus on the reinforcement of skills and the **acquisition of a higher level of certification**
- A more comprehensive definition of training activity :
“**a learning path to reach a professional goal**”, which may include work-based training activity, validation of prior learning processes, skills assessment schemes, etc.

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How does the PIC relates to UP?

- Multi-level (national, regional, local) stakeholder **coordination and cooperation**
- Building on what already exists. **State-Region agreements** as a means to create synergies with local capacity building strategies.
- Bottom-up logic to encourage **grassroots initiatives, experimentation and innovation**, and thus **encourage local stakeholders to participate**.

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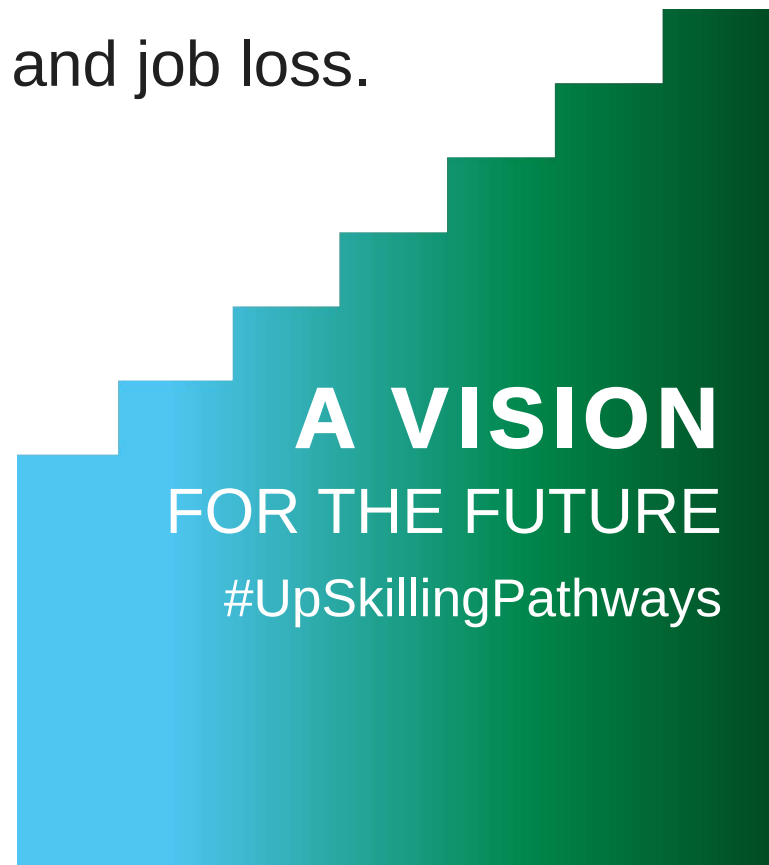
Objective of the TCR in France

- The TCR highlights the extent to which the actors who offer financial and non-financial supports, coordinate (or not) with each other, articulate (or not) their services, develop (or not) innovative, concerted and adapted strategies and methods for outreach and guidance for the least qualified adults.

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Target groups

- the **least qualified unemployed adults** in pathways integrating work-related training activities
- the **least qualified workers** at risk of skills obsolescence and job loss.



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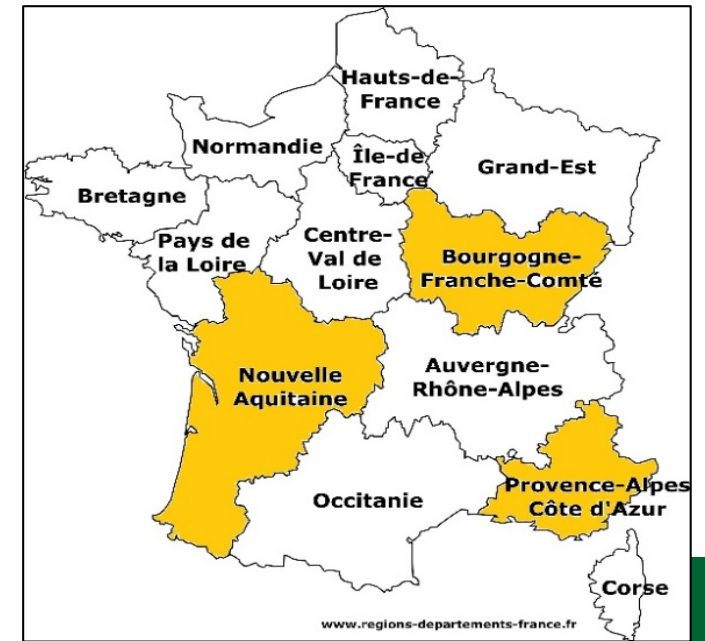
The steps of TCR in France (2020-21)

- Definition of the scope (taking as basis Cedefop Analytical Framework)
 - *Outreach – Guidance – Support – Governance*
- State of Play of UP in France → *Background Report*
- Highlight of strengths and weaknesses of the described situation and raise questions for the review → *Background Note*
- TCR “micro” phase results opening up to “meso” phase

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TCR « micro » phase

- Choice of **3 French regions**
 - relevance of regional and local dimension for the TCR
- Choice of **4 different schemes** fitting TCR priority analysis, to be observed at micro level :
 - 3 regional schemes co-funded by PIC targeting low skilled unemployed adults (among the farthest from employment)
 - 1 national service (provided on a local basis) targeting employees wishing to take stock on their career and envisaging professional reconversion.
- Size of the survey:
 - 78 Qualitative Interviews
 - 225 Quantitative questionnaires collected



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Micro Phase main messages – Low-skilled qualified adult jobseekers

- **Innovative outreach practices :**
 - **New emerging actors** acting as guides or relays for awareness activities
 - Connected fields social/medical support services, associations, charities
 - **“going towards”** the most isolated publics of potential beneficiaries
 - A first contact that is **rarely directly linked to training/employment issues**.
 - Seek solutions to **everyday or urgent problems**
 - **Stimulate personal motivation** to join and engage in the schemes,
 - start from persons' demands and wishes
 - **Priority to removing the so-called “external barriers”** and financial obstacle



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Micro Phase main messages – Low-skilled qualified adult jobseekers

- The road towards comprehensive and “learning” guidance
 - A common ambition to **tailor support at an individual basis**; varying degrees of effectiveness and modes of implementation
 - A search for **comprehensive and didactic support**
 - combining social/personal/financial issues resolution, self-confidence building
 - Project co-construction, foster autonomy, embed skills development and career counselling
 - A guidance enriched by different and complementary forms of **intervention by work-based actors**
 - Internships, experts interviews, short work placements, on site visits, job forums attendance)
 - A differentiated understanding of the **seamless pathways approach** that relies heavily on local partnerships

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Micro Phase main messages – low-skilled adult workers

- **Career Development Counselling service (CEP) identified as a key service that can provide an overview of upskilling and career development practices**
 - A service aimed at support workers for career evolutions and upskilling/reskilling aspirations
 - No tailored service offer for low qualified workers
- **Outreach and networking actions aimed at promoting CEP :**
 - **Growing communication efforts** to spread information on the service ...
 - ... but still little or no information disseminated by **companies**
 - A service **open to all categories of workers**
 - Less represented : least qualified, short contracts, aged workers, SMEs, peripheral areas, project-less
 - **Motivations less heterogenous than public**
 - Work-related issues, burnout, search of better working conditions, career evolution project professional/private life balance,



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Micro Phase main messages – low-skilled adult workers

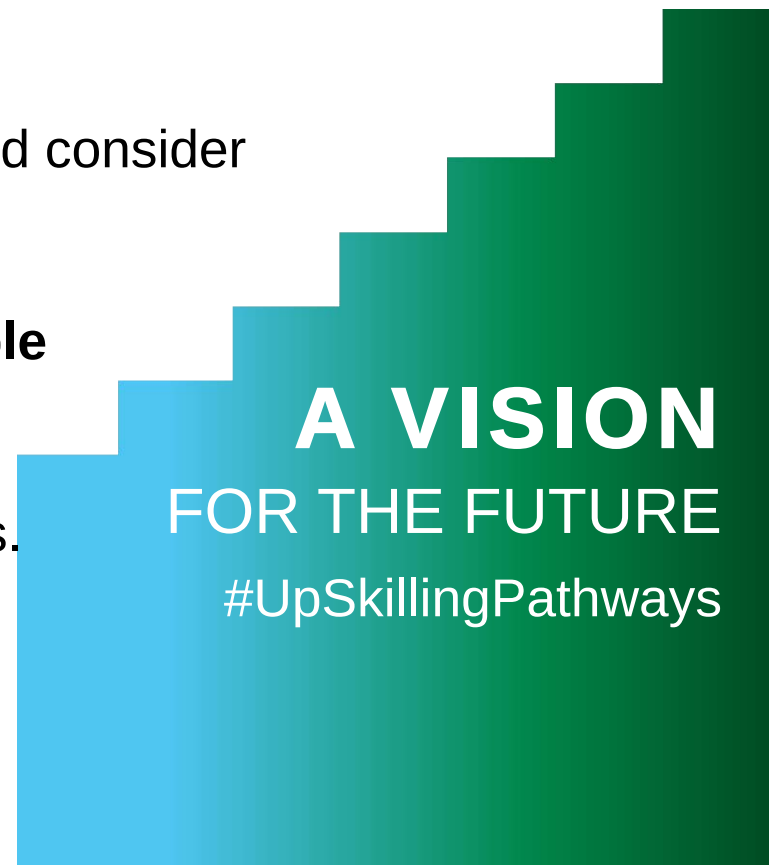
- **Guidance features of CEP service**
 - **Tailored individualised guidance** (range of tools offer, active listening)
 - based on a (rigid) national protocole slightly adaptable to low skilled workers needs
 - The **didactic dimension** consisting of co-construction, self-questioning on one's professional project, action plan between each meeting
 - Barriers (potentially cumulative) for the least qualified workers
 - Digital, linguistic, time, financial, mobility, etc.
 - A **pivotal and bridging role** with more or less formalized relationships with the actors of its ecosystem
 - funding, training, labour market forecast, occupational medicine, unions, etc.)

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Main detected issues, opening up to next phase

- **Sustainability**, perpetuation and **upscaling** issues
- Adapting **governance models** to increasing complexity and multifactorial problems faced by people furthest from training and employment
- **Management, proper HR organization** necessary to provide effective and sustainable implementation of schemes
- **Better adapt schemes/services scope** to attainable objectives and consider cost/benefit balance to enable schemes to function properly
- Seamless approach hampered by the persistence of **non-permeable ecosystems of actors** (jobseekers side vs employees side)
- **CEP service** not tailored enough to the most vulnerable employees. (Limited and difficult-to-obtain resources, all-digital supports)



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“Meso” phase objectives

- Shift the focus to **intermediate stakeholders** having the task to **finance, design and implement upskilling schemes**
- Enlarge the observation towards two new directions:
 - Reach out stakeholders building **partnerships** with the organization having the task to implement the schemes observed in phase 1
 - Reach out **local and regional policy makers** discussing larger upskilling strategies evaluations of measures, lessons learned, and future policy and strategy developments
- **Look beyond the artificial separation of ecosystems of actors**, (job seekers vs workers). Investigate the “grey zones” of precarious (low –skilled) workers who alternate between work and unemployment

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Thank you

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