

# The Acting Mediation methodology

*Introduced in french Defence SME's*

*European Defence Skills Partnership  
Launch Conference, Brussels, June 19th, 2018.*

*fondation*  
**AGISSONS** pour l'Emploi

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# Job vacancies, a development issue

- The *Délégation Générale de l'Armement* – DGA - accompanies the development of the SME's operating in the Defence market (BITD).
- The growth of these enterprises depends on their ability to find the right skills
- Since 2014, the *Fondation Agissons pour l'emploi* – APE – demonstrates in the digital field, that one response to the job vacancies can be built on often-discarded profiles among the unemployed.
- Neither a paradox nor an utopia, it is an ignored opportunity.

The unemployed, a reservoir of skills

- Under the DGA sponsorship, since fall 2017, in the *Auvergne-Rhône-Alpes Region*, APE experiments the applicability of this methodology to the Defence industry.

# Mapping the job vacancies

*According to Pole emploi, some areas concentrate the job vacancies.*

*Half of them fall in the Defence industry domain.*

## Top 10 des métiers difficiles (H/F)



OUVRIERS QUALIFIÉS  
TRAVAILLANT PAR  
ENLÈVEMENT DE MÉTAL  
**78%**



AIDES À DOMICILE ET  
AIDES MÉNAGERS  
**76%**



ASSISTANTS  
MATERNELS  
**70%**



AGENTS IMMOBILIERS,  
SYNDICS  
**70%**



MÉCANICIENS ET  
ÉLECTRONICIENS  
DE VÉHICULES  
**68%**



BOULANGERS, PÂTISSIERS  
**68%**



TECHNICIENS ÉTUDES  
ET DÉVELOPPEMENT  
INFORMATIQUE  
**67%**



OUVRIERS QUALIFIÉS DE  
LA MAINTENANCE EN  
MÉCANIQUE  
**67%**



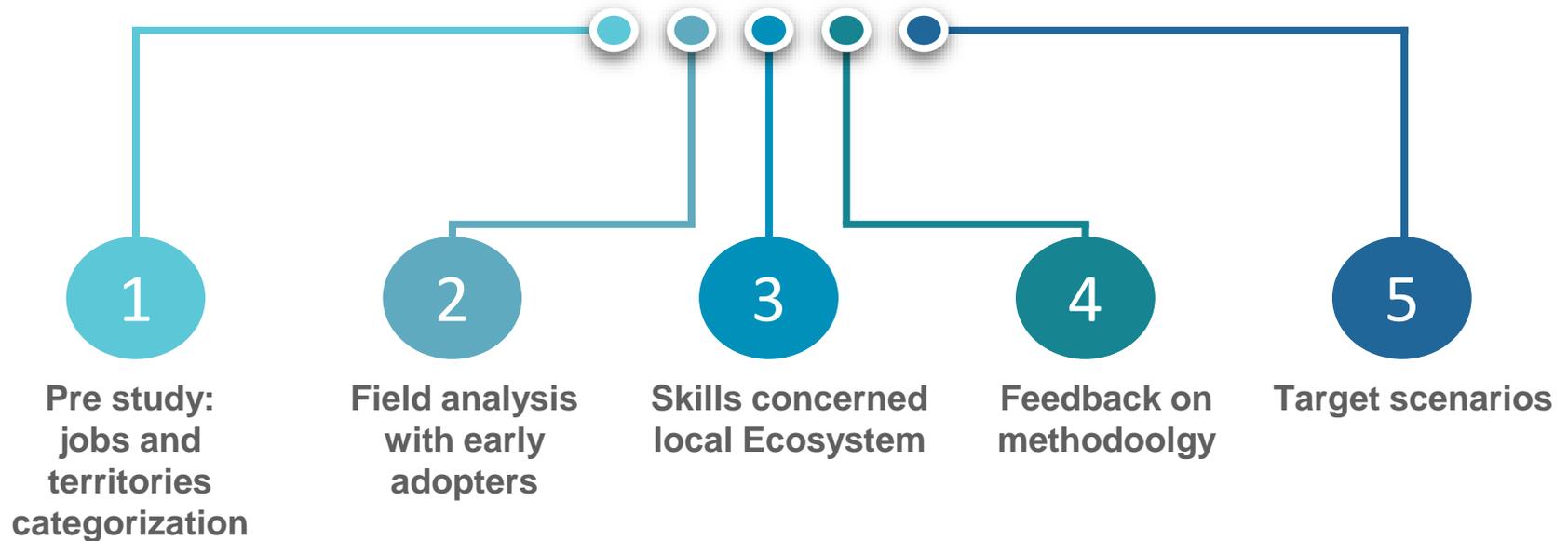
FORMATEURS  
**67%**



INGÉNIEURS, CADRES ÉTUDES  
ET R&D INFORMATIQUE,  
RESPONSABLES INFORMATIQUES  
**66%**

Source : Pôle emploi Auvergne-Rhône-Alpes

# Opportunity validation study – a 5-phases process



## *Deliverables*

Jobs criticality  
Volumes,  
Locations,  
Questionnaire

Survey of :  
Key enterprises  
Specific needs

Available skills,  
Training offer  
Shadow steering  
committee

Enriched  
processes  
Decision matrix

Methodology  
validation and  
deployment plan

*From the field interviews, notwithstanding, a variety of situations, emerges a consensus around few key issues and practices.*

- Most use recruiting channels, ranked in order of importance
  - (1) My personal network
  - (2) Job boards.
  - (3) Intérim.
  - (4) Pôle emploi.
- Integrate a newcomer in a long process (year), combining external and internal training, it requires long time coaching.
- The skills gap lies more than often in the soft skills, the behavior, the acceptance of the company culture. This reflects a lack of attractiveness.
- Local initiatives mushroom, to address these crucial issues,

*This situation points at a new type of actor*

# The Acting Mediation, a systemic approach

- A structural and systemic issue. Requires a joint effort with all the stakeholders.

## Employability and Employ-ER-ability

- The team of 2 to 3 Mediators accompanies :
  - the enterprise,
  - the candidate,
  - the training organization
- The Mediators must be industry + HR professionals.....
- ..... supported by a local Steering Committee of partners.
- The process covers two years (3,6,12 and 24 months) after integration
- An **database of the alumni** is maintained all along.

# The professional ingredients of the Acting Mediation

- 1<sup>st</sup> step : in the enterprise
  - Revisit the presentation/definition of the mission, beyond the job description, dig into its professional richness.
  - Eliminate non-professional aspects, sell the company culture
- 2<sup>nd</sup> step : with pre-selected candidates
  - Recover confidence : Self-confidence as well as confidence in working, in **this** precise enterprise.
- 3d Step : Accompany their encounter as a joint effort to professionally solve the problem of the enterprise.
- Fact : the interpersonal « engine » produces commitment & thus reliable stable integration.
- The whole process is professional, business-oriented, Vs. CSR/Philanthropy

# The economy of the Acting Mediation

- The Acting Mediation, an operational process, is more expensive than the intermediation(\*\*)
- It is an investment for the Society, should be recognized and organized by the professionals : Branches, Groups, Sponsors.
- ROI still remains a 2-digit figure.
- Combined financing :
  - Private sponsorship : natural win-win is the free assignment of mediators by the Groups, or the Branches.
  - Public subsidies to come from the authorities concerned with the business development process. (metropolitan, Regional, national, Europe)
- DGA is pioneering this Methodology, aimed at a large diffusion.

*(\*\*) The distinction between intermediation and mediation is documented by the academics, some of which observing APE*

# Questions

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