

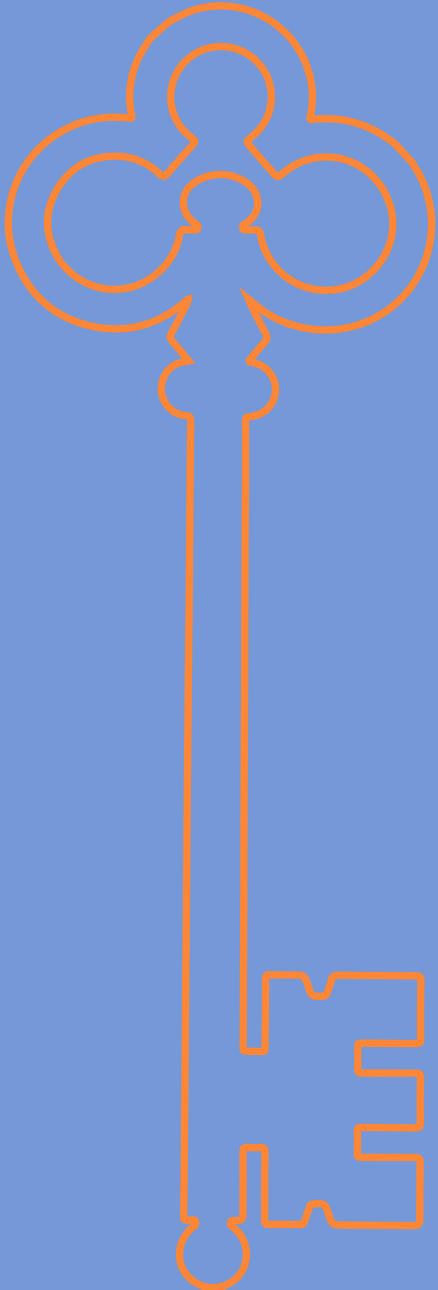
3.4 Investigating training needs and counseling for employees, volunteers and members



ReinFORCE SOCIAL Entrepreneurial Spirit through setting up Innovative Support Structures in the cross-border Territory “Social Forces”

4.9.2: Design and Development of the Training Material





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Model for investigating counseling needs

- ❖ The provision of qualitative information and counseling to employees, volunteers and enterprise's members aiming at their professional development is a **prerequisite** for the **establishment** and **sustainability** of a social enterprise.

R. Astramovich formulated a model for investigating counseling needs that can be applied:

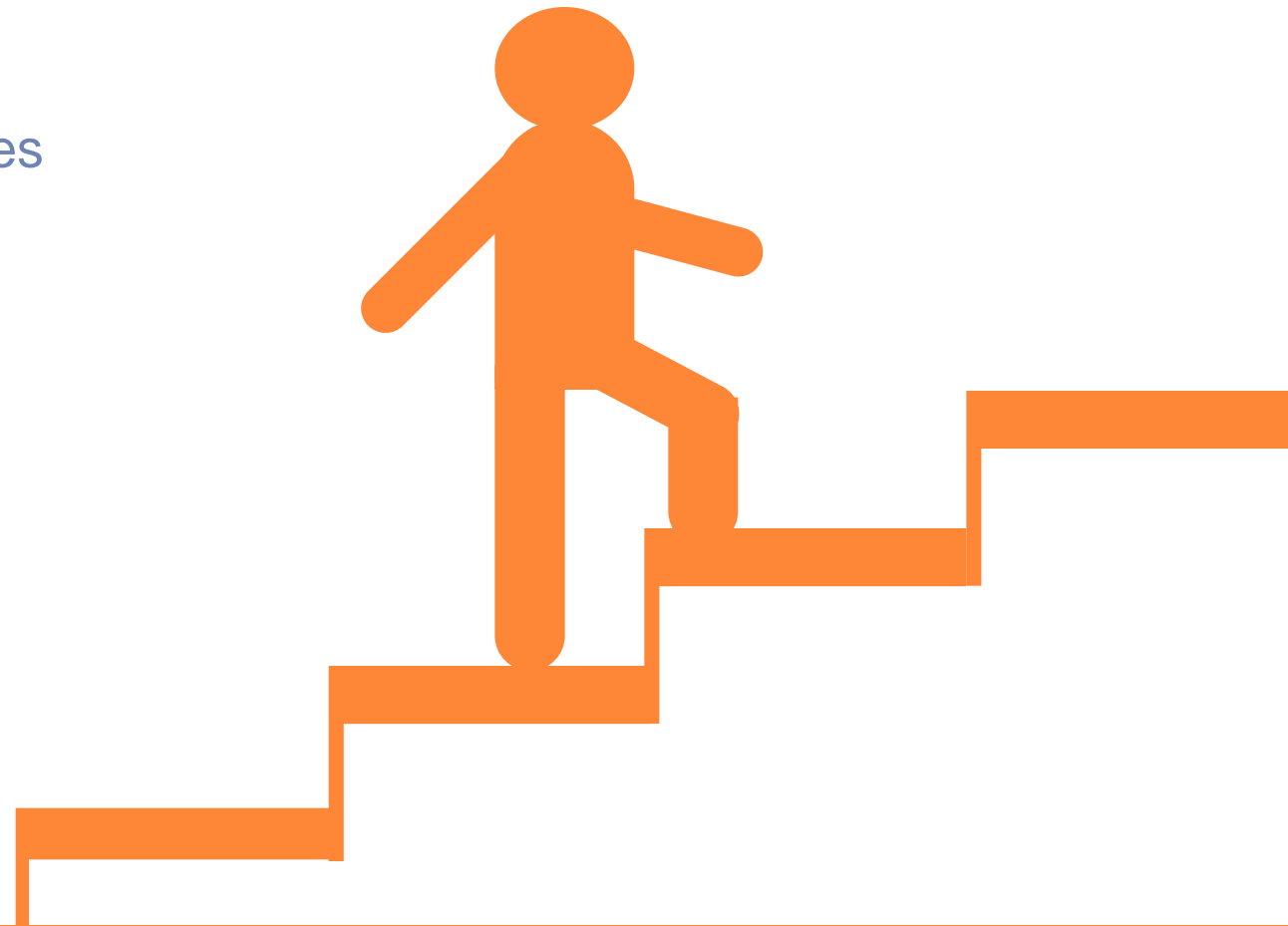
- to **any target group** – e.g. students, employees, people with disabilities, etc. – and
- for **any counseling form** – e.g. personal, professional, school etc.,

...often covering the **process of investigating educational needs**.



Stages of the model for specifying counseling needs

1. Identifying guiding questions and objectives
2. Identifying populations to be Investigated
3. Collecting need investigation data
4. Analysis and Interpretation of data



Identifying guiding questions and objectives

- ❖ The counselor is useful to identify the guiding questions that will be used to obtain the necessary information.

Guiding questions will help to formulate specific objectives, in order through investigation of needs to result in **clear** and **applicable data** for **counseling**.



Identifying target group

- ❑ Determination of the sample population from whom the data will be collected.
- ❑ Depending on the method used to collect information – whether **quantitative** or **qualitative** – the number of people involved in the needs survey will also be defined.



Collecting need investigation data

- ❖ The most comprehensive approach to need investigation is to collect the necessary information, through **perception-based measures** as well as **objective** or **archival data sources**.
- ❖ The means for collecting need investigation data include:
 - **survey instruments (e.g. questionnaire)**
 - **focus groups**
 - **exploring existing data sources**



Analysis and Interpretation of data

❖ It involves careful **analysis** of the **data** and **interpretation** of the **findings**.



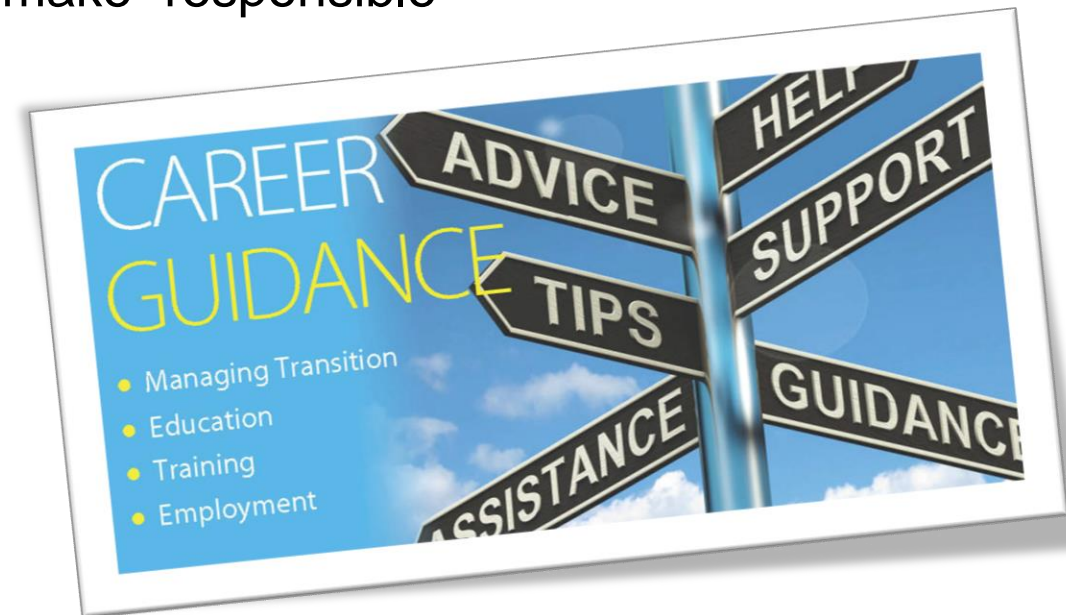
- ❖ The **correlation** of findings with the **demographic data** of the population sample can provide **further information on the counseling needs** population sub-categories.
- ❖ When identified **needs** are **translated into objectives** and **content** of programmes and services, then services are adapted to the needs of the beneficiaries and their assessment is strengthened.

Methodology of providing consulting services

- Career counseling is governed by **uniform principles and objectives that are tailored to the specific needs of the target population.**

Central objective of counseling services:

- to support individuals, in order to be able to make responsible decisions on education, training and employment



Vocational and entrepreneurial counseling model for social enterprises

1st Phase

Intervention of the Professional Consultant

Stage 1: Investigating needs and concluding contract

Stage 2: Developing skills and building the group

Stage 3: Assessment and Reference

2nd Phase

Business counselor intervention

Stage 4: Creation of Social Enterprise

Stage 5: Business Plan

3rd Phase

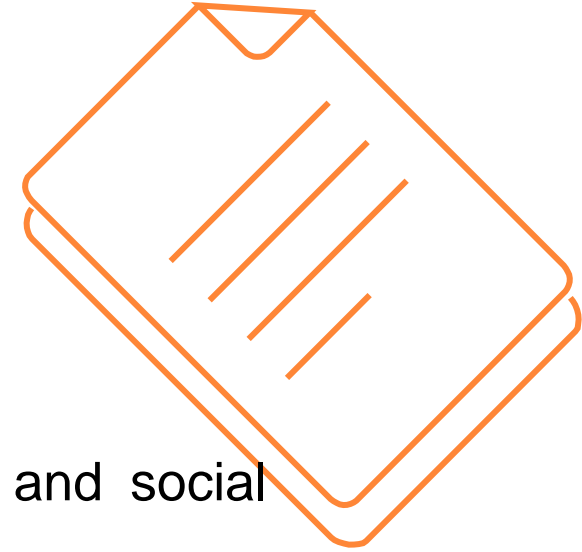
Other supporting services

Stage 6: Legal, Economic and Psychosocial Counseling

1st Phase: Intervention of the Professional Consultant (1)

Stage 1: Investigating needs and contract

- ❑ The main components of the first stage are:
 1. the needs investigation of the group/ individuals
 2. the contract conclusion
- ❑ The counselor aims to collect basic data on the personal, professional and social profile of the participants. Key tool: focus groups.
- ❑ The conclusion of a contract between the counselor and the group of entrepreneurs includes the expectations of both sides regarding:
 - ✓ the cooperation,
 - ✓ the services provided,
 - ✓ the frequency and duration of meetings
 - ✓ ethical issues (confidentiality, trust, etc.).



1st Phase: Intervention of the Professional Consultant (2)

Stage 2: Developing skills and building the group

- ❑ Collecting information about group members, regarding abilities and skills.
- ❑ Effective tool: **SWOT Analysis**
- ❑ It is necessary that the counselor extracts conclusions related to the common values, objectives and beliefs of the group. της ομάδας with respect to the common goal.

It is very likely that **discrepancies** and **differences** between members will be identified and it is the counselor's duty to indicate the potential risks for the joint venture.

- At this stage it is likely:
- to arise a need for **individual counseling**,
 - that a **member of the group leaves**.

1st Phase: Intervention of the Professional Consultant (3)

Stage 3: Assessment and Reference

- The career counselor is processing the information collected to create a **comprehensive feedback** for the business counselor.



2nd Phase: Business counselor intervention(1)

Stage 4: Creation of Social Enterprise

- At the first meeting with the group of social entrepreneurs the business counselor **provides information** on **social entrepreneurship** and **national legal framework** to make sure that terms such as "common purpose", "vulnerable groups", "inclusion", "social care", 'social responsibility' are fully understood by the group

Regarding the **legal framework**, the following issues are examined:

- conditions and procedures for the establishment of the enterprise,
- members' relations,
- financial instruments,
- main sources of income etc.

The business counselor can also contribute to:

- ✓ the drafting of the statute,
- ✓ the collection of necessary documents,
- ✓ the registration of the social enterprise in the list of social entrepreneurship.

2nd Phase: Business counselor intervention (2)

Stage 5: Business Plan

Carrying out a social business plan is a difficult task.

- ❑ Among the first key elements to be clarified are:
 - **the brand**
 - **the enterprise's headquarters**
 - **the legal form**
 - **the economic activity**

- ❑ **Characteristics, principles and objectives** must be clearly recorded with the career counselor support, that was presented to the previous stages.

2nd Phase: Business counselor intervention (3)

Stage 5: Business Plan (con.)

At the stage of **recording the operating framework of the enterprise:**

- the evaluation data for group members - abilities, skills and qualifications - are used
- descriptions added for:
 - the enterprise's services or products
 - ways to promote them
- the social impact of the enterprise is reflected

3rd Phase: Other supporting services

Stage 6: Legal, Economic and Psychosocial Counseling

- ☐ The group or its members can make use of these services according to their needs.
- ☐ Especially when beneficiaries belong to vulnerable social groups, parallel psycho-social counseling can be extremely useful.



SWOT analysis exploitation in counseling- Examples (1)

Employees with disabilities

- ☐ The points they need support are usually **self-esteem issues** as well as **barriers** to their **integration into education and labor**.
- ☐ Depending on the data collected from SWOT analysis, the counselor can focus on:
 - i. **strengthening the degree of self-esteem**, i.e. disabled people can be trained, step by step, by counselors who uses the Supported Employment model of people with disabilities
 - ii. if it is determined that an employee with disabilities faces any kind of barriers to his/her work, the counselor will focus **on exercises and discussion in order to change the perception of these barriers**.

SWOT analysis exploitation in counseling- Examples (2)

Employees without disabilities

- ❑ The counselor should support these individuals aiming at removing fears and uncertainties related to their communication and cooperation with people with disabilities in the enterprise.
- ❑ In addition, they can also be supported on other potential issues of professional development they face.



SWOT analysis exploitation in counseling- Examples (3)

Volunteers

- ❑ The counselor can identify fear and insecurity of individuals about their current role, and help them to face them through specific exercises and discussion.



The goal of transformational experiences is achieved through the active participation of individuals

