

2016

Intellectual Output 2. LIGHTHOUSE Model: Interactive open space for supporting lifelong learning and career paths for migrants

LIGHTHOUSE

**SUPPORTING LIFELONG LEARNING
AND CAREER PATHS FOR MIGRANTS
BY TAILORED COUNSELLING AND
RECOGNITION OF PRIOR
LEARNING TO IMPROVE SKILLS,
EMPLOYABILITY AND MOBILITY**

www.lighthouse-project.eu



Erasmus+

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TABLE OF CONTENTS

INTRODUCTION.....	3
1. LIGHTHOUSE MODEL	5
STRUCTURAL PLAN.....	5
RECOGNITION ZONE	6
TRAINING ZONE	7
EMPLOYMENT ZONE	8
MOBILITY ZONE.....	9
2. METHODOLOGY FOR SETTING UP THE LIGHTHOUSE	10
ORGANOGRAM & DESCRIPTORS.....	11
PHILOSOPHY & PRINCIPLES.....	14
RESSOURCES.....	15
STAKEHOLDERS & COMMUNICATION PLAN	15

INTRODUCTION

"LIGHTHOUSE Supporting lifelong learning and career paths for migrants by tailored counselling and recognition of prior learning to improve skills, employability and mobility" is an innovative project aiming to develop and provide access to new methodologies for career guidance and counselling in Europe. The project is co-funded by the Erasmus+ Programme of the European Union and is being implemented by a consortium of seven partners from Austria, Cyprus, Greece, France, Spain and Norway, from September 2014 –August 2017.

LIGHTHOUSE focuses on the development of an innovative solution for supporting lifelong learning and career paths for migrants – the **LIGHTHOUSE Model: Interactive open space for supporting lifelong learning and career paths for migrants**. The model has been developed as one of the Open Educational Resources of the LIGHTHOUSE project, the second Intellectual Output.

The **LIGHTHOUSE Model** provides the necessary conceptual and practical framework to set up a LIGHTHOUSE in partners' country and in any other European country, with the necessary customisation based on organisational context, target needs and cultural/national specificities.

A detailed description of the **LIGHTHOUSE Model** and structural plan per zone is available in section one. Section two presents the methodology for set up the house, organogram and descriptors, philosophy and principles, resources, stakeholders and communication plan, quality assurance and final recommendations. Section three has available a set of key recommendations. The annexes section provides useful tools to facilitate the process of adaptation and implementation of the **LIGHTHOUSE Model**.

The **LIGHTHOUSE Model** is structured as an interactive open space created to offer tailored counselling and career guidance for migrants, comprising four **counselling zones**:

- **RECOGNITION** zone is the welcome hall of the house and assessment of prior learning.
- **TRAINING** zone is linked with lifelong learning programmes.
- **EMPLOYMENT** zone will offer vocational assessment and career guidance.
- **MOBILITY** zone will analyse the possibility of a new mobility, internal and/or externally.

To support the customisation and implementation of the **LIGHTHOUSE Model** and provision of tailored counselling and career guidance for migrants, the project will also design a training curriculum to develop the necessary know-how of the professionals (counsellor, career advisor, trainers, social workers, psychologist and other staff). Furthermore, the project will also develop the following intellectual outputs to support the implementation of the **LIGHTHOUSE Model**:

- **LIGHTHOUSE Guidebook** aiming to provide the theoretical foundations of the model and its innovative strategies and techniques.
- **LIGHTHOUSE Toolbox** aiming to offer a set of practical tools and methods adapted to the specific needs of the migrants and practical information.
- **LIGHTHOUSE Training Curriculum**, an ECVET-based tool, aiming to develop the necessary know-how of the professionals.

1. LIGHTHOUSE MODEL

The LIGHTHOUSE Model aims to establish an innovative approach and tools for supporting lifelong learning and career paths for migrants by tailored counselling and recognition of prior learning to improve skills, employability and mobility, drawn from the combination of two successful frameworks: the Austrian model LOT-House (learning, orienting, trying-doing), developed by BEST; and the well-established French system for the recognition of non-formal and informal learning.

In order to meet this aim, the LIGHTHOUSE (www.lighthouse-project.eu/model) is structured as an interactive open space created to offer tailored counselling and career guidance for migrants, with four zones, distinguished from each other. Migrants are invited by the LIGHTHOUSE professionals to organise their individual LIGHTHOUSE path through some or all zones, according to their needs and personal goals.

STRUCTURAL PLAN



RECOGNITION

This zone is the welcome hall of the house and will offer personalised services for registration, initial interview and application of tailored tools for the recognition of prior learning, aiming the development of the LIGHTHOUSE PERSONAL ROADMAP to define the individual path in the next zone(s).

TRAINING

This zone is linked with the lifelong learning (LLL) programmes and will offer a comprehensive guidance through different learning solutions for skills development and upskilling, aiming the definition of the LIGHTHOUSE LLL PLAN.

enter zone



EMPLOYMENT

This zone will offer vocational assessment and career guidance, including the development of the Europass, simulation of job interview and access to a database of resources and job offers, as well as access to the LIGHTHOUSE JOB-GUIDE with step-by-step descriptions and practical tips.

enter zone



MOBILITY

This zone will analyse the possibility of a new mobility, inside the country, for a new country or back to home country, as a path for work and/or learning, aiming to keep open different options and build up the MOBILITY PASSPORT containing useful information.

enter zone



RECOGNITION ZONE

This **LIGHTHOUSE Recognition zone** is the welcome hall of the house and will offer personalised services for registration, initial interview and application of tailored tools for the recognition of prior learning, aiming the development of the LIGHTHOUSE PERSONAL ROADMAP to define the individual path in the next zone(s). This zone is designed to provide among other following informative and technical services to facilitate the success induction of the migrants

- **Infodesk** with initial information about the LIGHTHOUSE, its services, conditions, schedule, contacts, which can be available as a flyer, poster. Also general information and practical tips about living and working in the welcoming country should be available, including integration and citizenship, children and education, housing, health, public transportation, and other public and legal aspects.
- **Registration**, application form to formalise of the beginning of the LIGHTHOUSE process and collection of first personal data.
- **Interview** with focus on biographical approach to life and professional paths aiming to define the personal roadmap.
- **Recognition of prior learning/Database of recognition official bodies** aiming to start the process inhouse if possible or refer the migrants to recognition services.
- **Database of public services and organisation working with migrants** to support contacts with public authorities, link with local communities and networking.

Since there are different recognition systems in Europe, each LIGHTHOUSE should follow country regulations and prepare specific orientation methodologies and tools including information of local systems and responsible bodies for the recognition of prior learning, aiming to clearly understand the national context and possibilities. This will also help to precisely describe and present those rules that are going to ease the recognition of acquired formal, informal and non-formal previous experience. One important aim of this process will be to better identify training needs and respond to the labour market requirements.

LIGHTHOUSE PERSONAL ROADMAP

The LIGHTHOUSE Personal Roadmap has three main goals:

- **Contextualisation** of the educational, professional and personal background of the migrant.
- **Boosting her/his awareness** about the expectations, doubts, fears, desires, goals and needs regarding this process.
- **Reflection** about her/his past and current situation and **definition** of the LIGHTHOUSE path to improve her/his skills, employability and mobility.

TRAINING ZONE

The **LIGHTHOUSE Training zone** is linked with the lifelong learning (LLL) programmes and will offer a comprehensive guidance through different learning solutions for skills development and upskilling, aiming the definition of the LIGHTHOUSE LLL PLAN. This zone should offer among other the following facilities:

- **Initial training on key employability skills**, such as languages, ICT, job, soft skills including empowerment, self-esteem, interpersonal, social and intercultural skills, labour and social integration, etc.
- **Workshops on how/where to search for training programmes** and access to database - seminars. Searching by category or language.
- **Foster the active participation in social life**, in associations and volunteerism activities; and contribute to the creation of networks, necessary to facilitate the civic and community participation.
- **Database of training programmes**, training resources and funding possibilities.
- **Database of local training providers**, particularly those with who the LIGHTHOUSE has protocols, to refer migrants to integrate their actions.

It is important to highlight that the Training zone will give emphasis on both public and private sectors and strategic partnerships with AE and VET organisations, universities, NGOs, migrant associations and public services should be established.

LIGHTHOUSE LLL PLAN

The LIGHTHOUSE LLP Plan constitutes a structured and supported process undertaken by a migrant to reflect upon their own learning and aims to facilitate the development of knowledge, skills and abilities needed to be successful in the labour market. It further develops the training aspects of the LIGHTHOUSE Personal Roadmap, by identifying the major learning outcomes and objectives over a period of time, and how those goals are going to be achieved accordingly.

The LLP Plan is linked to lifelong learning and employability goals. It offers simple step-wise strategies to address the learning needs of the migrant by helping her/him to understand:

- **what** the migrant needs to learn
- **why** the migrant needs to learn new knowledge and identified skills and competences
- **how** the migrant are going to learn these skills
- **in what time frame** the migrant are going to learn
- **where** is the link with employability possibilities

EMPLOYMENT ZONE

The **LIGHTHOUSE Employment zone** will offer vocational assessment and career guidance by adopting a matching skills approach and labour market needs. It will also develop of a tailored LIGHTHOUSE JOB-GUIDE with step-by-step descriptions and practical tips. This zone should provide among other following services to facilitate the labour market and social inclusion of migrants:

- **Workshop on job search techniques**, including online and social media, search, facing employment services, simulation of job interview, etc.
- **Workshops to create the Europass**, self-presentation, letter of application, etc.
- **Promotion work based learning opportunities**.
- **Database of job offers** and link with recruitment organisations, employment services. Information on local/regional labour market needs.
- **Information about the national legal framework and responsible bodies** for migrants specifically oriented to work permit

The Employment zone must develop a strong and continuous relationship with public and private employment services. This means wide communication with public sector (local/regional governments), trade unions, business associations, chambers of commerce, etc. Besides, it must foster the involvement of regional/local companies, especially those from the sectors with bigger presence in the region, as well as NGOs, social enterprises and associations working with migrants.

LIGHTHOUSE JOB-GUIDE

The LIGHTHOUSE Job-Guide has been designed to assist migrants from overseas to better understand the national workplace context and find work in their chosen profession or related with their professional profile. It seeks to facilitate the process and gathered together useful information structured in four steps:

- **STEP 1 Before applying for jobs** – information about the job market, general employment information, where to find a job, job related vocabulary, useful contacts.
- **STEP 2 Selection process** – application, CV analysis, other selection methods.
- **STEP 3 Interview stage** – research the employer, interview preparation, how to behave, acceptable body language and communication aspects.
- **STEP 4 Getting work experience** – work-based learning programmes, community employment schemes, volunteering.

MOBILITY ZONE

The **LIGHTHOUSE Mobility zone** will analyse the possibility of a new mobility, inside the country, for a new country or back to home country, as a path for work and/or learning, aiming to keep open different options and build up the LIGHTHOUSE MOBILITY PASSPORT containing useful information. In order to increase the employability of migrants, within this zone should be considered among other aspects, the following forms of mobility:

- **Geographical mobility** - refers to changes of places of work and residence (internal or external). It is important to consider in this case living and working conditions, circular migration process and laws, or returning to home country as an option.
- **Occupational mobility** – can be **vertical** mobility (refers to change of professional status, when is changing employment, up and down category) or **horizontal** mobility (refers to changes between jobs in different sectors of economic activity, within the same professional status, which might include more cultural diffusion in the case of migrants). It is important to consider the working conditions, income aspects and other job opportunities.
- **Immobility** – it is also an important phenomenon to consider, if it continues over time, as it can have a negative impact on migrant social integration, particularly in case of continuing situation of precarious work.

It is also very important to consider socio-demographic aspects, notably education, age, gender, nuclear family, cultural aspects and previous mobility experiences can substantially affect the view as a factor fostering the mobility.

LIGHTHOUSE MOBILITY PASSPORT

The LIGHTHOUSE Mobility Passport includes a set of documentation to support the migrants in their mobility process, including the European tools available online in various languages, to facilitate transitions and better chances to find an employment or training. It comprises:

- **European Skills Passport**
<https://europass.cedefop.europa.eu/editors/en/esp/compose>
- **Language Passport**
<https://europass.cedefop.europa.eu/editors/en/lp/compose>
- **Mobility mapping** with records of mobility history, whether of geographical or occupational, even in the case of circular migration.
- **Living and working guide**, in case of geographic mobility.

2. METHODOLOGY FOR SETTING UP THE LIGHTHOUSE

Setting up the LIGHTHOUSE leads necessarily to changes for any organisation, including on the structural, resources and operational levels. In this sense, the LIGHTHOUSE can be seen as a new set of tailored services of counselling and career guidance offered to a specific target group – the migrants – and implies structuring of four separated zones/areas which should be available in same physical place, aiming to facilitate an easy access to migrants and permanent exchange of information, practices and cooperation among its professionals.

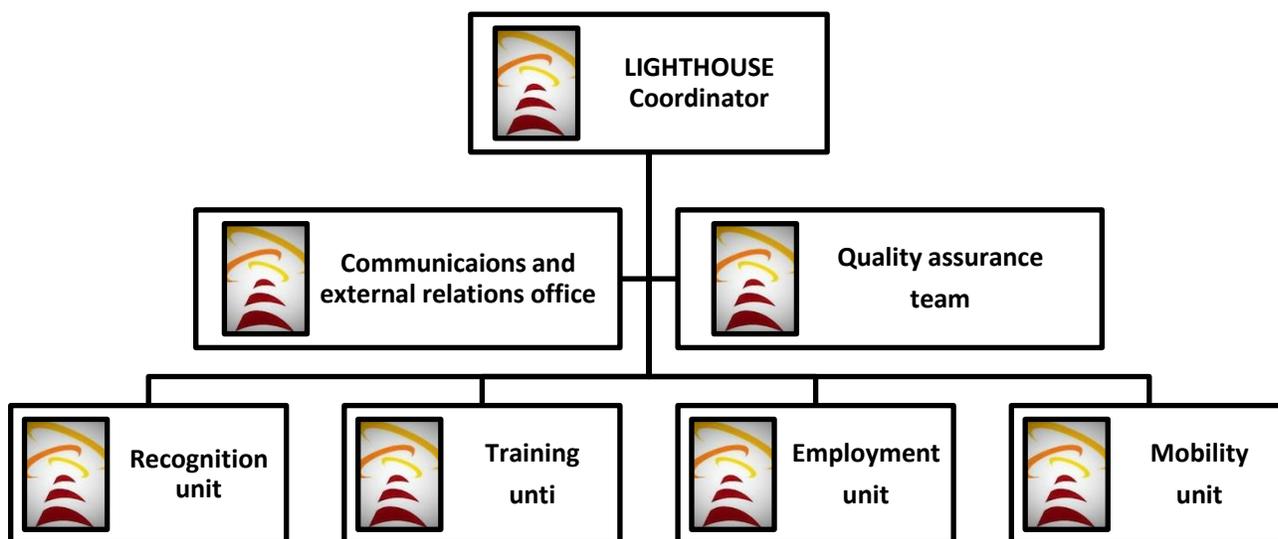
As a starting point, the local diagnosis is a very important part, once it is based on it that the implementation strategy of the LIGHTHOUSE Model will be sustained in a specific geographic area to answer to the identified needs of the target group. This diagnostic should be the first initiative of the LIGHTHOUSE team and it should reflect, in objective way, the local “picture” in terms of socio-economic and cultural aspects. Amongst other activities, should be considered:

- Research of information and relevant statistics.
- Analysis of similar and/or complementary local initiatives.
- Identification and contact with stakeholders.
- Dissemination actions.

Practice also shows that the implementation of innovative models as LIGHTHOUSE is aligned with a change of work cultures and organisational structures. When setting up the LIGHTHOUSE Model, organisations keep stumbling across different national legislations, which make structural and organisational changes inevitable. Eventually they have to make changes in the LIGHTHOUSE organisations, by, for example:

- Equipping a team of professionals with the necessary knowledge, skills and competences.
- Defining new formats of teamwork within the organisation.
- Establishing new forms of communication and co-operation.
- Negotiated new organisational structures and responsibilities in order to create transparency and commitment.

ORGANOGRAM & DESCRIPTORS



The team of professionals working on LIGHTHOUSE should be settled based on various factors, such as the dimension of the service, number of clients to reach, working time, financial capacity, etc. Despite, it is strongly recommended to have an organogram structure similar to the displayed above and define the aims of each area, profiles involved and its responsibilities.

Taking into consideration the innovative approach and know-how involved in the LIGHTHOUSE Model, the constitution of its team regardless the specificities of individual functions should be based on four key aspects:

- Appropriation of the LIGHTHOUSE Model.
- Availability to attend the LIGHTHOUSE training.
- Application of the strategies, techniques, methods and implementation models included on LIGHTHOUSE Guidebook and Toolbox.
- Awareness of the local reality in social, economic and cultural terms.

The following descriptors aim to provide a general description of the elementary LIGHTHOUSE organogram:

	Overall Aims	Profile/Description	Main Responsibilities
LIGHTHOUSE Coordinator	<ul style="list-style-type: none"> Overall coordination of the LIGHTHOUSE 	<ul style="list-style-type: none"> Relevant academic and professional experience 	<ul style="list-style-type: none"> LIGHTHOUSE management Team management and supervision Fundraising Reporting Head quality assurance Head communication
Quality Assurance (QA) team	<ul style="list-style-type: none"> Driving the LIGHTHOUSE QA process 	<ul style="list-style-type: none"> Some of the team members should have managerial responsibility to take decisions that can directly influence service quality At least one representative of each LIGHTHOUSE area, including the LIGHTHOUSE coordinator and head of recognition, training, employment and mobility units 	<ul style="list-style-type: none"> Promoting QA awareness Continuously monitoring, assessing and improving quality Analysing and using QA data at facility level Developing and implementing quality action plans Involving the stakeholders in QA
Communication and external relations office	<ul style="list-style-type: none"> Ensure internal and external communication and stakeholders engagement 	<ul style="list-style-type: none"> Relevant academic and professional experience Administrative staff 	<ul style="list-style-type: none"> Elaboration of the communication plan Engagement of stakeholders and establishment of strategic partnerships Development of promotion and dissemination actions
Recognition unit	<ul style="list-style-type: none"> Welcome hall of the LIGHTHOUSE and assessment of prior learning 	<ul style="list-style-type: none"> Relevant academic and professional experience The head of the unit should integrate the QA team 	<ul style="list-style-type: none"> Inform, counsel and support the migrant in developing its personal LIGHTHOUSE roadmap and definition of its individual path in the next zone(s) Work in daily collaboration

Training unit	<ul style="list-style-type: none"> ▪ Link with LLP 	<p>with all LIGHTHOUSE areas and professionals</p> <ul style="list-style-type: none"> ▪ Provide comprehensive guidance to migrant through different learning solutions for skills development and upskilling, aiming the definition of its LIGHTHOUSE LLP plan ▪ Work in daily collaboration with all LIGHTHOUSE areas and professionals
Employment unit	<ul style="list-style-type: none"> ▪ Offer vocational assessment and career guidance 	<ul style="list-style-type: none"> ▪ Provide vocational assessment and career guidance, including the development of the Europass, simulation of job interview and access to a database of resources and job offers, as well as access to the LIGHTHOUSE job-guide ▪ Work in daily collaboration with all LIGHTHOUSE areas and professionals
Mobility unit	<ul style="list-style-type: none"> ▪ Analyse the possibility of a new mobility, internal and/or externally 	<ul style="list-style-type: none"> ▪ Analyse the possibility of a new mobility for the migrant, inside the country, for a new country or back to home country, as a path for work and/or learning. ▪ Build up the LIGHTHOUSE mobility passport containing any useful information for the process ▪ Work in daily collaboration with all LIGHTHOUSE areas and professionals

PHILOSOPHY & PRINCIPLES

Labour and skill shortages will rise in the European countries over the next decade, challenging economic growth prospects. Against this background, the improvement of the labour market outcomes of immigrants in their European receiving countries is a central issue to be addressed, in order to ensure that the potential of their skills for Europe's economic growth is fully tapped. In this frame, the provision of coordinated lifelong learning and employability guidance is of growing importance in all Member States. Many European countries have set up public access points, which integrate different learning services including the provision of tailored learning programmes to individual learners, mechanisms for the validation of prior learning and provision of career guidance. However, a tailored and interactive solution for counselling and career guidance targeted to migrants, which also contributes to the valorisation of their skills and competencies, thus facilitating their integration in the European labour market, is still not a reality in Member States.

LIGHTHOUSE establishes an innovative model and relevant tools for supporting lifelong learning and career paths for migrants by tailored counselling and recognition of prior learning to improve skills, employability and mobility. The LIGHTHOUSE Model provides common and integrative solutions to national problems or areas of improvement with European dimension identified during the initial need analysis, adapted to the needs of the migrants that can be further developed and transferred into other educational sectors and target groups of users and beneficiaries.

The LIGHTHOUSE follows the guiding principles listed below:

- **Integrity** – in the sense of maintain the process anonymous and respect for the life story of each individual.
- **Unity** – in the sense that each LIGHTHOUSE process should be unique, tailored to each migrant's needs.
- **Objectivity** – in the sense of the clarity of the process.
- **Consistence** – in the sense of produce concretes, consistent and replicable results, regardless of the individuals involved in the process.
- **Coherence** – in the sense of drive these results for the expectations and personal roadmap.
- **Intelligibility** – in the sense to be understandable for all potential stakeholders.
- **Equity** – in the sense to be applied to any migrant.
- **Transparency** – in the sense to ensure that the migrants can have access to all information.

RESSOURCES

In addition to the human resources detailed above, it is also very important to consider, among other, the following resources for the implementation of the LIGHTHOUSE Model:

- **Physical space and equipment** – take into consideration the goal and diversity of the services developed by the LIGHTHOUSE, it is important to ensure that a set of structural conditions. The physical identity should allow the connection of the four zones and promote the visibility of the LIGHTHOUSE. Also the LIGHTHOUSE premises should be easily accessible by public transportation. All the necessary equipment must be available and other additional resources considered (e.g. media library, different supportive materials, access to internet, didactic resources, etc.).
- **Financial** – the implementation of the LIGHTHOUSE requires funding to ensure a free service to migrants. Organisations should look for national funds opportunities and/or integrate the LIGHTHOUSE in other programme already running.

STAKEHOLDERS & COMMUNICATION PLAN

The creation of a network of stakeholders is a critical aspect for the successful implementation of the LIGHTHOUSE Model. It can be established various types of networks and strategic partnerships, including:

- **Institutional partnerships** - which due to it added value can work as facilitators of LIGHTSHOUSE activities and services.
- **Operational partnerships** - which support by one end the operative actions (e.g. space, equipment, logistic support, disseminations), and by other end the migrants' path (i.e. network of organisations identified to support the recognition, training, employment and/or mobility path)

Ideally, these two types of partnerships should work in a mix and integrative way, and for that it is important to identify and formalise the different levels of effective participation of each partner's organisation based on the LIGHTHOUSE strategy and goals.

During the initial phase of the LIGHTHOUSE implementation it is important to exchange know-how and practices as well as to promote reflection around the challenges faced in daily work with the migrants. For this purpose, it is strongly suggested the organisation of regular meetings, working sessions, thematic working groups, etc., involving the professionals from the various stakeholders' organisations. The periodicity of these meetings should take into considerations the geographic proximity and goals. In an initial phase of the LIGHTHOUSE the

need of these meetings is higher to face any difficulty that can occur from the implementation of a new model. Then, it is important to establish and formalise a cooperation system.

The promotion and dissemination of the LIGHTHOUSE is very important and should be done in systematic way. Two contexts should be considered: the institutional communication and the dissemination to reach target groups. In this sense, the promotion and dissemination should be an active process to reach properly all the relevant stakeholders, local/regional media channels and the migrants.

The communication plan must consider the specificities of the target groups and personalised modalities of dissemination actions should be implemented.

QUALITY ASSURANCE

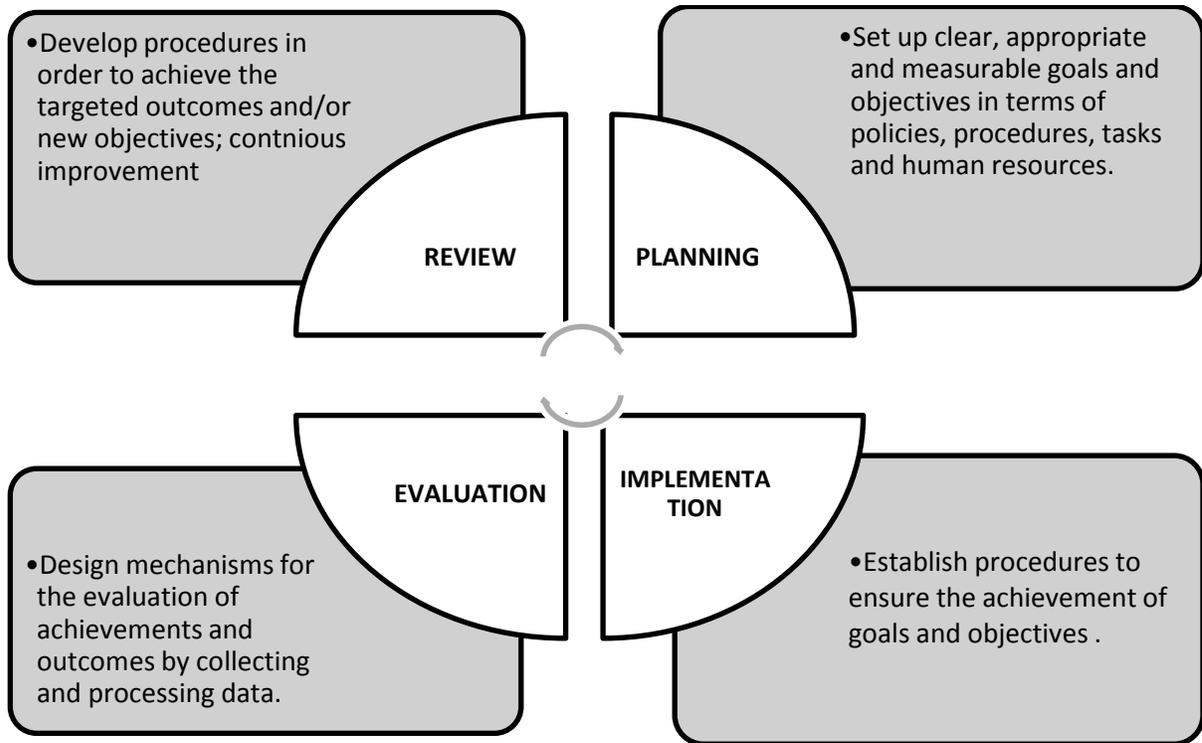
Quality Assurance is a systematic and planned approach to assessing, monitoring and improving the quality of the services on a continuous basis. It promotes confidence, improves communications and allows clearer understanding of community needs and expectations. Specifically, Quality Assurance:

- Is oriented towards meeting the needs and expectations of the migrants.
- Focuses on the way we work (how LIGHTHOUSE services are delivered).
- Employs standards to ensure an acceptable level of quality of services.
- Uses data to analyse how LIGHTHOUSE is being implemented and supporting lifelong learning and career paths for migrants in accord with these standards.
- Encourages an interdisciplinary team approach to problem solving and quality improvement.

Responsibility for quality rests with every LIGHTHOUSE professional or service provider. This ownership of the QA process by service providers remains the secret to success in turning policy on quality of LIGHTHOUSE into practice. It requires that all professionals internalise the concepts of quality and quality assurance and practice it in all their daily work. The responsibilities of the LIGHTHOUSE professionals include:

- Actively participating in team groups and supervision processes.
- Monitoring own performance.
- Adhering to standard LIGHTHOUSE operating procedures and guidelines.
- Maintaining accurate records.
- Follow the LIGHTHOUSE principles.

In practice, Quality Assurance is a continuous process and the quality assurance cycle can be used to guide the activities. There are various different stages in the cycle which for LIGHTHOUSE are structured based upon the PDCA Quality Cycle, applying the same terminology as the European Quality Assurance Reference Framework for Vocational Education and Training (EQAVET) Quality Cycle: planning-implementation-evaluation-review (www.eqavet.eu).



LIGHTHOUSE

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