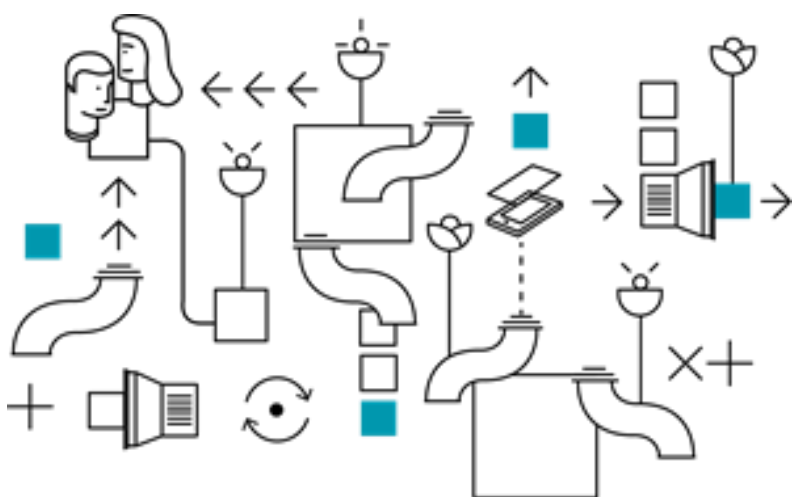


# Social and societal impact of RICDM and CDMs

Analysis of the corpus  
following the survey  
Observations  
and trends



Réseau  
International

**cités**  
des Métiers

# INTRODUCTION

Our societies are experiencing an ever-accelerating process of scientific and technological change. These developments are disrupting all aspects of our lives: economic, environmental, cultural and social. In particular, it is having a major impact on working life, on professions, skills and the structure of the labour market.

Other major transformations are underway, in terms of demographic, environmental and energy transitions, transnational dynamics and globalisation, and in the field of digital technology, for which there is talk of a 4th industrial revolution.

Thirty years ago, the Cité des métiers concept was created in response to these challenges, with the guiding principle of promoting lifelong guidance. Today, this concept is the subject of consensus and formal recognition, to which the CDMs have contributed.

The aim of the CDM approach is to give people freedom of choice, autonomy and the ability to influence their own reality, so that they can become the 'author' of their working life and their life in general.

Encouraging this free choice means working as closely as possible with individuals, but also with social contexts, systems, territories and ecosystems of players, to make it both effective and efficient.

Finally, through their networking and the work of the International Network of CDMs, the issue of lifelong guidance is being considered on a transnational scale.

These different levels of action by the CDM Network and its members contribute to the general interest and constitute their added value.

It is this social and societal impact that this report seeks to highlight: the promotion by CDMs of lifelong guidance as an effective lever for responding to the societal challenges facing individuals, their communities and the territories in which they live.

This document is intended to form part of a more comprehensive package that will include :

1) The methodological framework and envisaged meanings of the concept of impact

2) This document, with its observations, analysis, trends and avenues for development

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# 1) METHODOLOGY AND CORPUS

## 1.1 Definitions, validation of the approach and tools

An initial framework note dated 22-12-22 was produced, sent and validated by the COMEX.

In addition, a meeting and discussions with the APM provided an opportunity to clarify and validate:

- Our common objectives
- The methodological framework of the approach
- Organising interviews with managers
- A suggested questionnaire grid

## 1.2 Panel and survey

By 10 March, all the CDMs had been contacted. Out of 26 CDMs contacted :

- 20 responded to the online questionnaire
- 19 have submitted their activity report
- 11 interviews were conducted with CDM managers

Several CDMs have sent other documents.

A number of elements were collected in this way:

- Interviews
- Activity reports (2019 and 2022)
- Online questionnaires
- Additional documents

The list of CDMs and documents analysed is indexed in **Appendices**

### 1.3 Organisation of the document

This document is organised as follows:

- 1) Firstly: key words relating to the social impact of CDM and RICDM, the various issues and themes.
- 2) Secondly, reference is made to information obtained from interviews, activity reports or responses to questionnaires carried out in relation to these elements.
  - The elements of the corpus, testimonies or documents of the CDM, are framed here and in italics.
  - Please refer to the appendices (coming soon).
  - Acronyms are defined at the end of the document
- 3) The final section looks at trends and avenues for development



### 1.4 Differences to be taken into account

Thanks to the documents we have been able to collect, we can see that the social impact of the CDM and RICDM action is to be specified with nuances:

For the CDMs :

There are specific features of CDMs that are sometimes difficult to transpose or that cannot be transposed.

However, by observing, learning about and analysing other CDMs, it will be possible to identify trends and share and pool tools specific to one CDM with others.

#### For RICDM :

This is the first step in measuring the network's impact. The network is in the process of equipping itself with common impact measurement tools, so this remains to be specified and refined.

Thanks to this work, we will be able to highlight what is transversal, what makes sense, our objectives, our values, the common missions, the tools developed and the analysis grids already produced.

We will then be able to highlight and enhance the social impact of our activities and create more networks.

This is a working document produced for the RICDM.

It would enable us to continue to reflect on the social impact of our activities and to identify avenues for development.

### **1.5 Deontological aspects**

We have extracted factual information from the interviews, without judgement or bias. All the documents submitted have been taken into account in the analysis, with a view to taking into account the rich diversity of the CDMs' responses.

This has enabled us to provide essential and contextual elements of argumentation in relation to social impact.

This document has been drawn up for internal distribution. The distribution of all or part of the report will be decided by the Executive Committee of the RICDM Association.

The survey was carried out in 2022/2023. In other words, the 26 CDMs that currently make up the network.

However, data collection constraints, the absence of common reference frameworks for indicators and the fluctuating nature of the number of CDM members in the network make it difficult to aggregate data, particularly quantitative data, and to process and put it into perspective. Choices therefore had to be made.

Although the survey covered all 26 CDMs, the figures for the activity indicators presented here are based on data relating to the activities of 24 CDMs. Furthermore, the context of the health crisis and its impact on the activity of the CDMs creates a major bias in the statistical processing of the indicators. It was decided to use 2019 as the reference year. This raised a difficulty, given the changes in the number of members in the network between 2019 and 2022 (some CDMs disappeared, others were created). It was therefore necessary to compile data for 2019 and 2022.

So, while the overall figures are broadly accurate, they are estimates and trends.

## 2) CDM HISTORY AND VALUES

### *A contribution to the recognition of lifelong guidance*

The work of the CDMs over time has contributed to the emergence, recognition and structuring of this field of intervention, commonly referred to today as "lifelong guidance". This was at a time, not so long ago, when guidance was perceived and approached almost exclusively in terms of "initial guidance", i.e. at school and university. This history and the role played by the CDMs are a first significant element of their social impact. They have played a key role in the social and political construction of the concept of "lifelong guidance" and its legitimisation, on the basis of strong values formalised in a label and a charter.

Born 30 years ago, the concept of the "CDM" platform was developed at La Villette (Cité des sciences et de l'industrie) on the basis of a pooling of partners at the service of guidance, integration and career development at all ages. Founded on a balance between respecting the specific skills of advisers from different networks and decompartmentalising advice centres, the CDMs have spread throughout France and other countries.

A label was created in 2001, with a registered CDM brand, owned by Universciences. There are now 26 CDMs in 6 European countries (France, Italy, Spain, Portugal, Switzerland and Belgium), grouped together within an international network, <https://www.reseaucitesdesmetiers.org>.

A CDM unites the players in a region around values that are universal in scope, and which are reflected in concrete terms by the desire to give everyone the desire and the means to choose their professional life rather than having to endure it, by offering a warm welcome, advice and relevant tools.

This process can be implemented in most countries that are concerned with forward-looking management of jobs and skills. Local partners will be involved in the development and design of the project, organising themselves according to the context. The same applies to the formulation of public concerns, which will be broken down into a variable number of advice centres with names adapted to the specific socio-economic characteristics of the regions.

**Lifelong  
guidance  
appears to be a  
common thread  
running through  
all the CDMs and  
the Network**

The CDM charter helps to keep the objectives of this concept in view.

- Focusing all services on the individual's needs,
- A free, anonymous, no-appointment service in the spirit of public service,
- Offering a range of viewpoints and keeping a constant watch on developments,
- Encouraging listening by providing a welcoming and rewarding environment,
- Constantly adapting to the needs of residents and the region.

### **A concept based on four pillars:**

The work initiated as part of the CDM 21 "CDM of tomorrow" initiative has enabled us to reaffirm at the 2019 and 2021 Spring Schools the importance of the 4 core elements of the concept which, in relation to the fundamental principles, structure the CDM concept, with, as its ultimate goals: autonomy, free choice and the foundations of a learning society.

**The link  
between  
science,  
technology and  
industry**

**The approach  
"user-centred"**

**Decompartementa  
lisation**

**Local roots**

### **The link between science, technology and industry**

The aim is to help people acquire the benchmarks they need to keep pace with developments in science and technology and their impact on careers and working life.

There is a great deal at stake in the dissemination of STEM, at all stages of learning and socialisation in the professional world.



Europe defines lifelong guidance as "a range of activities that enables citizens of any age and at any point in their lives to identify their capacities, competences and interests, to make educational, training and occupational decisions and to manage their individual life paths in learning, work and other settings in which these capacities and competences are learned and/or used. "

Resolution of the Council of Ministers for Education, Youth and Culture of 28 May 2004

## **The "user-centred" approach**

The aim is to start from people's needs, not to administer benefits, and to provide them with tools to help them build their working lives. Our services are designed with users in mind.

## **Decompartmentalisation**

The aim is to bring together in one place professionals from partner organisations with complementary vocations, who will pool their resources to serve the public.

## **Local roots**

Local player, local leadership and 'reaching out', trend observatory, short information circuit.

The 4 structuring principles of the concept :

### **1. Anonymity**

In an increasingly digital world, not making the provision of a service conditional on the lifting of anonymity is a guarantee that users will be able to express themselves freely and will be encouraged to seek advice.

### **2. Free of charge**

In an increasingly commercial world, this principle affirms the inclusion of CDMs in the sphere of public services in order to guarantee equal access for everyone, whatever their resources.

### **3. Access without appointment**

This principle represents a break with the other systems in force, where the services on offer are often presented via the filter of an appointment. It reflects the idea of welcoming users in the broadest possible way, avoiding any obstacles to their approach and thereby facilitating access to services for as many people as possible.

### **4. Welcoming everyone**

The presence of different partners within the CDM means that no one is excluded on the basis of status, age, gender, level of qualification, place of residence, etc. Once again, this represents a break with a model where segmentation is strong and an opening up to the widest possible welcome without any initial barriers. It's a means of communication that provides broad access to the CDMs for all types of people with no reference points. It also means that certain groups do not feel categorised.

### 3) SECURING CAREER PATHS AND SKILLS

#### *Enabling people to exercise their freedom of choice of career path throughout their lives*

Enabling people to exercise this freedom of choice is at the heart of the project of the CDMs and their network, RICDM. The aim is to enable people to access the right information, to be in a position to choose, to formulate an objective, a project, to develop strategies and the corresponding skills and abilities, in order to bring it to fruition.

In other words, to borrow a phrase used by René Bagorsky during his speech at Spring School 2019, it's about enabling people to be the 'author' of their career path and not just an 'actor' (in the sense that when you're an actor, you've been written a role that you're asked to play under the authority of a director within a given framework).

This approach contributes to the uniqueness of the CDMs' methods of intervention and the quality of the services offered and their results. This is another significant element in the social impact of CDMs. In so doing, they contribute to a more inclusive society.

This is demonstrated, among other indicators, by the relatively high level of public use of CDM's physical spaces and the number of people taking part in the various services on offer. This is against a general backdrop of falling attendance at places open to the public (cultural and service centres) and growing mistrust of public services and institutions. Many of today's services are struggling to reach the target groups for whom they were designed (young people, women and other social categories such as people with very limited access to employment or migrants). Many players report difficulties in

"They are therefore turning to CDMs to try and solve this problem.

The satisfaction surveys carried out by the various CDMs also show the benefits to the public. They report not only satisfaction with the achievement of their objective(s), but also the fact that their use of the CDMs has sometimes "transformed their lives".

**The social impact of the CDMs goes far beyond simply meeting a need. For some people, the CDMs are part of a qualitative change in their lives.**

We could speak of a "biographical impact", in the sense that the CDM is more than a system, it is a resource centre that is fully integrated into the temporality, the life history and the biography of the individual.

**In 2019, almost 500,000 people benefited from the work of the CDMs in Europe.**

**500 000**

**Beneficiaries**

(2019 figures)

**6**

**Countries**

**26**

**Cités des métiers**

**18**

**Associate centres**

**460,000 beneficiaries**

**40,000 beneficiaries**

### **Resource areas/times, focused on the needs of the user**

- **Key words: *user-centred, personalisation, capability, empowerment,***

A CDM brings together advisers from partner organisations to work side-by-side in a neutral space. They will contribute their skills and resources and combine their efforts to welcome the public, inform them and help them build their action strategies. They will contribute their skills to help build an understanding of the system as a whole, which is what people in career transition need to build their own career path.

They make the link between the challenges of lifelong guidance (anticipating careers, securing career paths and skills, career transitions, personal projects) and the challenges of training (initial and continuing), employment, retraining and business creation.

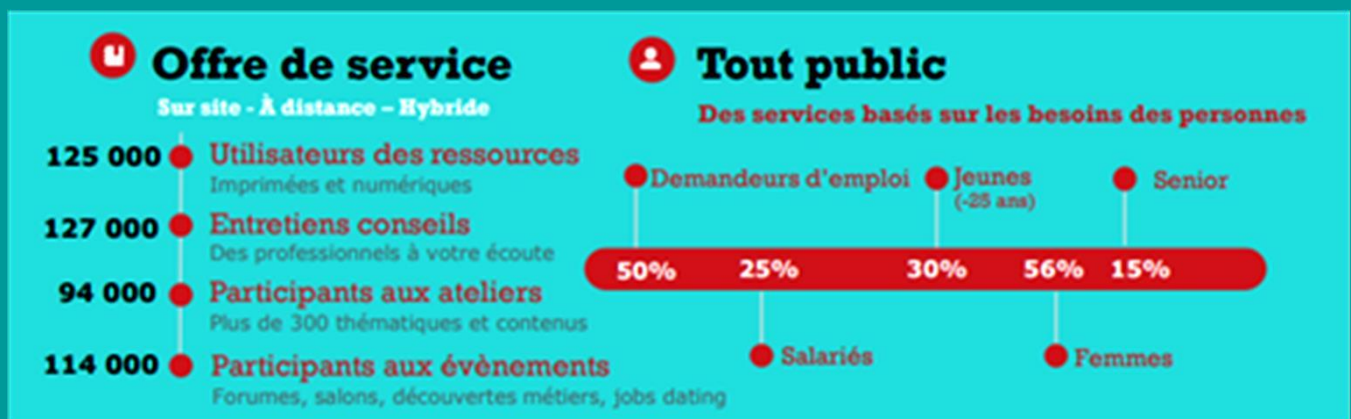
They also make the link with **major societal issues such as gender equality, the knowledge society, the digital revolution, the ecological transition, etc.**

There are several main types of user. They correspond to the diversity of socio-professional categories affected by professional transitions (throughout life). They (sometimes) overlap with the different categories of public action (for example: young people, schoolchildren, NEETs, jobseekers, people in work placements, employees, people undergoing retraining, senior citizens, women, migrants, people with disabilities, entrepreneurs, etc.).

Across the network, the breakdown is as follows: young people (15/25), 30%; 25/45 years 55%; 45 years and over 15%.

With a high proportion of both jobseekers and people on integration schemes (50%) and employees (25%).

There is also a clear over-representation of women in the CDM public, particularly in advisory activities and workshops (over 60%).



Numerous initiatives have been taken to address the issue of gender equality: fragmented careers, access to scientific fields and professions, equal pay, gender atypical professions. These include, but are not limited to, the Egalab project (CDM Marseille) [Egalab | Laboratoire pour l'égalité professionnelle](#), the Social Builder workshops to promote women in digital professions, and the Forum sur l'emploi des femmes, with the Seine St Denis department (CDM Paris).

Some Cités des métiers and/or activities have been awarded specific equality, gender and diversity labels.

The CDMs also carry out a wide range of initiatives aimed at young people. Their profiles and needs vary:

Young school leavers and students (finding out about careers, career guidance, work placements, first job); young school drop-outs (socialisation, skills, soft skills); young NEETs; young jobseekers (first work experience, work-linked training, CVs, procedures, schemes, recruitment, skills).

The survey highlighted the wealth of initiatives undertaken by the CDMs in terms of empowering people, as illustrated by the [action sheets](#) produced by the CDMs and the RICDM for the Autumn School 2022 in Beauvais.

Given the wide range of needs and profiles, the CDM offers a diversity of services that are interlinked and coherent. They enable people to build their own pathway and mobilise different resources. On site and, for some years now, remotely.

Generally speaking, all the CDMs include :

- documentary resources,
- individual advice sessions,
- workshops and clubs,
- workspaces,
- multimedia areas

#### Extracts from the CDM Charter :

- The mission of a CDM is to : "give users the means to take charge of their lives and "directing users towards all means of developing and achieving professional objectives".
- A CDM is a free, open-access facility operating in the spirit of public service and offering services focused on users' needs.
- "Respect for anonymity and voluntariness". This rule corroborates the absence of control and prescription: for the choice to operate, a voice must be able to express itself freely.

One of the added values of CDMs is that they work not only with individuals, but also with stakeholder systems and local areas. This means taking into account the fact that guidance is a borderline between the individual and the macro-social perspective. Its stated aim has always been to help individuals find the best possible place in the social and socio-economic system.

## 4) CDM: A RESPONSE TO LOCAL ISSUES

*Make free choice of career path a reality throughout life*

- **Key words: Agility, Adaptability, Efficiency, Social and territorial issues**

Enabling people to exercise their free choice of career path requires action on their part, but also on the part of the systems of players, to make this free choice effective. Lifelong guidance is a "hybrid" subject that cuts across several areas of intervention, involving both public authorities and private players, who often intervene in a segmented manner. As a result, people's careers are disrupted and it is difficult for them to exercise their freedom of choice.

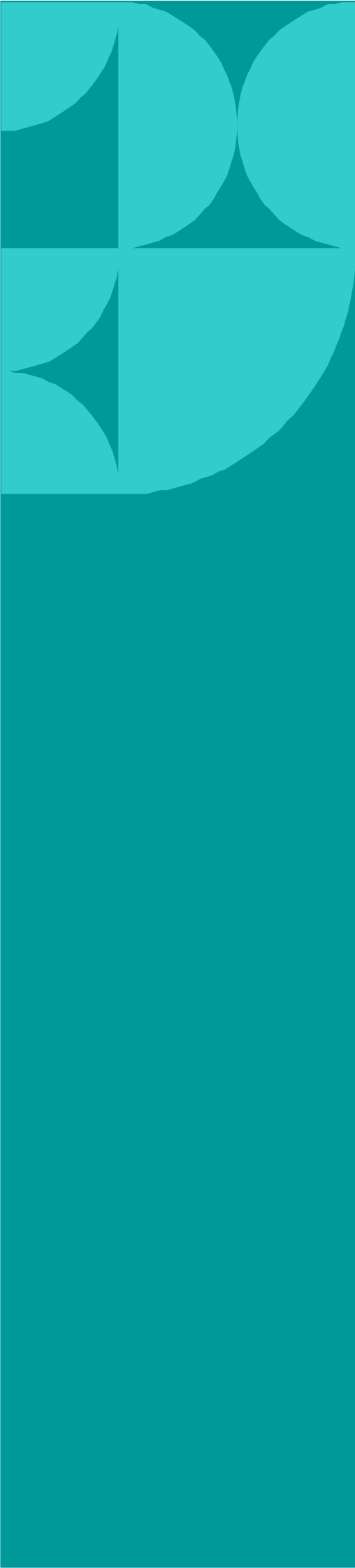
The CDMs help to decompartmentalise the players and organisations involved in guidance (initial and lifelong), training, employment, business creation, etc. They contribute to the animation and social and economic development of territories and to their sustainability. They set up forums for consultation and governance at local, regional, national and European levels, and help to promote participatory approaches by involving users. Contributing to the efficiency of the systems and interventions of operators, enabling economies of scale and resources, are all social impacts linked to the action of CDMs.

### 4.1 CDM: A multi-stakeholder place

CDM defines itself as open to anyone seeking information and advice on building their professional future, in accordance with the principles of free access, anonymity and no charge.

A CDM is ambitious in its missions and at the service of all, original in its form and partnership-based in its operation and governance.

A label belonging to Universcience has been created to guarantee their quality and the values set out in the "CDM Charter".



The Label and the CDM International Network support the development of new CDMs. As the head of the network, the RICDM enables CDMs to share and exchange information with each other and contributes to advocacy on the OTLV.

A CDM is an information and career guidance centre that welcomes anyone undergoing a career transition, free of charge, anonymously and without an appointment, to give them a better understanding of the existing schemes and opportunities available to help them build their professional future.

A CDM is generally a physical location in a town or region. It brings together various structures and services linked to employment and vocational training, such as: training bodies, companies, professional associations, chambers of commerce and industry, local authorities, information and guidance centres, etc.

This public service, the result of consultation between those involved in lifelong guidance, is also a tool for bringing together and energising those involved in lifelong guidance in a given area.

Institutions, associations and private organisations are united around a single ambition: to help everyone, whether they are schoolchildren, students, young people, adults or senior citizens, with or without a job, to become active players in their working lives.

The aim of a CDM is to offer information, advice and services tailored to the needs of individuals, whatever their level of qualification, age or employment situation.

Visitors can obtain information on careers, training, sectors of activity, job opportunities, etc., as well as benefiting from personalised advice to help them build their career plans.

**The CDMs facilitate coordination between local public policies (within the remit of the regions, departments and municipalities), national policies (ministries, employment, national education, higher education, etc.) and European policies (many manage European funds and/or participate in European projects, such as Erasmus).**

**The CDMs also facilitate links with the local economic fabric and major groups, and contribute to the social and economic development of the region.**



## 4.2 A tool for territorial sustainability

The CDM concept is an old one, but it is still an attractive one.

It is used in a wide variety of countries and territorial contexts.

*Appendix 2: Questionnaire Q°1*

- One third of CDMs were created at the initiative of a local authority
- A third party at the initiative of a public authority (ministry, public establishment....)
- One third initiated by a private body, usually an association

The elements of the corpus reveal the challenges to which the CDMs and their players are striving to respond:

- Structuring the field of lifelong guidance to **meet the challenges facing society: demographic, social, economic, environmental, scientific and technical, digital, etc.**
- Improving access to information on career guidance and working life
- Bringing together information in a single resource centre, with services that are easy to understand and simplify for users.
- Contribute to territorial equity and improve the links between the various services on offer in the region,
- Contribute to greater efficiency in public policies and achieve economies of scale
- Getting closer to the needs of local residents, addressing employment/unemployment issues and recruitment needs.
- Promoting social inclusion
- Anticipating skills needs and developing them collectively.
- Federate and coordinate the players and organisations involved, and enable them to get to know each other better.

Analysis of the corpus has shown that the creation of a CDM responds to these general issues and to specific regional issues.



### CDM Brussels CDM Marseille

### CDM St Quentin

"Offering a single, integrated lifelong guidance service. Guidance professionals have identified a series of shortcomings in a sector that they consider to be too complex and fragmented, in which the players feel isolated and don't know each other very well, all the while knowing that they cannot respond individually to the challenges of guiding young people from school to employment. They pointed to the need for more networking and, to achieve this, for a clearer understanding of the various existing services. They pointed to a lack of training and common tools. More generally, they deplored the lack of public management of educational and vocational guidance to guarantee the qualities of a coherent public service, accessible to all and focused on the interests of users.

### CDM Guadeloupe

"To make structures working in the field of employment, training and guidance more visible and understandable. To provide a response to mass unemployment".

### CDM Val de Marne

"Promote local employment, give a clearer picture of jobs in short supply and facilitate partnership networking".

### CDM Barcelona

"New employment opportunities, changes in economic sectors, labour market trends and new work cultures are some of the issues that led to the creation of the Barcelona CDM, Porta22. In order to respond to changes in the world of work, a world that had undergone profound transformation as a result of significant changes in demographic structure, the emergence of new technologies, the new role of women in the labour market, scientific advances and growing environmental awareness. (...) In this new framework, lifelong guidance plays a more fundamental role than ever".

### CDM Charleroi

"Meeting the challenges of employment and recruitment. Supporting regional and economic development. Promoting STEM and technical professions. Promoting training. Need to bring together players in one place, under one banner".

#### CDM Namur

"Lifelong guidance strategy and maximising employment and training policies at local level".

#### CDM Saint Quentin en Yvelines

"Responding to the needs of employees in companies undergoing professional transition, suffering from work-related ill-being, suffering from burn-out or on sick leave, and who have no other place to talk about their projects".

#### CDM Grand Genève

"Make training courses more visible. Offer better promotion and information on professions and training, particularly vocational training. With more and more adults facing employment and integration problems and the need to reorganise services by decompartmentalising them, against a backdrop of a decrease in financial resources and an increase in needs".

### 4.3 A link with science and technology

- *Key words: **Popularisation, mediation, know-how and life skills, eco-citizenship, sustainability, environmental impact***

The CDM's relationship with science and technology is linked to the creation of the first Cité des métiers, in a centre for scientific culture, the CSI. The aim was to provide useful reference points and information for people whose working lives are being transformed by the rapid development of science and technology. While there are no other CDMs in scientific culture centres, all CDMs are stakeholders in this issue.

A CDM makes it possible to promote science to the general public. It provides a better understanding of scientific and technological developments and their impact on the development of professions... It provides a link between professional life and scientific culture. In this way, it looks ahead to the careers of tomorrow and provides information for all sections of the public.

There is a great deal at stake in the dissemination of STEM, at all stages of learning and socialisation in the professional world.

It takes part in and organises scientific events such as :

- The Energy Transition Conference
- Conferences on the environment and science

It is developing the use of digital tools in the services it offers (e.g. job discovery in virtual reality).

Some Cités des métiers have a Fab Lab as part of their service offering, while others work in partnership with local Fab Labs.

Lastly, the CDMs aim to help *r e d u c e* greenhouse gas emissions by :

- helping people to get around and work,
- information and research on careers related to sustainable development.

## 4.4 Innovative partnership ecosystems

- *Key words: **Democratic and participative governance, Territorial equity and innovation, Decentralisation***

### Meanings of the term governance :

The term governance needs to be clearly defined. It covers several meanings or dimensions which may be related to :

Governance can be described as democratic, participative or collaborative.

Pooling, sharing and cooperating can all make sense here.

It would then refer to forms of participation, representation and governance bodies.

A reference to documents such as charters, guidelines with ethical principles, missions and values described.

Interactions between groups or structures that are formally constituted, legally, with agreements, statutes or more informally.

The structures present in the CDMs include: GIPs, associations, local authorities, etc.

The territorial scope of the CDMs' activities is adapted primarily to local issues, but also to **their partnership ecosystem** (economic and organisational model).

#### 4.4.1 Territorial challenges and appropriate responses

Depending on the local context :

➤ **Urban**

In 4 countries with predominantly urban contexts, with large cities or conurbations such as Paris, Brussels, Geneva, Barcelona and Marseille.

➤ **Urban and rural**

In medium-sized towns such as Beauvais, Bellinzona, Cascais and Namur.

➤ **Ultra-marines, with notable success:**

- Guadeloupe
- Meeting
- Mayotte

**The concept has proved itself, demonstrating its adaptability and usefulness over time.**

CDMs have been able to evolve their service offerings, their ecosystems and their expertise (the most recent example being the adaptation to the COVID crisis), in response to contemporary issues and people's current needs.

#### **A constantly evolving concept with 5 CDMs over 20 years old**

- Paris 1993
- Côtes d'Armor 2000
- Franche Comté 1999
- Barcelona 2003
- Guadeloupe 2003

**A concept that has responded to different challenges over time, with 6 CDMs between 20 and 10 years old**

- Marseille 2005
- Greater Geneva 2008
- St Quentin 2010 (closed in 2015 and reopened in 2016)
- Mayotte 2013
- Meeting 2013
- Beauvais 2012

**A modern concept, with 6 CDMs created in the last 10 years**

- Val de Marne 2014
- Turin 2015
- Namur 2016
- Brussels 2018
- Cascais 2019
- Bellinzona 2020

**An attractive concept with 6 CDM projects in progress**

- Roissy 2022 (prefiguration, open to the public)
- Liège 2021 (prefiguration, open to the public)
- Charleroi 2021 (prefiguration, open to the public)
- Sambre avesnois (prefiguration phase 04/2022)
- Pays Artois (project phase since 12/2020)
- Democratic Republic of Congo candidate in project phase

#### 4.4.2 A wide range of territorial issues and areas of intervention

Most CDMs define their scope of intervention as ranging from the local (neighbourhood, borough, municipality, metropolitan area) to the regional.

Some have a strictly local scope (commune, inter-commune, département or by catchment area).

Others (few) participate in activities at national level. Still others have cross-border activities that position them as transnational players. All are involved at European level, through European projects and/or interactions within the Network.

##### **Mobilising and leading a local partnership ecosystem**

This added value of the CDMs, which consists of helping to decompartmentalise the players and federate them at different levels, both public and private, is linked to the **original modes of governance that contribute to the efficiency of the services offered**.

These governing bodies are made up, first and foremost, of the partners who contribute to the economic model with their various contributions (local funding, provision of staff). They involve all partners who contribute to the service offering. They should also involve users. They coordinate with and complement regional and other governance bodies.

##### *Appendix 3 interviews: questionnaire Q17*

Note the ecosystems and modes of governance that bring together public authorities, private organisations and businesses (e.g. Roissy with ADP as a member of the GIP, Marseille with the MEDEF taking part in one of the bodies, presence of the CCIs).

The exact number of partners making up the various CDM ecosystems is not known. We can estimate an average of around fifty partners per CDM (low range).

**A network of more than 1,250 partners interacting within a common framework and frame of reference, the CDM brand.**

## CDM Grand Genève

The governance of the CDM of Greater Geneva responds to the challenges of the region by coordinating with various public players - the Canton of Geneva, the Department of Public Education, which includes the OFPC (Office pour l'orientation la Formation Professionnelle et Continue), the Department of Social Cohesion's grants and student loans service, and the local authorities - as well as with a multitude of private players who strengthen the partnership ecosystem of the CDM of Greater Geneva. These private players are mainly professional and employers' associations.

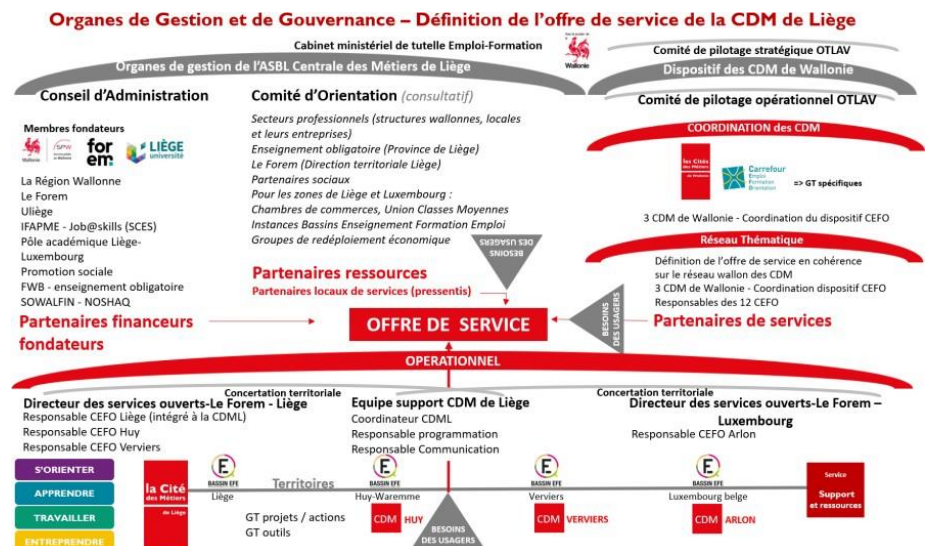
The CDM Steering Committee validates the strategic orientations of the CDM at its various levels of interventions, including in particular the cross-border scale. The cross-border dimension cannot be disconnected from global strategic considerations. The territory of Greater Geneva shares major territorial issues with the French border territories.

## CDM Marseille PACA

The Board of Directors of the Marseille CDM association is made up of three "colleges" made up of local and regional partners. They all contribute to the association's services (secondment of staff, running of workshops, careers information, etc.) but not to its direct funding.

- The First College (like the other two) comprises 10 positions, with 5 directors from the local public guidance or employment service and 5 from the regional public service (e.g. Mission locale de Marseille and ARDML).

- The second college comprises the trade unions representing employees at local level and 5 representatives of employers (e.g. CPME 13 and CPME PACA, MEDEF 13 and MEDEF PACA).



The association of the CDM of Liège is mainly made up of the Board of Directors of the Cité association, which is structured in such a way that all founding players, i.e. the Region, the University of Liège and Forem, are represented by four administrators each, plus the president of the association.

The purpose of this definition of members is to highlight the representativeness of all the structures and to ensure good coordination between these different players.

This council is supported by the Steering Committee, a necessary body that enables the exchange of ideas between the various players. This committee is made up of economic redeployment bodies, companies and sectors, and of course the social partners.

The daily "Briefing" is a special moment of operational governance at the CDM. Illustration Bellinzona



FIGURE 21 - STRUCTURE DES RELATIONS ENTRE LES NIVEAUX DE GESTION ET LES NIVEAUX OPERATIONNELS DE LA CDM



The Paris CDM is located within the CSI and reports to the BSI. There are several levels of governance. Firstly, a strategic committee, which brings together the directors of the partner ecosystem. This is the CDM's "political" governance body. It meets twice a year. Then, at the operational level, there are three bodies: cluster meetings (once a month), which bring together the partners of the same consultancy centre, operational meetings (twice a month) and briefings. These various bodies help to break down the barriers between the various players, create synergies and ensure consistency in professional practices and strategic orientations.

[illegible]

#### 4.4.3 Regional variations and breakdown

In France and Belgium, the CDMs are involved in developing and implementing regional lifelong guidance systems. In France, with the CREFOPs, SPROs and regional guidance agencies, and in Belgium with the OTLAV system.

##### Zoom OTLAV

In 2015, the Walloon Government approved the implementation of the "Single multi-partner lifelong guidance scheme".

The governments' desire is clearly to optimise, articulate and pool the respective expertise of the various operators active in lifelong guidance, but above all to respond to the need to offer better vocational guidance to all concerned, from the start of compulsory schooling through to the end of working life, via the "career ladder".

the different phases of schooling, including higher education, and training, as well as changes, reconversions and reorientations in professional careers. By offering a single, multi-partner Lifelong Guidance scheme, the aim is to enable everyone to build a 'documented', thoughtful and mature career plan, based on a positive choice and solid foundations." Extract from Note to GW, 31 May 2017. PM 4.0 "Single multi-partner system for lifelong guidance", Minister Eliane Tillieux, Minister for Employment and Training.

- to structure and coordinate the many initiatives to form an effective and coherent Lifelong Guidance network.

- equip the players, provide them with evolving resources and strengthen and disseminate relevant initiatives.

- give visibility to these resources through the 3 Walloon CDMs (Charleroi, Liège and Namur), interconnected with the Brussels CDM.

Before the project to create a CDM in Brussels was launched, the Education and Training Council (CEF) had been recommending for more than fifteen years that the authorities should develop a more consistent policy on (CEF, 2001; Orientation et information sur les études, les formations et les métiers. Opinion 78).

### Zoom SPRO

Several CDMs in France are contributing to the regional public guidance service, SPRO. In PACA and IDF.

Since 2015, the 4 CDMs in the Ile-de-France region have been involved in CREFOP through the regional association of CDMs.

As such, they contributed to the first phase of experimentation of the SPRO (T 12) and, since 2019, have been implementing the regional public guidance service in four employment areas (T6, T8, T12 and Greater Roissy le Bourget) and helping to run 2 additional employment areas (T1 and Versailles Saclay).

#### 4.4.4 Involvement in local governance bodies

The CDMs participate in the various consultation and coordination bodies at local, regional, national and European level.

**Belgium:** OTLAV (Belgium), Charleroi Métropole Human Capital Development Commission, Climate Commission, Education, training and employment catchment area, Charleroi Métropole Recovery Plan

**France:** CREFOP (regional consultative body on vocational training, employment and social democracy), SPRO (regional public guidance service), Contrat de Ville (city contract), Service public de l'insertion et de l'emploi (public employment service), Comités Territoriaux de l'Emploi et de la Formation (territorial employment and training committees), Services publics de l'emploi local (local public employment services), Groupes locaux de l'emploi et de la formation (local employment and training groups), Cités éducatives (educational cities), Cités de l'emploi (employment cities) (France), Conseil de Développement (development council), Proch'Info Formation (training information centre), etc.

**Spain:** Regional Employment Service (Catalonia, Spain), 2021-2030 Barcelona Agreement for quality employment (Social Consensus for equity and the improvement of processes for access to the labour market and the promotion of quality employment. (Barcelona, Spain)

**Switzerland:** Department and Vocational Training Project, Employment Commission (Italian-speaking Switzerland)

**Italy:** Guidance portal (Metropolis of Milan)

#### 4.4.5 Territorial coverage and Associated Centres

The agility of CDMs in managing different scales of intervention means that they can respond to different challenges with different types of activity.

One of the key issues is territorial coverage and equity, with a view to ensuring that services are accessible and local. This is happening against a backdrop of public distancing from (and even distrust of) institutions. But there is also the issue of the region's social and economic development, in terms of sustainable employment (labour market) and securing career paths and skills (anticipating changes in sectors and professions).

These include associated centres and CDM roadshows.

### 18 associated centres identified

Nearly half of CDMs have developed associated centres (potentially 27 with the carrefours des métiers)

#### CDM of Grand Genève

Has developed associated cross-border centres to meet common territorial challenges, particularly in terms of worker mobility, employment opportunities, guidance and apprenticeships.

#### CDM Paris

At the crossroads of two regions, Seine St Denis and Paris, CDM Paris supports 4 associated centres. These include the Bibliothèque Publique d'Information (Beaubourg) and the Points Paris Emploi, run by the City of Paris.

#### CDM Marseille PACA

It covers not only Marseille, but also the metropolitan area, the département and the region. In order to cover the entire region and guarantee equal access to services, the Marseille CDM has developed several associated centres in the PACA region. In areas not covered by the CDM or associated centres, "out-of-home" initiatives are deployed. This provides coverage of throughout the PACA region.

#### 4.4.6 A tool for reducing social and territorial disparities

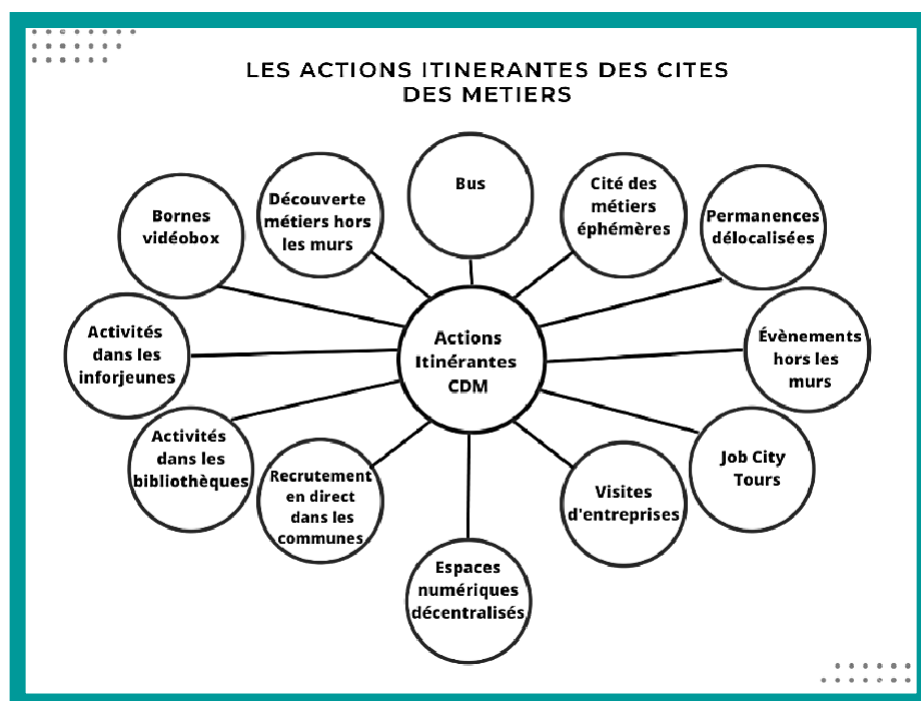
**Key words:** *Territorial Equity, Reducing the Social and Territorial Divide*

With regard to the corpus analysed, the purpose of the CDMs identified are :

- Reduce social and territorial disparities and territorial disparities.
- Combating exclusion in terms of access to employment and public services.
- Offer the same level of access to information and guidance services throughout the country.
- Helping to develop soft mobility and reduce the environmental footprint.

#### Roadshows :

With the aim of ensuring territorial equity, the CDMs use travelling initiatives to provide better access to information and advice for people living in remote or disadvantaged areas.





The CDMs have developed various forms of online services. These services enable the most disadvantaged members of the public to access services without the cost of transport (car or public transport).

Home pages of the two online advice platforms

[Miti, the online advice platform | Miti](#)

[Cité des Métiers - Regional Association \(citedesmetiers.info\)](https://citedesmetiers.info)



#### 4.4.6 Initiatives with and for enterprises

- **Key words : Co-construction, Trade, Training, Local economic development**

The CDMs offer a range of services to help you set up your own business.

The CDMs also aim to support local businesses in their recruitment needs.

As part of their mission to support local entrepreneurial initiatives, they have developed :

- Advice centres for business start-ups (mainly self-entrepreneurs or very small businesses)
- Workshops on business creation and craft trades
- Advice centres for companies on their management, HR and legal needs, etc.
- Information and advice for employees of companies or branches in their professional development and transition
- Career discovery initiatives with companies, aimed at young people, schoolchildren and students
- Company visits (on-site, virtual)
- Recruitment campaigns Co-organisation of and/or participation in: job dating, trade fairs, forums
- Initiatives to promote shortage occupations in conjunction with skills operators

In its opinion no. 2019-16 Contribution to the regional strategy for lifelong information and guidance 12/12/2019, the Ile de France Regional Economic, Social and Environmental Council recommends the Cités des métiers model:

"A reception network for information and advice for all (employees, jobseekers, young people following a career path), more focused on trades, as modelled by the Cités des métiers. These are well positioned to meet the objective of networking the guidance players with those from the business world. As players in the SPRO, they represent a gateway to the world of career guidance. entry points to companies, through the sectors and professions".

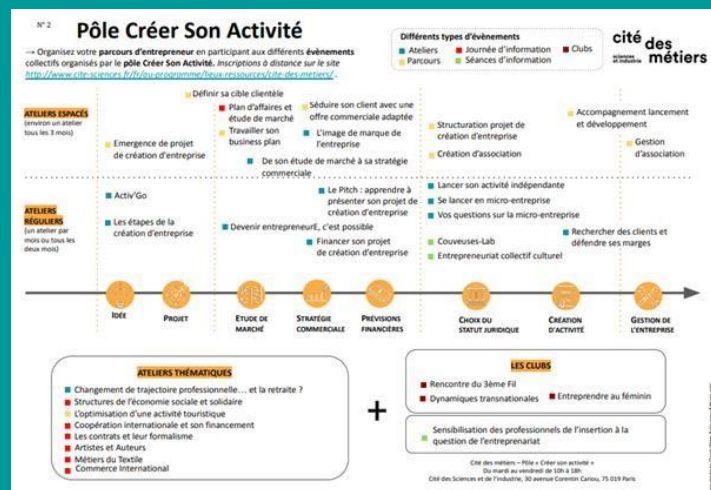


Illustration of a creative service offering activity, in the form of an itinerary

## 5) A TOOL FOR MEETING INTERNATIONAL SOCIAL CHALLENGES

### *RICDM ambassador for lifelong guidance*

- **Key words: *Integration, Decomartmentalisation, Capability, Work, Employment, Training and International Issues***

Transnational dynamics, communication channels and the interdependencies that result from globalisation make an international approach to lifelong guidance necessary. The CDMs contribute to this through their networking and the work of their network head, the RICDM. The aim is to develop transnational cooperation, build shared professional cultures and lobby international institutions, primarily the European Union.

In terms of the corpus analysed, the CDMs identified have shown that they also provide responses to international issues such as :

- Responding to European societal challenges: migratory flows and the socio-occupational integration of migrants
- Contribute to cross-border dynamics in terms of mobility, training and access to employment
- Contribute to the articulation of different scales of intervention (local, European, international) and to the decompartmentalisation of players

**CDMs are part of contemporary European societal issues**

### **5.1 CDMs and involvement in European projects**

Any CDM can have a European and international dimension, particularly in terms of sharing tools and skills and peer-to-peer learning.

Many CDMs are participating or have participated in European projects (Erasmus or others) and/or are involved in implementing EU priorities by mobilising Community funds such as the ESF and ERDF. They all take part in the activities and events of the RICDM, the international network of CDMs. The CDMs are thus a relevant tool for contributing to the articulation of scales of intervention (local/international) and the decompartmentalisation of players.



CDMs involved in other European networks:

Some CDMs are part of European networks. Through the Municipality of Barcelona, the CDM of Barcelona participates in the Eurocities network.

Professionals from the CDM in Brussels are the Euroguidance network's national contacts in Belgium.

## 5.2 Specific features of the cross-border labour market

### CDM of Grand Genève

"The densification of the area, with residential areas (on the outskirts) and a labour pool (in the centre of Geneva) at the heart of a number of issues, including mobility in general.

- Tensions between supply and demand for skilled labour by sector. Companies and institutions are looking for qualified staff.

Strong demand for technical occupations linked to the energy transition. Frictional unemployment in certain sectors, such as healthcare and the hotel and catering industry.

- managing various migratory crises in a tense international geopolitical context.

- a high density of international organisations, with the associated costs".

The Brussels CDM: received around 4,500 Ukrainian refugees in 2022 to help them integrate into working life in Brussels. The CDM welcomed mothers with their children, but also older people who sometimes have diplomas and need to be offered equivalence.

### **5.3 Impact of RICDM and international**

The CDM International Network enables CDMs to share and exchange information.

It is involved in training professionals

It takes part in European projects and develops links with other European networks.

It promotes the OTLV at European level.

It shares common frames of reference and values, at international (European) level, between members (stakeholders) of CDMs.

It is responsible for monitoring and forecasting on a European scale.

Several CDMs have taken part in European projects set up by the International CDM Network.

#### **5.3.1 European governance to meet the challenges facing European territories**

The Board of Directors of the RICDM association is made up of representatives of the accredited Cités des métiers. The composition of the association's Board of Directors is representative of the various countries and territories in the network, including Belgium (Brussels), France (Paris and Greater Beauvais), Switzerland (Geneva) and Spain (Barcelona).

This governance model makes it possible to draw on a wide range of expertise and know-how in order to develop strategic guidelines in the light of the various European territorial challenges in the field of lifelong guidance.

In addition, the association brings together the managers of the accredited Cités des métiers twice a year at the Permanent Managers' Assembly. This forum is used to co-construct strategic guidelines and actions at network level, in response to local issues.

As part of this process, this body has validated a three-year strategic framework up to 2024, which is in line with European priorities.

### 5.3.2 RICDM: a recognised stakeholder with expertise at European and international level

The International Network of Cités des métiers is identified and recognised at European and international level by various bodies such as the International Labour Organisation (ILO), the European Commission (DG Employment), the European Centre for the Development of Vocational Training (CEDEFOP) and World Skills.

The Cités des métiers International Network has contributed its expertise and promoted lifelong guidance through its involvement in various networks such as the Lifelong Learning Platform, of which RICDM is a member. The Lifelong Learning Platform brings together 42 European organisations working in the field of lifelong learning and guidance.

The European Commission's March 2020 report "Lifelong guidance policy and practice in the EU: trends, challenges and opportunities" identifies CDMs as an innovative concept in that "they provide holistic services in a cross-sectoral environment".

### 5.3.3 A large network of partners at European and international scale

In recent years, RICDM has taken part in 6 European projects in cooperation with 36 different partners from 16 European countries.

International cooperation is also underway with researchers at the University of Laval in Quebec.



## Animation réseaux

Projets européens

6

Réseaux

3

Réseaux régionaux

10

36 partenaires 16 pays

150 organisations

100 organisations

#### 5.3.4 Expertise in professionalising stakeholders

Since 2018, RICDM has coordinated and implemented several European projects with the aim of professionalising lifelong career guidance practitioners.

**The European Cocade project**, awarded the "Good Practice" label by the Erasmus + Agency, has developed a training programme for counselling in an integrated, multi-partner environment such as the Cité des métiers.

**The European Dimesca project** has developed a training programme in digital mediation for lifelong guidance.

**The European Keep in Pact project**, awarded the "Good Practice" label by the Erasmus + Agency, has helped to strengthen the skills of 70 European guidance professionals in terms of multi-partner cooperation.

**The European ReSolution project** has strengthened the skills of guidance professionals in the face of the major challenge of identifying and supporting people who are a long way from employment.

In addition to training initiatives, RICDM enables innovative initiatives to be transferred from one region to another. The organisation of practice-sharing sessions between European guidance professionals has enabled certain players to adopt innovative practices and develop them in their own areas in response to the needs of the public.



## Professionnels

**2000 participants**

Formations, Ateliers, séminaires,  
échanges de pratiques,



## 6) TRENDS AND IDEAS FOR DEVELOPMENT

This initial work on the social and societal impact of the network and the CDMs has already led to even greater reflection on these concepts, on their very definition, and a questioning of their very usefulness in relation to the missions and values of the CDMs.

Through a wide-ranging survey, we were able to identify practices related to the social and societal impact of the CDM and the RIDCM.

This initial work confirmed the network's interest and its commitment to questioning and responding.

It also highlighted the richness of the network, the many ways in which it responds to social and regional issues, and the specific responses adapted to the field and the partners.

We have been able to identify a number of trends from the data collected, which we will summarise briefly below, and which clearly support the values and missions of the CDMs.

Lifelong guidance is a common thread running through all the CDMs and the Network.

In the light of today's major social and societal challenges, the CDM and RICDM are clearly demonstrating their relevance in their innovative and differentiated responses to these issues.

Nevertheless, this is an initial attempt to measure the impact of the network, which has its limitations.

In fact, we feel it is necessary and interesting to continue with the methodological tools we have been able to co-construct, but to develop them in line with the network's challenges and desired objectives.

We think it would be appropriate for the network to acquire common tools to improve its ability to measure impact using common objectives, criteria and methodology. This remains to be defined and refined.

Thanks to this ongoing work and the impact measurement tools that have been developed, we will be able to analyse the results even more effectively and bring out more of what is cross-functional and makes sense in relation to our common objectives, values and missions. In order to better highlight, share and pool the tools specific to a CDM with other CDMs and network more.

These objective results will make it possible to promote the social impact achieved to our partners.

Research centres would be useful in this reflection to provide a distanced view with university researchers. This would make it possible to produce, publish and disseminate these studies to the public and institutions.

Finally, it would seem entirely appropriate to pursue this reflection on social impact and define avenues for development. This could be an additional strategic thinking tool for our network.



# APPENDICES AND GLOSSARY

## Appendix 1: Bibliographical references

### Internal CDM documents :

- The Cités des métiers Label Charter
- Strategic note CDM21
- Spring School 2019 proceedings
- RICDM strategic framework
- Associated centres
- Associated centres operating charter
- Territorial equity guide
- Quality guide
- The cooperation protocol between Label and Network
- Articles of Association of the Cités des métiers International Network
- Rules and regulations of the Cités des métiers International Network
- Quality approach
- Cité des métiers quality assessment questionnaire
- Proceedings of the international conference: Transformations and changes in society, relationship to work, collaborative tools for social, economic and territorial development (spring school 2019)
- Updating the Cité des métiers project (CDM Paris), 10 March 2021
- Social Impact Report CDM Paris. 2020. Anne Jacquelin
- Estudi de mesurament del retorn social i econòmic dels dispositius d'inserció sociolaboral (Study on measuring the social and economic return on investment of social and professional integration schemes), Barcelona Activa, November 2022



## Appendix 1: Bibliographical references

### Impact and tools

- Fondation Rexel, Guide de mesure d'impact Décembre 2018
- VALOR'ESS Outil mesure impact social grâce à 43 indicateurs, l'UDES (Union des employeurs de l'économie sociale et solidaire) Août 2020
- Impact action ADIE 2021 rapport
- Guide du Retour Social sur investissement, ESSEC, 2011

### Impact and Finance

- Baromètres Convergences, finance à impact 2021
- Investissement à Impact rapport ESSEC 2021
- Guide Méthodologique Financement par contrat à impact social janvier 2020

### Impact and enterprise

- Article "Maximiser l'impact social et sociétal des entreprises en actes 10/2021" (Association Entreprises et Progrès)

### Social and Solidarity Economy (SSE)

- European Corporate Philanthropy Association (EVPA), A [Practical Guide to Measuring and Managing Impact](#)
- Conseil Supérieur de l'Économie Sociale et Solidaire (CSESS), 2011 report
- AVISE, Propositions pour le développement des contrats à impact en France janvier 2022
- Evaluer l'impact sociétal d'une politique dédiée à l'ESS Toulouse 2022

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Info Formation (pa 27). 2021.OLV

" Le décroisement comme analyseur de l'orientation tout au long de la vie". 2020. OLV

" Orientation, insertion et évolution professionnelle tout au long de la vie, la nécessité du décroisement » 2019. Olivier Las Vergnas

" L'institutionnalisation de la « culture scientifique et technique », un fait social français (1970-2010)". 2016. Olivier Las Vergnas

" Du choix du métier à la construction de sa vie". 2022. Grégoire Evéquo

" La Cité des métiers de la Villette: un outil d'insertion au sein d'une bibliothèque". Olivier Las Vergnas et Catherine Prokhoroff

"La culture scientifique et les non scientifiques, entre allégeance et transgression de la catégorisation scolaire". Oliver Las Vergnas



## Annex 2: The Label Charter

### The missions of a "Cité des métiers" area

A Cité des métiers is an integrated advice and resource centre serving the public seeking guidance and information on careers and working life. In a context of profound change, where forms of work and contractualisation are constantly evolving and where people will no longer practise the same profession throughout their lives, the aim of such a centre is to help users become more involved in their working lives.

As part of a range of actions and facilities designed to enable our fellow citizens to cope with the increasingly rapid changes in our knowledge, tools and ways of thinking and organising work, a Cité des métiers complements the logic of developing the cultural level of as many people as possible. In this spirit, it embodies the need to bring together players in the fields of economic development, integration and social work on the one hand, and cultural players on the other. It is therefore being set up at local level in consultation with local social and cultural players.

The role of a Cité des métiers is to point users in the direction of all the resources available to help them set and achieve their career goals, and to support them in their choices. To carry out these tasks, a "Cité des métiers" can only rely on an alliance of skills and resources provided by partners with complementary vocations. They combine their efforts to welcome the public, inform them and help them build action strategies in three ways:

- interviews with professionals from institutions responsible for guidance and careers,
- self-service documentation on jobs, careers and training,
- Information days, conferences and meetings organised by all the partners, or co-produced with external partners.

### Visitors to a "Cité des métiers" area

Because the Cité des métiers is involved in all areas of working life, it brings together people who are otherwise fragmented, fragmented and, for some of them, devalued because they are confined to specialised areas.

By its very nature, a Cité des métiers is open to everyone, regardless of their status, age, level of education or qualifications, or whether they belong to a particular professional or geographical category.

To run its services as efficiently as possible, the Cité des métiers relies on a number of intangible principles that make it unique.

### The operating principles of a "Cité des métiers" area

#### 1. A free, open-access space operating in the spirit of public service

- Access to the space is free and unrestricted, which means that no commercial activity is permitted.



## Annex 2: The Label Charter

can be exercised within its walls, and secondly, that no social control is organised there: people can attend the Cité des métiers without justification or registration with any organisation whatsoever.

- The partners undertake to provide the fullest possible information, without any selective publicity for their own institution.
- Finally, the public service missions of the Cité des métiers can only be conceived as relays for national or European policies. Its activities are therefore based on the institutions in charge of these policies, supplemented by partnerships with competent public or private bodies.

### 2. Services focused on user needs

- A Cité des métiers focuses on the demand, the question, the problem of the user, and not on the institutions and their services: what counts is not to fulfil "the" service of "one's" institution, but for the user to be able to open up his problems, to give them new meaning and to reappropriate an action strategy thanks to the broadest possible information and advice.
- The centre operates without fixed appointments: what counts is the user's time, the urgency of their question or the respect for the step they have come to take with the help of advice or resources.
- Finally, from the moment they enter, users must perceive that this space is made for them. This is why particular attention is paid to the atmosphere of the space, its architecture, furniture and signage, all of which should convey a sense of respect for the user.

### 3. A place based on a plurality of viewpoints and approaches

Becoming more involved in one's professional life implies, for the user, a journey, time for reflection, a personal path requiring multiple supports adapted to the different stages of professional life. A Cité des métiers is therefore not a specialised facility for one type of public or service. As we have seen, it is a multi-partner platform covering all areas of working life. But a Cité des métiers is not really a one-stop shop. It operates on the basis of cooperation, a combination of efforts, skills and points of view that will give relief to the user's question: for example, the approach of the employment adviser can be interwoven with that of the guidance adviser to shed light on a choice of career.

In the light of this plurality of viewpoints, the user will be able to reposition his or her approach at the end of several interviews. For this to work, the advisers will need to make ongoing efforts to pool their knowledge and skills.

In a "Cité des métiers", people should be able to come and go at different stages of their career choices to :

- find out about existing schemes,
- make an informed choice about a service,
- bounce back to other services.



## Annex 2: The Label Charter

The services are therefore located upstream of institutions specialising in the field of working life and offer referral or re-referral to services provided by these organisations. Their ~~aim~~ improve entry and exit from existing services by focusing on the user's initial request.

Lastly, the Cité des métiers is open to all approaches, whether the entry point is a clearly formulated question, or whether the entry point is a problem expressed by those who no longer know what question to ask, so out of step are they with the rules of the game (and therefore with existing schemes).

### 4. A welcoming and rewarding public meeting place based on quality listening and advice

- Advising is not assisting or prescribing

The objective of empowering users is what justifies the existence of a Cité des métiers. This is why the interview must help the user to build action strategies and is not, under any circumstances, intended to decide for him or her. For advice to be genuine, there can be no question of control or decision. This is what enables the public to take ownership of a request that has been dealt with elsewhere by an institution.

- Respect for anonymity and voluntary action

This inescapable rule corroborates the absence of control and prescription: for the choice to operate, there must be free expression. The interviews take place in a context of mutual anonymity, that of the user and that of the adviser's institution, which is set aside in favour of the quality of the listening and advice.

### 5. A place based on the interaction of advice and resources

A "Cité des métiers" is an integrated space where advice and resources interact. The variety and breadth of the documentation are essential if the public are to form their own opinions, discover information they didn't know about and, at the same time, open up new avenues for guidance, integration and training. But without the presence of an advisor, all of this could be reduced to a juxtaposition of a multiplicity of tools that are difficult to access, especially for the least autonomous members of the public. However, it is the interaction between advice and resources that will encourage a learning process based on the alternation between autonomous research in the resources area and a guided approach in the advice area. It is on this condition that, far from assistance, spaces of autonomy can be created for all users.



### Appendix 3: List of accredited Cité des métiers

<b>France</b>	Cité des métiers de Paris
	Cité des métiers de Mayotte
	Cité des métiers du Grand Beauvaisis
	Cité des métiers de Marseille PACA
	Cité des métiers du Val de Marne (quote expected)
	Cité des métiers de Guadeloupe
	Cité des métiers du Grand Roissy
	Cité des métiers des Côtes d'Armor
	Cité des métiers de la Région Mulhousienne
	Cité des métiers de Nord Franche-Comté
	Cité des métiers de Saint Quentin en Yvelines
	Cité des métiers de la Réunion
	Cité des métiers de Sambre Avesnois
	Cité des métiers du Pays d'Artois
<b>Italy</b>	Turin Cité des métiers
	Milan Cité des métiers
<b>Belgium</b>	Brussels Cité des métiers
	Cité des métiers de Liège
	Cité des métiers de Namur
	Cité des métiers de Charleroi
<b>Switzerland</b>	Cité des métiers de la Suisse Italienne
	Cité des métiers du Grand Genève
<b>Portugal</b>	Cascais Cité des métiers
<b>Spain</b>	Barcelona Cité des métiers

### Appendix 4: [Articles of association of the RICDM association](#)

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