

# Inside-out



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**Creating conditions and instruments for lower educated workers and handicapped people with a distance to labour market with the aim of a regular position on the labour market**

WP3: Job profile of the company mentor

**October 2012**

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Lifelong  
Learning  
Programme

## Colophon

### **Creating conditions and instruments for lower educated workers and handicapped people with a distance to labour market with the aim of a regular position on the labour market**

Job profile for the company mentor

The job profile is developed by KCH, NL and ENAIP, IT.

The job profile for the company mentor is part of the training development as described in Work Package 3: “The mentors in a private company are not always known with educating and developing people with a large distance to the labor market. They need special skills and knowledge in order to develop the target group.”

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# Table of Contents

<b>COLOPHON</b> .....	<b>3</b>
<b>INTRODUCTION</b> .....	<b>5</b>
<b>1.THE COMPANY MENTOR: GENERIC JOB DESCRIPTION</b> .....	<b>6</b>
1.1 CORE TASKS .....	6
1.2 PROFESSIONAL ATTITUDE.....	6
1.3 COMPLEXITIES .....	6
1.4 EQF LEVEL .....	6
<b>2.KSC PROFILE</b> .....	<b>7</b>

## Introduction

This is the job profile of the company mentor. This profile consist of two parts  
In the first part the general professional context of the company mentor is described. In the second part the task of the company mentor are described in learning outcomes.

The description of the profile for the company mentor is based on what one knows, is able to do and to what degree of responsibility and autonomy . These are called learning outcomes. It is central to the terminology as used in the European Qualification Framework for lifelong learning (EQF).

The EQF acts as a translation device to make national qualifications more readable across Europe. It provides a common language to describe qualifications and professional profiles that can helps Member States, employers and individuals to easily compare profiles and skills from different education and training systems in the European Union. Within the EQF there are 8 levels distinguished. Each qualification and job profile (of whatever level) can be further described in terms of the type of learning outcomes. EQF makes the primary distinction between three categories:

- knowledge (understanding)
- skills (application and action)
- competence (autonomy and responsibility)

# 1.The company mentor: generic job description

The company mentor works in a profit or non-profit organization in both SMEs and in large companies. The role of the company mentor fits, almost all organizations and is performed next to a daily feature in the company.

Within the organization the company mentor usually occupies an executive and / or managerial position. Thereby he fulfills an organizing and facilitating role in order to guide employees. In this role, he is willing to save time, space and resources to make themselves available for the guidance of employees who need additional support in order to function within the organization. The company mentor mastered their work field well and has at least an equivalent or else a higher work level relative to the function which the employee performs.

The company mentor provides from his (delegated) responsibility a real work situation and takes care of all organizational activities around guiding the employee. Depending on how the work of an employee in a organization is organized, the company mentor guide the employee himself, or as in often within large enterprises, the guidance is partly delegated to a colleague, for example, a workplace supervisor. In some cases the company mentor works not in the organization, but is a external mentor.

## 1.1 Core tasks

The company mentor has three core tasks:

1. organizes the work of the employee
2. guides the employee
3. Review the work results of the employee

Each core task exist of a few subtasks. The company mentor organizes the work of the employee by conducting a selection interview with the employee and guides him during the introduction period. He notifies the initial situation and need to support the employee. He also determines in consultation with the employee tasks and activities and organize them and facilitate the support. Besides that he also maintains contact with the relevant authorities and stakeholders that the employee is dealing with. In order to guide the employee the company mentor guides him at the workplace and monitors and controls the performance of the tasks of the employee. He also performs counselling or progress meetings with the employee and evaluates the employee's work and his support/guidance. Finally, the company mentor review the work results of the employee and in order to do so he prepares a review moment.

## 1.2 Professional attitude

The company mentor uses his social and communication skills and his interest in people in order to guide the employee. Guiding a worker makes a constant appeal to the interpersonal and communication skills of the company mentor, which by means of listening, asking questions and summarizing it particular comes to be able to coach, encourage and enthuse. The company mentor is able and has the patience to make a positive and constructive knowledge, skills and professional transfer in a manner that consistent with the employee. Also, the company mentor, can organize and make decisions and communicate about that with the employee. The company mentor has a responsibility with regard to work activities and the progress of the employee.

## 1.3 Complexities

The complexity which the company mentor may face is usually affected by the difference in the interests of stakeholders (employees, supervision and / or care institution, company).

The company is also a mentor to quote a good balance between their own activities from his (daily) function and the time required for the employee proper guidance. The company mentor is also expected that he can deal with an employee and can build a working relationship that the development of the employee benefits

## 1.4 EQF Level

It is considered common that the company mentor is educated to EQF level 3-5, so that sufficient knowledge, skills and competences have been acquired.

## 2.KSC profile

1. Organizes the work of the employee					
	Subtasks	Knowlegde	Skills	Competences	Assessment criteria
1.1	Conducts an selection interview with the employee	<p>K1.Define different types of interview techniques</p> <p>K2.Define different types of selection procedures</p> <p>K3.Define the method of the used selection interview.</p>	<p>S1.Asks questions and listens actively to the employee so that he knows what the expectations and motivation of the employee in respect of his work.</p> <p>S2.Expresses its expectations and possibilities from the organization so that the employee knows where he stands.</p> <p>S3.Analyzes the information from the selection interview emerged and assesses whether the employee, the mentor and the company match</p>	<p>C1. Take the responsibility for planning and organizing his own work in regard to guidance the employee in his work</p> <p>C2.Aadapts own behaviour to circumstances in cooperating and communicating and applying procedures</p> <p>C3.Works under supervision of the manager, or team leader.</p> <p>C4.Reflects on planning and performance indicators (internally and externally)</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Shows that he uses different types of questions</li> <li><input type="checkbox"/> Can listen on different listening levels</li> <li><input type="checkbox"/> Can reflect on the motivation of the employee</li> <li><input type="checkbox"/> Is familiar with the expectations of the company and can transmit them</li> <li><input type="checkbox"/> Is able to analyze interview data and can create a link between the interests of the employee, the company and themselves</li> </ul>
1.2	Guides the employee during the introduction period	<p>K1.Define different types of educate or coaching techniques</p> <p>K2.Define different types of interview techniques</p> <p>K3.Diffine different types of motivation techniques and relates them to proper situations</p>	<p>S1.Stimulates and coach the employee during the induction period</p> <p>S2. informs relevant authorities and stakeholders inside and outside the organization of the introduction period of the employee so that they are aware and know what their role is.</p> <p>S3. Shows interest in the employee by attentive listening, asking questions and to observe the employer, so he knows how the employee can be guided</p> <p>S4. Choose introduction activities which representing the employee and the organization so that the employee can orientate himself on the job and the related tasks</p> <p>S5.Considering the talents and limitations of the employee when selecting the introduction activities.</p>	<p>C1. Take the responsibility for planning and organizing his own work in regard to guidance the employee in his work</p> <p>C2.Aadapts own behavior to circumstances in cooperating and communicating and applying procedures</p> <p>C3.Works under supervision of the manager, or team leader.</p> <p>C4.Reflects on planning and performance indicators (internally and externally)</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Knows how the employee should be encourage</li> <li><input type="checkbox"/> Informs all parties</li> <li><input type="checkbox"/> Shows that he uses different types of questions</li> <li><input type="checkbox"/> Can listen on different listening levels</li> <li><input type="checkbox"/> Is aware of its pitfalls when observing and taking measures to avoid them</li> <li><input type="checkbox"/> Is familiar with his work and the organization such as structures and properties</li> <li><input type="checkbox"/> Can name the talents and limitations of the employee and can see the impact of it on the work</li> </ul>
1.3	Notifies the initial situation and need to support of the employee	<p>K1.Define different types of interview techniques</p> <p>K2.indentifies different types of educate or coaching techniques</p> <p>K3.Knows the own organization and the possibilities for the employees with a distance to the labor market</p>	<p>S1.Asks questions to the employee and observing him to determine the initial situation and learning needs of the employee</p> <p>S2Discuss with the employee what the work objectives are and what role he has in it</p> <p>S3.Analyzes the information of relevant authorities or stakeholders, the wishes of the employee and the possibilities within the organization, to determine how the work objectives can</p>	<p>C1. Take the responsibility for planning and organizing his own work in regard to guidance the employee in his work</p> <p>C2.Aadapts own behavior to circumstances in cooperating and communicating and applying procedures</p> <p>C3.Works under supervision of the manager, or team leader.</p> <p>C4.Reflects on planning and performance indicators (internally and externally)</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Shows that he uses different types of questions</li> <li><input type="checkbox"/> Is aware of its pitfalls when observing and taking measures to avoid them</li> <li><input type="checkbox"/> Can define clear objectives together with the employee</li> <li><input type="checkbox"/> Is able to analyze different types of information</li> </ul>

			be achieved.		
1.4	Determine in consultation with the employee (work) tasks and activities	<p>K1. Define different types of interview techniques</p> <p>K2. Define different types of educate or coaching techniques</p> <p>K3. Identifies different types of educate or coaching techniques</p> <p>K4. Knows the own organization and the possibilities for the employees with a distance to the labor market</p> <p>K5. Define different types of pedagogical methods</p>	<p>S1. Involves the employee and, if necessary, the work supervisor in determining the work activities.</p> <p>S2. Listens to the wishes and expectations of them and argues his choice for working activities, so the choice is clear to everyone.</p> <p>S3. choose work activities based on the employee's capabilities and the organization, so the worker can develop himself.</p>	<p>C1. Take the responsibility for planning and organizing his own work in regard to guidance the employee in his work</p> <p>C2. Adapts own behavior to circumstances in cooperating and communicating and applying procedures</p> <p>C3. Works under supervision of the manager, or team leader.</p> <p>C4. Reflects on planning and performance indicators (internally and externally)</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Involves the employee when determining the work activities</li> <li><input type="checkbox"/> Can listen on different listening levels to the wishes and expectations</li> <li><input type="checkbox"/> Gives clear instructions</li> <li><input type="checkbox"/> Takes the organizational aspects and the talent and limitations of the employee in to account when planning the works</li> <li><input type="checkbox"/> Makes sure that all parties know about the working situation of the employee</li> </ul>
1.5	Organizes the (work) tasks and activities and facilitate the support	<p>K1. Define different types of interview techniques</p>	<p>S1. Gives the employee clear instructions so that the employee knows what work activities he must perform and what exactly is expected of him during his work .</p> <p>S2. Involves the employee when completing the plan for the job activities for the employee, for which they both feel responsible for the implementation of the plan.</p> <p>S3. Plan working activities of the employee taking into account the (commercial) planning of its business, the availability of people and resources, the talents and limitations of the employee and a responsible body of work activities</p>	<p>C1. Take the responsibility for planning and organizing his own work in regard to guidance the employee in his work</p> <p>C2. Adapts own behavior to circumstances in cooperating and communicating and applying procedures</p> <p>C3. Works under supervision of the manager, or team leader.</p> <p>C4. Reflects on planning and performance indicators (internally and externally)</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Gives clear instructions</li> <li><input type="checkbox"/> Involving the employee in planning the job activities</li> <li><input type="checkbox"/> Takes the organizational aspects and the talents and limitations of the employee in to account when planning the works</li> </ul>
1.6	Maintains contact with the relevant authorities and stakeholders	<p>K1. Define different types of interview techniques</p> <p>K2. Define different types of reflection techniques</p>	<p>S1. Takes from his involvement in the work of the employee the initiative to get in touch with the relevant authorities and stakeholders to inform them of for advice</p> <p>S2. Listening carefully to advice and indicates what he does with the advice</p>	<p>C1. Take the responsibility for planning and organizing his own work in regard to guidance the employee in his work</p> <p>C2. Adapts own behavior to circumstances in cooperating and communicating and applying procedures</p> <p>C3. Works under supervision of the manager, or team leader.</p> <p>C4. Reflects on planning and performance indicators (internally and externally)</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Informs all parties</li> <li><input type="checkbox"/> Can listen on different listening levels to the wishes and expectations</li> </ul>

## 2. Guide the employee

	<i>Subtasks</i>	<i>Knowlegde</i>	<i>Skills</i>	<i>Competences</i>	<i>Assessment criteria</i>
2.1	Guides the employee at the workplace	<p>K1. Define different types of interview techniques</p> <p>K2. Define different types of educate or coaching techniques</p> <p>K3 Identifies different types of educate or coaching techniques</p> <p>K4. Define different types of motivation techniques and relates them to proper situations</p> <p>K5. Define different types of pedagogical methods</p> <p>K6. list the feedback rules and relate them to different situations</p>	<p>S1. Adjusts its way of guidance on the talents and limitations of the employee by telling or showing the employee how a task should be executed, so the employee feels motivated and stimulated to perform tasks and to develop himself.</p> <p>S2. Gives the employee clear and constructive feedback so that the employee knows how and where he can develop himself.</p> <p>S3 Motivates the employee by support him socio-emotional in to a greater or lesser extent so that it is committed to its own development</p> <p>S4. Agrees with the employee the route of guidance so that they can find himself in the approach</p>	<p>C1. Take the responsibility for planning and organizing his own work in regard to guidance the employee in his work</p> <p>C2. A adapts own behavior to circumstances in cooperating and communicating and applying procedures</p> <p>C3. Works under supervision of the manager, or team leader.</p> <p>C4. Reflects on planning and performance indicators (internally and externally)</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Takes the talents and limitations of the employee into account when giving instruction</li> <li><input type="checkbox"/> Shows that he can use the feedback rules when giving feedback</li> <li><input type="checkbox"/> Shows that he can motivate the employee</li> <li><input type="checkbox"/> Determined in consultation with the employee's way of guiding</li> </ul>
2.2	Monitors and controls the performance of the tasks by the employee	<p>K1. Define different types of motivation techniques and relates them to proper situations</p> <p>K2. Define different types of interview techniques</p>	<p>S1. Keep an eye on whether the employee works according to agreements made and gives clear instructions if the employee does not meet expectations (threatening) to secure that the working time can be adjusted.</p> <p>S2. Discusses, possibly after consulting others, his observations with the employee.</p> <p>S3. Stimulates the employee to actively think about the further development of his work process.</p> <p>S4. Displays discipline through constantly and carefully monitoring the progress of the work of the employee, so that based on this the employee can be adjusted to achieve the learning objectives.</p> <p>S5. Assess on the basis of an objective observation and predetermined requirements of the employee sufficient progress in his work</p> <p>S6. Decide when to intervene in the work and accept the possible consequences in the planning for the employee and the organization..</p>	<p>C1. Take the responsibility for planning and organizing his own work in regard to guidance the employee in his work</p> <p>C2. A adapts own behavior to circumstances in cooperating and communicating and applying procedures</p> <p>C3. Works under supervision of the manager, or team leader.</p> <p>C4. Reflects on planning and performance indicators (internally and externally)</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Checks whether the employee is abide by the agreements made and gives in this respect feedback to the employee</li> <li><input type="checkbox"/> Informs relevant parties on the observation of the employee</li> <li><input type="checkbox"/> When necessary, the activities of the employee are adjusted</li> <li><input type="checkbox"/> Determines, based on the observation if there is a significant progress in the work of the employee is visible</li> <li><input type="checkbox"/> Determines when intervention goes beyond the work results</li> <li><input type="checkbox"/> Stimulates the employee to actively think about the further development of his work process.</li> </ul>
2.3	Performs counseling or progress meetings with the employee	<p>K1. Define different types of interview techniques</p> <p>K2. Define different types of</p>	<p>S1. Discusses in guidance and progress discussions the progress of the employee by asking questions and giving feedback and encourage the</p>	<p>C1. Take the responsibility for planning and organizing his own work in regard to guidance the employee in his work</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Shows that he uses different types of questions</li> <li><input type="checkbox"/> Shows that he use the feedback rules when giving feedback</li> <li><input type="checkbox"/> Knows how to motivate the employee</li> </ul>

		<p>educate or coaching techniques</p> <p>K3 Identifies different types of educate or coaching techniques</p> <p>K4. Define different types of motivation techniques and relates them to proper situations</p> <p>K5. Define different types of pedagogical methods</p> <p>K6. list the feedback rules and relate them to different situations</p>	<p>employee.</p> <p>S2. Reflects together with the employee the work process.</p> <p>S3. Use mistakes, received feedback and comments to improve the guidance.</p> <p>S4. Makes in the conversation with the employee clearly what goals should be achieved.</p> <p>S5. Tunes follow-up actions with the employee, and takes into account the motivation, limitations and talents of the employee</p>	<p>C2. Adapts own behavior to circumstances in cooperating and communicating and applying procedures</p> <p>C3. Works under supervision of the manager, or team leader.</p> <p>C4. Reflects on planning and performance indicators (internally and externally)</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Can reflect on the work of the employee in consultation with the employee</li> <li><input type="checkbox"/> Can reflect on his own actions and makes improvements when necessary on his act</li> <li><input type="checkbox"/> Sets clear goals towards the employee</li> <li><input type="checkbox"/> Can name the talents and limitations of the employee and can see the impact of it on the work</li> </ul>
2.4	Evaluates the employee's work and the support/guidance	<p>K1. Define different types of interview techniques</p> <p>K2. list the feedback rules and relate them to different situations</p>	<p>S1. Evaluates the guidance process to identify areas for improvement so he can optimize his guidance.</p>	<p>C1. Take the responsibility for planning and organizing his own work in regard to guidance the employee in his work</p> <p>C2. Adapts own behavior to circumstances in cooperating and communicating and applying procedures</p> <p>C3. Works under supervision of the manager, or team leader.</p> <p>C4. Reflects on planning and performance indicators (internally and externally)</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Can reflect on his own actions and makes improvements when necessary on his act</li> </ul>

### 3. Review the work results of the employee

	<i>Subtasks</i>	<i>Knowlegde</i>	<i>Skills</i>	<i>Competences</i>	<i>Assessment criteria</i>
3.1	Prepares a review moment	K1. Define different types of review techniques  K2. Define different types of interview techniques	S1. Determine, partly at the behest of the employee when the employee can be reviewed.  S2. Determines which work and other work-related aspects for assessment are eligible  S3 let the employee know when the review moment is and what he can expect..  S4. Ensures that everything is arranged so that the employee can be reviewed	C1. Take the responsibility for planning and organizing his own work in regard to guidance the employee in his work  C2. A adapts own behavior to circumstances in cooperating and communicating and applying procedures  C3. Works under supervision of the manager, or team leader.  C4. Reflects on planning and performance indicators (internally and externally)	<input type="checkbox"/> Determines the appropriate reviewing moment <input type="checkbox"/> Sets a clear frameworks for assessment and create the right conditions for reviewing
3.2	Review the employee	K1. Define different types of review techniques  K2. Define different types of interview techniques  K3. Knows the own organization and the possibilities for the employees with a distance to the labor market	S1. Proposes with or without the work supervisor questions to determine if the employee can justify his choices.  S2. Revealed after reviewing its decision to the employee and which consequences are involved	C1. Take the responsibility for planning and organizing his own work in regard to guidance the employee in his work  C2. A adapts own behavior to circumstances in cooperating and communicating and applying procedures  C3. Works under supervision of the manager, or team leader.  C4. Reflects on planning and performance indicators (internally and externally)	<input type="checkbox"/> Shows that he uses different types of questions <input type="checkbox"/> Reflect on his own behavior