



More detail on each aspect of the customer journey follows:

1 From Referral to Start

All customers will receive a written invitation and (if possible) an SMS or email invitation for an **Initial visit** to one of our locations closest to their home address. In London, we will operate out of six different Calder locations – meaning all customers will be within easy reach of a branch. Our branches will have a no-nonsense, busy and “warm” atmosphere where customers and staff feel a joint responsibility. The initial visit is scheduled within three working days.

2 Assessment with Competence Test (week 1)

An initial visit of an invited customer will include the following elements:

a welcome session for identification and checking the intentions and ambitions of either side through an informal conversation;

- a. the customer is asked to do the competence test and is guided through it; the test is done online and on location directly after welcoming session;
- b. the outcome of the test will be discussed with the customer and Calder will explain the results with respect to finding employment; best matching possible professions and jobs will be presented in an understandable way. The outcome will be part of the work-focussed plan of action.
- a. the subsequent six-week orientation period in relation to the work-focussed plan of action and the three main routes (see below) are explained. Agreement is made with regard to the customer's choices in this first version of the plan of action.

3 Introduction and Six-week Orientation (months 1 to 2)

On average, customers will spend more than 20 hours a week in the branch. In the first version of the plan of action, activities are focussed on verification and improvement of the choices made. This crystallises in the common target for all participants, namely to find a suitable four-week work experience placement within six weeks. Every customer has their own permanent coach who is

responsible for ensuring the work experience matches the results of the first version of the work-focussed plan of action. With the plan of action as a guide each customer works through a combination of group sessions, personal attention and assignments to find a **suitable work experience placement**. Customers are encouraged to help each other in this respect.

This six-week period focuses on five central themes that customers have to deal with depending on the initial version of their plan of action.

Motivation and Opportunities. This theme focuses on the direction of their job search, their basic attitude whilst searching, a "reality check" on their present capabilities, independence, and making concrete choices.

Demands of the new work environment. This theme focuses on topics such as employment situation, company excursion, vacancy analysis and job applications. The objective is to develop effective search behaviour through activities.

Education and work experience. This theme covers topics such as CVs, the value of qualifications, the need for lifelong learning, training and development, and an assessment of years of one-sided work experience. The customer learns to assess their education and working experience – and make links between the two.

Rights and obligations. This theme covers, among other things, information about legislation, their financial situation, rights and responsibilities and their daily schedule.

Practical barriers in the way of finding employment. This theme can cover discussion of topics such as debts, addiction, upbringing, justice, language, illiteracy, (chronic) disease, military service, housing, etc, and the preparation of practical solutions to break down these barriers.

4 Work Experience (month 3)

If, after the six-week orientation period no job has been found, a matching work experience period of four weeks will start. Calder will identify five types of work experiences:

- a. work discipline: coming on time, working as part of life, and colleagues;
- b. type of work as an introduction to a job ambition: does it match and is it a realistic ambition?
- c. doing something for the community: community service and fulfilment gained from it;
- d. just a try-out: why not, never tried this before;
- e. learning basic skills: a training and/or real-practice simulation to learn skills and behaviour needed for work.

Calder will coach during the work experience, and experiences will be used for improving the plan of action. Calder disposes, together with its subcontractors, of sufficient work experience places for her customers.

5 Routes toward Work (as from month 4)

We distinguish three possible main routes: red, yellow and blue. Every customer is entitled to follow such a route with the actual plan of action as a guideline. In principle a customer starts with the red route unless the customer accepts an offer to follow the yellow or blue path. The content of such an offer and the route itself are based on the customer's individual plan of action. The three routes interact in such a way that leaving one route automatically means entering the other, unless a job is found.

5A Red: Experience Route toward Work

In the experience route the customer is active for around 16 hours a week with the following tailor-made elements:

a. Training in job applications (months 3 to 6)

At the beginning and the end of the training in application skills the participant completes the application test. In this test several skills are examined. The outcome of the test is to identify which parts the participant must improve on. The application training is offered in modules. The customer is able to complete those modules s/he really needs.

b. Sprint counselling and placement (months 3 to 6)

Each vacancy is an opportunity for work. Calder continuously provides current vacancies recorded in a "competencies demand". These vacancies will be extracted from newspapers, the internet, general demand from large organisations, recruitment agencies, their own recruiters etc. Sprint counselling is an intensive job hunting programme that fits in with constant matching. The central point is the planned search and guided application activities.

c. Individual coaching (months 3 to 6)

Individual coaching is available for everybody. The job coach works on behaviour modification. Personal coaching takes place in a work room in our branch where computers, newspapers and listed vacancies are available. The customer receives several assignments to increase his search ability and receives much attention from his job coach.

d. Second working experience period (months 6 to 9)

All customers not having employment after half a year start their second work experience period. This time the work experience lasts 6 to 8 weeks. We look for suitable places tailor-made for each customer. Calder is of the opinion that the chances for employment increase significantly through this second period of work experience.

e. Final sprint (months 10 to 12)

In the last three months of the process we start the final sprint for employment with everyone who has not been placed yet. This final sprint is personal and based on the renewed study of all experiences and circumstances. Once again the work-focussed plan of action will be adjusted and acquiring employment will be worked on.

During the entire period of the Experience route the customer will be confronted with opportunities for employment. First and foremost, the customer's job coach is the one to undertake this action aided by the following:

- Each week a job coach comes into a group of customers following the experience route in order to accept the best candidates who will present themselves to the job coach. Acceptance means moving from the experience route to the recruitment route (see 5B).
- Each month JHP, our skills broker sells their opportunities for training to the group. Acceptance means moving from the experience route to the skills route (see 5C).

5B Yellow: Recruitment Route toward Work For a customer the recruitment route will mean a direct link being made between their competencies and actual vacancies. All the vacancies will be managed by an account manager who only presents employers with the best candidates and then acts as an advocate for those candidates. Customers visit their job coach at least two times a week. There is no fixed programme, only the continuous realistic chances for jobs and the personal mentoring from the job coach to go for it. This takes eight weeks. All chances and feedback are registered and may alter the registered competencies.

5C Blue Stream: Skills Route toward Work Calder has sub-contracted with JHP to work as their skills broker. In our vision the training provision for each customer should always be logical and based on a concrete job opportunity (with named employer), as identified by JHP. It should be vocational training with JHP, a local college, or other training provider.

The job opportunity will be offered by JHP to all Calder FND customers in a frequent, concrete and personal way, for example by selling it to groups of customers. Customers in the experience route are frequently offered opportunities for work through vocational training. This occurs in session led by experts of JHP based on their know-how of jobs in relation to skills