

COEPS: the career development guidance for homecare workers

France

GENERAL INFORMATION	
Name of the organisation	CERTIFICATION & COMPETENCES
Type of organisation	Other
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Topic of the good practice	Labour and skills shortages in the health and care sector
Geographical focus	Nation-wide
Duration	1/1/2023 - ongoing
Summary of the good practice	<p>The Career Development Guidance (COEPS) initiative, developed by IPERIA, provides personalised, structured, and sustainable career support for individuals working, or aspiring to work, in the personal and household services sector. Although this sector plays a crucial role in supporting families, the elderly, and people with disabilities, it remains largely undervalued. It is often characterised by low visibility, limited career development opportunities, and a lack of formal recognition for the skills and experience of its workforce.</p> <p>To address these challenges, COEPS was created with three core objectives:</p> <ol style="list-style-type: none"> 1. Individualised career support: Provide tailored guidance to help individuals identify their skills, define their career goals, and build a development pathway aligned with their aspirations and the realities of the home employment sector.

	<p>2. Promoting the personal and household sector: Increase awareness and attractiveness of professions in the home employment sector, which are essential to addressing key social challenges.</p> <p>3. Strengthening professionalisation: Facilitate access to training, certification, and validation of prior learning (VPL), thereby enhancing the recognition of skills and career progression opportunities within the sector.</p> <p>To ensure its services are accessible and inclusive, COEPS operates through both local and remote delivery channels. It adapts to the diverse needs of the beneficiary by offering a range of customised tools and services. These include professional skills assessments, language and digital literacy tests.</p> <p>Since its launch, COEPS has demonstrated a significant impact in improving professional outcomes for workers in the sector:</p> <ul style="list-style-type: none"> • More than 1,500 individuals have received personalised guidance over an 18-month period. • Over 300 participants have successfully obtained professional certifications following tailored support through the programme. <p>These results highlight the programme’s strong contribution to enhancing employability, skills recognition, and career advancement within the sector. Moreover, the COEPS model has demonstrated its adaptability and potential for replication, as it has already been integrated into various complementary projects, such as those aimed at facilitating the professional integration of migrant workers in the home employment sector.</p>
OBJECTIVES AND ACTIVITIES	
<p>Background/context</p> <p>What challenge, need or gap were you trying to solve or respond to?</p> <p>Why was this issue relevant or urgent in your context (sector, region, country)?</p>	<p>Challenges</p> <p>► The Sectoral Career Guidance Counsellor (Conseiller en Évolution Professionnelle Sectoriel - COEPS) initiative is a project driven by the private employers and domestic employment professional branch</p>

(Branche professionnelle du secteur des particuliers employeurs et de l'emploi à domicile) through its operator IPERIA. The initiative was designed to directly address strategic priorities of the sector, and particularly those related to professional recognition, skills development, and workforce retention.

First, COEPS played a key role in providing **personalized professional guidance**, empowering individuals to identify their competencies, define clear career goals, and design career paths aligned with both their personal aspirations and the evolving demands of the sector. At the same time, the initiative sought to **enhance the visibility and attractiveness of the PHS sector**. By promoting a more positive and accurate image of these essential professions, COEPS aimed to counter the historical undervaluation of such roles, thereby strengthening the sector's identity and its ability to attract and retain talent.

A second major objective was to **promote professionalization** by improving access to training, certification, and the Validation of Prior Learning (VPL). This approach created a stronger link between continuous learning and professional recognition, which in turn improved employability, supported career progression, and increased employee retention.

Through COEPS, workers gained **greater awareness of career opportunities**, received **support for professional transitions**, and benefited from an approach that proved **adaptable to diverse groups**, including migrant workers. Overall, COEPS made a significant contribution to building a more skilled, recognized, and sustainable Personal and Household Services (PHS) sector.

French context

- At the national level, France is experiencing a significant demographic transformation. By 2030, nearly one in four citizens will be aged 65 or older, and 92% of older adults wish to continue living independently at home.

	<p>This shift creates an urgent need for stronger, more structured responses to the needs of an ageing population, making the Personal and Household Services (PHS) sector a critical component of public policy.</p> <p>From a sectoral perspective, PHS is the seventh largest employer in France in 2025, employing approximately 1.2 million professionals. This includes 550,000 home care workers and 339,000 household employees, who together account for nearly three-quarters of the workforce. The sector faces an imminent renewal challenge: with an average workforce age of 48, over half of these professionals are expected to retire by 2030.</p> <p>Simultaneously, rising life expectancy, evolving childcare practices, and changing family needs demand that the sector adapts quickly. With an estimated 600,000 job openings expected by 2030, it is urgent to make the sector more attractive, enhance professional recognition, and support workforce upskilling and professionalization.</p> <p>In this context, the Sectoral Career Guidance Counsellor (COEPS) initiative provides an essential solution, focusing on the professionalization of PHS employees, strengthening their skills, recognition, and support in a rapidly evolving sector.</p>
<p>Objectives</p> <p>What were the main goals of this practice (e.g. better compliance, faster processing, improved worker protection)? (Please limit to three)</p> <p>Who or what were these goals intended to help or change? (Please limit to three)</p>	<p>Main goals</p> <ul style="list-style-type: none"> • Individual career support: Provide high-quality, personalized guidance for individuals entering or already working in the sector. This structured approach identifies professional needs, leverages prior skills and experiences, and recognizes both technical and soft skills, delivering comprehensive support that strengthens workforce recognition and career development.

	<ul style="list-style-type: none"> • Improve the attractiveness of the Personal and Household Services sector: Increase awareness and the attractiveness of the Personal and Household Services sector, highlighting the importance of home employment professions in addressing key social challenges. • Professionalization support: Facilitate access to training, certification, and validation of prior learning (VPL) to enhance skills recognition and support career progression. <p>Results were expected on:</p> <ul style="list-style-type: none"> • Current and future employees of the Personal and Household Services sector. • Diverse populations including young people, migrants, individuals changing careers, and job seekers. • The home care sector: strengthening the skills, recognition, and professionalism of its workforce, contributing to a more sustainable and effective system of care.
<p>Main activities</p> <p>What were the main steps or actions you carried out to put the practice into effect?</p> <p>Were any tools, materials, partnerships, or processes created?</p>	<p>► The implementation of this practice followed a structured approach designed to support professional development within the sector:</p> <ol style="list-style-type: none"> 1. Project design: The initiative was conceived as a professional pathway rather than continuing education. It aimed to facilitate access to certifications, enhance sector attractiveness, and encourage long-term engagement in the PHS sector. 2. Validation by the professional branch: The project was submitted to the professional branch of Private Employers and Home Care Employment Sector (Branche du secteur des particuliers employeurs et de l'emploi à domicile) for review and approval.

3. **Development and testing:** A development phase included pilot testing with targeted groups to refine the support approach, such as participating in the redesign of the Validation of Prior Learning (VPL) process in France. Successful tests led to the full-scale rollout of the service to all eligible beneficiaries.

4. **Operational phase:**

- Initial contact: Participants engaged via phone, video, or in-person meetings to outline their needs.
- Assessment (1–3 hours): Analysis of career history, experiences, and professional goals.
- Skills and personality assessment: Tests to evaluate competencies and identify training needs.
- Personalized action plan: Concrete recommendations for training, certification, VPL, or other professional support.
- Ongoing support: Continuous guidance provided by a dedicated advisor throughout the participant’s professional development journey.

► Several tools, processes, and partnerships were developed to support the implementation and effectiveness of the initiative:

Enhanced operational tools: The CRM system for client relationship management was strengthened and adapted to track beneficiary information, ensure traceability of actions, and support overall case management.

- **Shared tools and resources:** Collaborative platforms and resources were established, including SharePoint and Excel files.

	<ul style="list-style-type: none"> • Assessment and positioning tools: Self-assessment and competency evaluation tools (covering skills, language, and digital literacy) were created to recommend tailored training pathways and assist guidance counselor in designing appropriate professional development programs for beneficiaries. • Communication support: Support materials were developed to raise awareness of the service among the employees and partner organizations, encouraging participation. • Simplification of procedures and processes: Standardized procedures were implemented for receiving requests, contacting beneficiaries, and creating client records within the CRM system, ensuring consistency and efficiency. • Creation of partnerships: Strategic partnerships were established with key stakeholders such as the public employment agency in France (France Travail). These collaborations included initiatives, involvement in the Validation of Prior Learning (VPL) processes, and formal agreements to promote COEPS, guide beneficiaries, and facilitate access to professional pathways. <p>These tools, processes, and partnerships collectively enhanced the program’s reach, efficiency, and ability to deliver tailored, high-quality support to participants.</p>
<p>Funding/organisational resources</p>	<p>The initiative was supported and secured through dedicated funding from the professional branch of the Private Employers and Home Care Employment Sector (Branche du secteur des particuliers employeurs et de l'emploi à domicile). Key organizational resources were also put in place, including the creation of COEPS positions and a COEPS coordinator role to supervise and harmonize all program activities. The project also relied on internal upskilling efforts, ensuring that part of the workforce could develop the necessary competencies to deliver high-quality guidance. In addition, remote support</p>

	<p>mechanisms were introduced, enabling counsellors to accompany individuals remotely and extend the reach of the program across different territories.</p>
<p>PARTICIPATION</p>	
<p>Stakeholders involved</p> <p>Organisations or entities actively contributing to the design, implementation, monitoring, or support of the good practice (e.g. labour inspectorates, social security institutions, trade unions, employers' associations, or other).</p>	<ul style="list-style-type: none"> • Professional branch of the Private Employers and Home Care Employment Sector: Provided support, validation, and funding for the initiative. • National public employment service in France (France Travail): Acted as prescribers, guiding and referring beneficiaries to the program. • Training providers: Delivered recommended training based on COEPS guidance. For specific projects, training providers were selected through calls for proposals; otherwise, certified or networked providers were engaged.
<p>Target groups</p> <p>Main groups or categories that the practice is directly aimed at, who should receive its services or who engage with it (e.g. employers, mobile or posted workers, labour inspectors and social security officers, or other).</p>	<ul style="list-style-type: none"> • Current and future employees of the sector: Benefit from professional development and recognition, whether they work in the PHS sector or other sectors. • Diverse populations including young people, migrants, individuals changing careers, and job seekers: Benefit from professional development and recognition, whether they work in the PHS sector or other sectors.
<p>Final beneficiaries</p> <p>Individuals or groups that ultimately benefit from the outcomes of the practice, even if they are not the direct target or user (e.g. mobile or posted workers, vulnerable workers at risk of exploitation, employers benefiting from clearer rules or reduced admin burdens, or other).</p>	<p>► Employers: Gain access to a skilled, certified, and reliable workforce, ensuring high-quality care and household services.</p>
<p>GOOD PRACTICE CRITERIA</p>	
<p>Achievements and outcomes</p> <p>What specific results did the practice achieve? (e.g. How many workers or employers were reached, number of</p>	<p>Specific results</p> <p>► Over the past 18 months, the initiative has achieved the following results:</p>

<p>publications created? What processes became faster?)</p> <p>What kind of broader benefits did it bring? (e.g. Did it improve understanding of rights and obligations, enhance cooperation between authorities, or reduce legal uncertainty and inconsistent application of rules?)</p>	<ul style="list-style-type: none"> • More than 1,500 individuals received personalized guidance and support. • People were reached through communications, including the website, email campaigns, and dissemination. • Administrative and operational processes were streamlined, enabling support for a larger number of participants. • Implementation of digital tools, including CRM systems, professional positioning tests, and shared platforms, improved efficiency and saved time in managing the program. <p>Broader impact</p> <ul style="list-style-type: none"> • Sector innovation: Introduced a unique and innovative approach specifically designed to serve the Home and Personal Services sector and employment more broadly. • Professionalization and certification: Strengthened the skills and qualifications of participants through certification, enhancing workforce professionalism. • Enhanced employability: Placed more competent and qualified individuals into the labour market, improving overall service quality and sector performance.
<p>Cost effectiveness</p> <p>How did you keep costs low while still achieving results? (e.g. Did you reuse existing tools, automate processes, or share resources across teams?)</p> <p>Can you show that the outcomes were worth the investment? (e.g. Did small changes lead to big improvements, or were expensive tools avoided?)</p>	<p>Cost-efficiency was achieved through several strategic measures:</p> <ul style="list-style-type: none"> • Reuse of existing tools: Leveraging the CRM system enabled financial optimization by avoiding the need for new software investments. • Process automation: Creating automated workflows reduced processing times and maximized the use of available resources, improving operational efficiency.

	<ul style="list-style-type: none"> • Resource sharing between teams: Knowledge and expertise were shared across different services within IPERIA, enhancing team skills, improving understanding of the target audience, and reducing the need for external training. <p>Positive outcomes:</p> <ul style="list-style-type: none"> • Client satisfaction: High levels of satisfaction among beneficiaries indicate the quality and relevance of the support provided. • Number of individuals supported: Over 1,500 people received personalized guidance, showing significant reach and impact. • Training and certification: A large number of participants successfully completed training or obtained certification, reinforcing workforce professionalization while maximizing the return on investment.
<p>Transferability</p> <p>What are the key features that make this practice work well? (e.g. a digital platform, clear guidelines, a joint inspection process, or strong coordination)</p> <p>What would another country or organisation need to make this work for them? (e.g. certain laws, IT systems, or staff training)</p>	<p>► The effectiveness of the practice is driven by several key features:</p> <ul style="list-style-type: none"> • Proximity management: Close management ensures effective coordination of the COEPS program. • Structured support process: The support pathway is segmented into clearly identifiable steps, enabling tracking of progress and outcomes. • Strong coordination: A dedicated COEPS position allows for consistent monitoring and guidance of participants. • Trained staff: Employees are well-trained, ensuring high-quality service delivery. • Sector expertise: In-depth knowledge of sector certifications and professional standards allows for accurate guidance and orientation. • Robust communication: Strong internal communication raises awareness of the service

	<p>and its scope, while external communication highlights the benefits of COEPS to the public and partners, establishing credibility and fostering referrals.</p> <p>► To successfully implement this practice in another country or organization, several key elements are required:</p> <ul style="list-style-type: none"> • CRM tool: A client relationship management system to track participants, monitor progress, and ensure process efficiency. • Trained and engaged resources: Skilled staff who are committed to providing guidance and support throughout the professional pathway. • Partnerships: Strong collaborations with relevant stakeholders to facilitate referrals, coordination, and access to training or certification. • Structured implementation steps: Clear, phased processes for project setup, including recruitment, pilot testing, rollout, and ongoing monitoring. • Sustainable economic model: It is essential to develop a viable funding and resource allocation plan to support the program’s long-term maintenance and scalability.
<p>Sustainability</p> <p>How is the practice sustainable from a social, financial or environmental perspective?</p> <p>What makes this practice able to continue over time? (e.g. It is now part of regular work or has been built into law or procedures?) and how are you making sure it lasts beyond the pilot or project phase?</p>	<p>Social sustainability: The practice addresses enduring needs, such as care for elderly individuals or children. Providing a professional pathway that leads to certification and employment enhances both social recognition and personal income for participants.</p> <p>Financial sustainability: The economic model is supported by the professional branch, with employer contributions allocated to professional development, ensuring ongoing funding and scalability.</p> <p>Environmental sustainability: Remote guidance and digital tools reduce the need for physical travel,</p>

	<p>minimizing environmental impact while maintaining service quality.</p> <p>Ensuring sustainability in the long term is possible thanks to:</p> <ul style="list-style-type: none"> • Formal recognition: The Sectoral Career Guidance Counsellor (COEPS) role as pathway architect is officially recognized within the PHS sector making COEPS the sole professional guidance counselor for the sector. • Integration into core services: This mission has been embedded as a foundational component of the organization’s overall service offering, ensuring it is part of everyday operations. • Ongoing support measures: Active mechanisms and resources are implemented to maintain the practice guaranteeing its continuity and long-term impact.
<p>Innovativeness</p> <p>What makes this practice new or different in your field or country? (e.g. Is it the first of its kind, or does it combine actors who don’t usually work together, or activities not performed before?)</p> <p>How does it improve older or less effective approaches? (e.g. By reaching more people, using data better, or simplifying complex procedures)</p>	<p>Innovativeness:</p> <ul style="list-style-type: none"> • Pioneering activities: It introduces the role of Sectoral Career Guidance Counsellor, a function that has never before been implemented in the sector. • Collaborative partnerships: The initiative brings together partners, training organizations, and prescribers, fostering coordinated efforts and synergy across stakeholders. <p>Improvement process:</p> <ul style="list-style-type: none"> • Broader target audience: While earlier initiatives focused primarily on current employees, the program now reaches a wider population, including young people, job seekers, and those distant from the labor market. • Data-driven approach: Customer data accumulated to date is leveraged to design progressive support pathways, with short, medium,

	<p>and long-term guidance tailored to individual needs.</p> <ul style="list-style-type: none"> • Enhanced procedures: New procedures were developed based on previously successful practices, enhancing efficiency while building on proven methods.
<p>Digitalisation</p> <p>What kind of digital tools or platforms were used in this practice? (e.g. online portals, automated case tracking, data sharing, digital databases or other)</p> <p>How did these tools help in reaching your goals? (e.g. Did they save time, facilitate access to data in real time, reduce errors, help detect fraud, or improve coordination between authorities?)</p>	<ul style="list-style-type: none"> ▶ The practice utilized several digital tools and platforms to enhance efficiency and communication: <ul style="list-style-type: none"> • CRM system: For managing beneficiary information, tracking progress, and ensuring process efficiency. • Website and connected space: To share information with beneficiaries and partners in a centralized, accessible format. • Online satisfaction questionnaires: To collect feedback and monitor the quality of services provided. ▶ These tools have contributed to achieving our objectives by: <ul style="list-style-type: none"> • Centralizing data: Facilitating easier access, management, visualization, and real-time tracking of participant information. • Improving monitoring and follow-up: Improving coordination, ensuring timely interventions, and reducing errors.