



CURRICULUM CULTURE PILOTS IN

FRANCE

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Authors and disclaimer

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1) Project design

Brief description of the local project

The Union des Centres Sociaux des Bouches-du-Rhône and Marseille Provence 2013 are partners in the European Culture Pilots project.

This project, inspired by an experiment conducted in Austria in 2009 when the city of Linz was European Capital of Culture, consists in designing city tours based on the point of view of the city's residents.

These circuits will then be included in the official Marseille-Provence 2013 program and offered to visitors, tourists, professionals, etc.

Six Community Centers in Marseille will be involved in the project. Each of them will include in its team two future "Culture Pilots," recruited from among local residents¹, making use of the "assisted contracts" legislative provisions.

The design of the project, which began in December 2011 and will end in late 2013, is part of an "innovation transfer" Leonardo program and involves four European cities: Barcelona (Spain), Lisbon (Portugal), Marseille (France), and Vicenza (Italy).

The Bouches-du-Rhône General Council and Pôle Emploi [the national employment agency] are already partners in the project.

Given the rich possibilities of the project, the main challenge – requiring creativity and a measure of audacity – is to create original partnerships, new forms of "bridges," and a project structure that is appropriate to our territory.

The project has clear advantages in terms of:

- improving the image and the renown of the territory and its cultural, natural and human advantages (it will have the effect of "opening up" the neighbourhoods);
- opportunities for job qualification and integration;
- creation and development of new partnerships, including with companies and institutions in the territory;
- creation of a space for encounters between citizens and between cultures in a spirit of sharing and solidarity;
- development of a new sustainable urban tourism offer;
- development of a new activity and a new audience for the Community Centers.

¹ 12 persons from the neighborhoods where the Community Centers are located who are seeking employment and who are eligible for the base RSA, preferably with a scholastic level of Bac + 2 (*Baccalauréat* diploma + two years of study).

Target

In order to adapt the original Culture Pilots Curriculum to our needs, the project calls for us to conduct an analysis of the needs of the target group in our country and our territory of action. From the beginning of the design phase of the project, we oriented it toward the hypothesis of recruiting future Culture Pilots by making use of an employment aid measure already existing in France: assisted contracts (see the inset below)

An assisted contract (*contrat aidé*) is a work contract involving dispensations from the legislation in force and for which the employer is entitled to assistance which can take the form of subsidies for hiring and exoneration from certain social charges. The general principle is to reduce the costs of hiring for the employer via direct or indirect aid. These assisted jobs are accessible by priority to “target groups,” such as persons who are isolated from the world of work.

Like all work contracts, assisted contracts are subject to French labour law, which provides, among other things, for specific rules for avoiding abuses involving discrimination, beginning with the recruiting phase. Concretely, this means that it is not possible to target future employees on the basis of gender, origin, or religion.

That is why, before final commitment to the project, we requested authorisation from the Leonardo da Vinci project National Agency based in Vienna not to target the same group as the original project did (immigrant women).

The future Pilots will be selected from among persons seeking employment, hired by the six Community Centers involved in the project for a minimum duration of six months (October 2012 to March 2013) and on the basis of 26 hours weekly, making use of the aforementioned assisted contracts measures. We also worked on the content of their jobs, and the job offers were disseminated via several channels (Pôle Emploi agencies, the General Council, the Union Web site, and a Web site that specialises in social and solidarity economy).

On the other hand, we have no way of having any information on their origin or their gender. Nonetheless we are fully aware of the importance of the multicultural dimension of the original project, and we will make every effort to ensure that the group of persons selected reflects the cultural diversity of the populations who live in the targeted neighbourhoods. Close work with partners such as Pôle Emploi, the General Council (which manages the assisted contracts measures) and the Regional Council will enable us to refine the recruiting methods and deal appropriately with the question of the “post-project,” in particular as regards possible post-project opportunities (additional training, job possibilities, etc.)

Selection of participants

The job interviews will be conducted by the directors of the Community Centers and, on request, by the personnel of UCS 13.

Criteria and points for vigilance

- Verify the required qualities and competences with reference to the job description
- Verify that the persons identified are eligible for the base RSA (Active Solidarity Revenue)
- Verify the compatibility between candidates in a given Community Center, since they will have to work very closely, in pairs;
- Emphasise candidates' commitment to work, including to training, which is compulsory. Any absences will have to be justified;
- Carefully explain the twofold function of the position: Culture Pilot in his/her neighbourhood and cultural mediator for promoting MP 2013;
- Avoid creating false hopes: These contracts will be able to be renewed once in the best case, and it is very improbable that they will become permanent. This experience must be perceived by the persons who are hired as a springboard, an opening, a way of discovering the guide and tourism professions, building a network, gaining access to training opportunities, and so on;
- More than competences, verify capabilities, and in particular very good relational abilities, abilities for adaptation and learning, and an ability to work in a team, along with such qualities as an open mind, curiosity, and creativity.

The contract will specify the hours (26) and the working days: Tuesday, Wednesday, Thursday, and Friday morning. It will also be stated that the Pilots may also work on Saturday and Sunday.

Job description

JOB TITLE

Culture Pilot

BENCHMARK POSITION

Activity leader

MISSION

In the context of the EU's "Culture Pilots" project, co-initiated with the association Marseille Provence 2013 and supported by the General Council of the Bouches-du-Rhône, lead a socially innovative project in the areas of entry into the labour market, culture, and tourism:

- Develop and staff an original circuit of discovery tours of the neighbourhood where the Community Center is located
- Offer a cultural mediation and information service for the public of the Community Center tied in with the programming of Marseille Provence 2013

ORGANIZATIONAL CHART



INTERNAL AND EXTERNAL RELATIONS

- Internally: employee team, volunteers, administrators
- Externally: users, tourism office, district town halls, UCS 13, and member Community Centers, local associations, companies within the territory, the Marseille Provence 2013 association, the General Council (via a *dispositif 13 en partage*)

ACTIVITIES AND RESPONSIBILITIES

Develop a discovery circuit	<ul style="list-style-type: none">- Draw up a diagnosis of the territory- Make contact and establishes partnership relations with other actors in the territory (community-based associations, institutions, companies, etc.);- Leverage his/her experience and knowledge of the territory- Choose one or several themes- Build, puts in place, and test the circuit
Accompany groups in discovering the neighbourhood	<ul style="list-style-type: none">- Program the circuits- Welcome tour groups- Lead the circuit and adapt it to the audience if necessary
Contribute to promoting the circuits and to communication about the project internally and externally	<ul style="list-style-type: none">- Co-build the communication tools- Disseminate the communication tools (posters, flyers, brochures, etc.)- Promote the circuit to the various audiences (administrators, volunteers, users, etc.)
Offer a cultural mediation and information service	<ul style="list-style-type: none">- Organise staffing and the information point within the Community Center- Disseminate the MP 2013 communication tools (posters, flyers, brochures, etc.)- Mobilise and/or organise outings in the context of events organised by MP 2013 (opening ceremony, major events, etc.)
Participate in and contributes to overall staffing of the project	<ul style="list-style-type: none">- Participate in team meetings- Participate in other staffing activities, events, outings, etc.- Leverage and transmit the competences

acquired during the project to volunteers and/or
the salaried Community Center team

A training session specifically designed for the project will take place between October and December 2012 (approximately 22 days). The Culture Pilot will be accompanied by professionals in tourism and cultural mediation throughout the process of development and implementation of the tourist circuits.

The circuits will be operated in 2013, as part of the official Marseille Provence 2013 program.

COMPETENCES

▪ Training and work experience

- Bac + 2 [*Baccalauréat* diploma + two years of study]
- Interest in one or several of the following fields: tourism, culture, art history, architecture, urbanism, etc.
- Mastery of a foreign language and the practice of an artistic or cultural activity are a plus
- The desire to get involved in a project that is innovative, creative, rich in encounters, and directly linked to cultural and tourism institutions in the territory

▪ Knowledge required

- Good overall general knowledge
- Good knowledge of the neighbourhoods involved in the project

▪ Professional abilities related to the function (ability to)

- Develop convivial, dynamic relations
- Lead groups
- Work in a team
- Speak in public
- Communicate orally
- Very good ability to adapt and to learn

▪ Aptitudes and qualities expected

- Ease in interpersonal relations
- Good listening ability and self-control
- Imaginativeness and creativity
- Openness, curiosity
- Listening ability

EMPLOYMENT CONDITIONS

Six-month renewable temporary work contract

26 hours/week Tuesday through Friday (for leading tours: availability to work Saturday and occasionally on Sunday)

Remuneration: SMIC [national minimum wage] (hourly rate: 9.40€ gross)

Territories and Community Centers

The choice of territories and participating Community Centers was made via a call for projects sent to the 49 Community Centers who are members of UCS 13.

Among the ten or so who responded positively, six were chosen based on their motivation and the diversity of the territory in which they are located.

Five Community Centers are located in Marseille, in neighbourhoods that are more or less problematic.

The Baussenque Community Center is located in the city centre, whereas the others are located more on the periphery and are much less accessible via public transportation.

The sixth Community Center is in the city of Miramas, approximately 60 kilometres from the city of Marseille. The city of Miramas is very involved in the Marseille Provence 2013 dynamic.

List of Community Centers involved in the project:

Baussenque Community Center (13002 Marseille)

Del Rio Community Center (13015 Marseille)

Saint Gabriel Community Center (13014 Marseille)

Roy d'Espagne Community Center (13008 Marseille)

Val Plan Bégudes Community Center (13013 Marseille)

Albert Schweitzer Community Center (13140 Miramas)

Purpose of the training

The training/action is aimed at providing, via practical experience, the ability to prepare and aid in building a tourism offer aimed at comprehensive discovery of the heritage (heritage walk) for persons residing in the territory of the Department of the Bouches-du-Rhône.

These are individuals who are isolated from the world of work and who, through this project, will re-establish contact with the working world and with training.

The Community Centers probably will not have the possibility of making these jobs permanent, but the experience will enable the future Culture Pilots to develop their competences, regain self-confidence, and build their own work network.

Through training and thanks to the intervention of external partners (such as the Region, the General Council, Pôle Emploi, etc.), they will be in a better position to know about work and training opportunities in the world of tourism and culture.

Training approach

The group training covers 21 days. It is associated with work in the field aimed at accompanying the pairs in building the tour circuits and with individual coaching interviews.

Since the future Culture Pilots will be hired by the Community Centers, the training takes place within a professional framework.

This point is very important, since it defines precise rules of conduct (e.g. all absences must be justified) and determines a very high level of involvement on the part of both participants and trainers.

That is why we have called in highly qualified trainers, who are experienced and have advanced and detailed knowledge of the territory.

Training time will be alternated with work time (one week out of two) so that the knowledge acquired during training can be applied immediately in the field.

This alternation between theoretical training and concrete application has the advantage of making it possible to adjust content and operational goals in accordance with feedback from the Culture Pilots.

A principal trainer will provide both instructional monitoring of the Culture Pilots and the instructional coherence of the training as a whole, in liaison with the other trainers taking part.

The formats of their interventions are variable – group sessions, workshops and experimentation in pairs, individual accompaniment, working autonomously, and occasional external providers (OT Marseille, Pôle Emploi, etc.)

Period

October- December 2012

Practical details:

- 21 days of Training (169 TUs², including 9 TUs dedicated to job search techniques)
- 6 field workshops (36 TUs)
- 5 TUs for individual accompaniment and coaching
- 6-month contracts (renewable one time) entered into between the Culture Pilots and the 6 Community Centers participating in the project
- development of 6 city tours in the 6 neighbourhoods where the Community Centers are located.

² TU = Training Unit, corresponding to 45 minutes

Training curriculum

- Urban Tourism – 12 days (83 TUs, including 36 TUs of practical workshops)
- Cultural mediation - 5 days (45 TUs)
- Communication module 1: group and conflict management in a multicultural context - 2 days (18 TUs)
- Communication module 2: Speaking in public – 3 days (23 TUs)
- Personal Development module - 4 days (36 TUs)

Description of the modules

Modules

- **Urban Tourism – 12 days**

The training/action is aimed at providing, via practical experience, the ability to prepare and aid in building a tourism offer aimed at comprehensive discovery of the heritage (heritage walks);

Modes of intervention

- Group session (4 sessions): theoretical content, practical application and experimentation via a heritage walk and a tour of the city
- Workshop (6x3 workshops): workshop in pairs. Each trainer is in charge of two pairs of Pilots throughout the process of creation and testing of a heritage walk;
- Experimentation (6 test walks)

- **Cultural mediation - 5 days (45 TUs)**

This module is aimed at teaching the Culture Pilots how to deal with cultural diversity and dynamically accommodate the different types of audiences.

The Pilots will also have the opportunity to encounter the different actors who develop cultural and artistic initiatives and endeavour to take up these challenges in the territory.

Modes of intervention

- Theoretical material
- Discussion and text study
- Classroom workshops and practical exercises
- Observation in the field and analysis of practice

- Outings, tests and practical application outside
- **Communication module 1: Group and conflict management in a multicultural context - 2 days (18 TUs)**

The training is aimed at facilitating work relations in pairs, making people conscious of their relation to conflict, learning about and experimenting with the Non-Violent approach to conflict, evolving their approach to conflict, and acquiring the basics of group dynamics and management.

Modes of intervention

- Specific physical preparation
 - Work on representations: Brainstorming, imaging, acting out, etc.
 - Reflection and analysis of “aquarium” practices
 - Role playing and forum theatre
 - “Success Stories”
 - Autonomous research and implementation of individual goals
 - Theoretical materials - NVC
-
- **Communication module 2: Speaking in public – 3 days (23 TUs)**

This module is aimed at teaching the Culture Pilots the basics and the various aspects of speaking in public. During these modules the Pilots will be encouraged to find their own “spontaneous and personal” style and acquire techniques for individual training.

One day will also be devoted to learning to manage relations with the media.

- **Personal development module - 4 days (36 TUs)**

This module is aimed, firstly, at facilitating the cohesion of the group, and secondly at improving self-awareness and self-esteem. The Culture Pilots will be accompanied in a process through which they can bring to light, strengthen, and develop their transferable competences.

Finally, one day will be dedicated to job search techniques.

Internship

Since they will have the status of employees, the Culture Pilots will not do an Internship. On the other hand, due to the nature of their job content (see the job description on page 7), they will be working with several institutional and community-based partners.

Individual coaching

Meanwhile, individual coaching interviews will take place.

These will be ideal times for the Culture Pilots to work on individual goals for the training and for the project as a whole.

The Culture Pilots will be also accompanied in an individualised way when working in pairs.

Finally, individual interviews oriented towards their future searches for a job and/or training will be offered to them at their request.

Purpose of the training

General goals:

- Strengthen self-confidence and leverage individual competences
- Develop an original, unconventional tour circuit in the neighbourhood where the Community Center is located
- Develop transferable/transverse competences and technical skills in the areas of communication, cultural mediation, and tourism
- Encourage a capacity for intercultural dialogue and communication
- Contribute to the re-entry into the labour market of persons isolated from the world of work

Outcomes expected

Knowledge

- Principles of a comprehensive approach to heritage
- Urban tourism and heritage promotion
- Ability to associate local residents in defining the content of the heritage walk
- Communication in tourism
- Extending knowledge of the territory of the Bouches-du-Rhône
- Theoretical knowledge regarding cultural mediation
- Management of relations with the media
- Theoretical knowledge regarding non-violent communication
- Project management
- Ability to hierarchize information

Competences

- Ability to identify and hierarchize information about a territory that is to be opened to tourism;
- Ability to identify and use documentary sources: archives, books, images, first-hand accounts, etc.
- Ability to manage a group
- Intercultural competences
- Ability to carry on dialogue with different types of partners
- Ability to communicate with different audiences
- Ability to handle oneself in public

- Speaking in public
- Conflict management and negotiation
- Ability to work in pairs and within a team
- Individual ability to encourage access to culture for isolated or excluded audiences
- Ability to build and organise the itinerary of a heritage walk
- Job search techniques

Operational outcomes

- Integration into a working team and respect for the work context
- Catalogue of competences
- Implementation of the urban tour circuits
- Participation in events as a cultural mediator

Outcomes for participants

- Strengthened self-confidence
- Possibility of acquiring technical competences that can be immediately applied in a work context
- Encouragement of a capacity for intercultural dialogue and communication
- Re-establishing contact with the world of training and work
- Better knowledge of job and training opportunities in the tourism, cultural, and socio-cultural sectors in the territory

Trainers

Communication et développement personnel- Anna VALENTIN

Training

- Master Degree in Accountancy
- Several trainings as a Professional Coaching and as Trainer for adults

Experience

25 years in training, training coordination and professional coaching

Competences

- Training coordination
- Conception of promotional and pedagogical tools
- One to One professional Coaching
- Training for organizations and individuals

Anna VALENTIN is also the main trainer, and the trainer coordinator, ensuring the coherence of the training.

Cultural outreach- Laurent CUCCURULLO

Training

- Master Degree in Culture and arts outreach
- Master Degree in Arts

Experience

10 years in training and cultural outreach

Competences

- Training in arts and culture field
- Conception of promotional and pedagogical tools
- Project management in arts and culture fields
- Culture outreach practice

Hôtel du Nord Cooperative – Urban Tourism

Samia Chabani

Training

- Master 2 in Projects and Competences, HR Management-Social Economy
- *DESS* thesis “Mediterranean Migrations, Exchanges and Development”
- *Maîtrise* diploma in Social Sciences

Experience

15 years in community-based associations with work focused on migrants’ memory

Competences

- Management of a resource and training centre dedicated to memories of migrations
- Training and research on themes related to migration
- Research on and leveraging of migrants' memory
- Production of heritage city tours

Julie de Muer

Training

- *DESS* thesis "Cultural Projects and Social Environments"
- *Magistère* degree in Social Sciences applied to intercultural relations

Experience

15 years in cultural and community-based milieux. Creation, production, and training

Competences

- Artistic and cultural production
- Engineering and management of cultural projects
- Training in cultural policy areas
- Production of heritage city tours

Lucienne Brun

Training

- *DESS* on Organisational Management
- *Licence* in Letters

Experience

30 years of experience in the socio-cultural activities sector

Competences

- Social-urban diagnostics, audit and studies of activities policies
- Management of social and cultural facilities
- Training for activity leaders and for a population in the process of assimilation
- Training in development strategy, team management, and communication

Spirit and approach

The general approach is inspired by various approaches in the human sciences, principally the Process- and Solution-oriented structure / systemic approach and other pedagogies – more traditional ones as well as ones issued from theatrical and creative practices.

The approach is that of a training/action, non-qualifying, focused mainly on individual development with the goal being a return to employment. The goal is not actually to train Culture Pilots. That can however, become a goal subsequently.

The purpose is to provide an opportunity to bring to the fore, leverage, and develop transferable competences, and above to recover / strengthen the Culture Pilots' self-confidence and ability to be attractive on the labour market...

The result is a constructive attitude, at each level – one focused on:

- Individuals' autonomy and their ability to manage their personal growth
- The process of resolving a situation and seeking a solution
- The human and relational dimension, in a spirit of exchange and cooperation
- A regular "round trip" between reflection, feeling, imagination, and concrete experience...
- Balance between working in a group, individual accompaniment, and working autonomously.

2) Training curriculum

Module 1 (9 TUs): Personal development

1. Welcome and short presentation by the trainer
 - Why we are here
 - Recall of the general context and the spirit of the training
 - Presentation on leadership style and communication
2. Enunciation of the expectations of each individual – realignment if necessary
3. Free and spontaneous introduction of participants
 - Drawing up each person's coat of arms/mandala
 - Oral presentation by each participant
4. Drawing up the moral contract
 - Brief recall of the institutional rules of the game, which are already known and non-negotiable
 - Proposals for specific rules for our group (confidentiality, mode of communication, etc.)
 - Discussion and dialogue
 - Validation of the moral contract and of a small common vocabulary (to be put in writing and distributed to everyone, participants and trainers...)
5. Presentation of the afternoon's work and clarification
6. "Success Story" or "Happy Days" in my city, based on a few criteria
 - Personal writing time
 - Free discussion in sub-groups of four persons
 - Feedback and leveraging in the full group
(Each person will tell another person's story, based on his/her perception/interpretation)

Individual self-assessment of the day, free-style and based on a brief matrix.

Module 2 (9 TUs): Personal development

1. Physical and mental preparation
2. Work on cultural identity and diversity
 - Individual work on cultural characteristics (personal feelings, representation, etc.) with various tools of the participants' choice (drawing/collage, stories and myths, definition "I feel Moroccan, Italian, French when...", exterior signs and symbols, others)
 - Oral presentation
 - Discussions on "our differences/our similarities/our complementary qualities,"
 - in order to perceive the diversity of forms in the unity of our humanity.
3. Work talents and competences (acquired – in progress – to be developed)
Find, in recent and concrete life experiences, work-related or not, competences that are transferable to the work arena
 - Presentation of the context and of certain criteria (adapted to suit the group)
 - Individual reflection
 - Discussion in sub-groups of four persons
 - Feedback in the full group
4. Feedback on work on talents and competences in the full group
5. Clarification of individual goals for the entire project, based on the work done during the three half-days, starting from the "goals strategy" NLP methodological framework.
 - Time for personal reflection
 - Work in sub-groups of 3 persons
(alternatively one leader, two listeners/ interviewers)
 - Feedback in the full group
6. Various exercises and role-playing to dramatise what has been brought to light over the course of the two days, individually and collectively.
7. End of day

Module 3 and 4 (14 TUs): Urban Tourism – Introduction to theory

Goal: Introduction to theory

- Introduction to the Framework Convention of the Council of Europe on the Value of Cultural Heritage for Society, known as the Faro Convention: context, principles and applications
- Meet persons with expertise (heritage, history, science, etc.) with whom an initial reconnaissance of the theme and of the heritage walk will be conducted
- Understand the priorities related to the theme of the heritage walk
- Research the subject and find documentation on it (archives, books, etc).

Methods and activities

- Method: Theoretical framework and research in archives
- Heritage walk: the Marti brothers plant
- Work in small groups on each project

Module 5 (9 TUs): Cultural mediation - MP 2013 programming and audiences

Goals

- Learn about the programming of MP 2013
- Identify and hierarchize events likely be offered to the Community Centers' public
- Identify resource people within MP 2013
- Adapt methods of presenting the MP 2013 program for the various audiences

Methods and activities

- Work on documentation
- Practical application
- Role playing
- Training-Action

Module 6 (9 TUs): Cultural mediation - Culture, action rationales, and cultural mediation of art

Presentation of a history of action rationales in the cultural sector and sensory discovery of the foundations of cultural mediation.

Goals

- Clarify and distinguish between the rationales that lie behind cultural actions and activities: dissemination, creation, and conservation
- Determine the issues pertaining to each rationale in terms of audiences
- Clarify the concepts of cultural democratisation and popular education
- Clarify the origin of and the issues surrounding cultural mediation
- Understand the ways in which mediation differs from other action rationales and the role of the cultural mediator in art
- Establish a concrete link between theory and practice (work on the programming of MP 2013)
- Determine what mode of relations is appropriate to the audiences

Methods and activities

- Discussion and text study
- Workshops and exercises on speaking to the audiences and to the Community Center team
- Workshop on reading cultural works (selection to be defined in terms of the programming of MP 2013 and of the learners), developing a personal speech style
- Test in a real situation by the group, study of the mediator's speech
- Role-playing exercises to study transmission

Module 7 (5 TUs): Tourism - Introduction to tourism in the territory

This module will be provided by the Tourist Office of the City of Marseille.

Goals

- Introduce the tourist offering in Marseille
- Present possibilities and perspectives for work or creation of a business activity in the tourism sector in Marseille and in the Bouches-du-Rhône
- Introduce the profession of tour guide (legislative framework, training, etc.) and perspectives for employment in the territory
- Deal with the question of managing tourist groups in the urban space (managing a group, moving around, etc.)

Methods and activities

- Bus excursion around the city of Marseille
- Distribution of documentation
- Role playing

Module 8 and 9 (14 TUs): Urban Tourism

Construct, deconstruct and reconstruct an urban guided tour

Goals:

- Compare and contrast the selected priorities with the point of view of the people who live there: users, officials, residents
- Identify what is important for the future Pilots and what has been selected as being important by the people spoken to
- Provide the theoretical framework for the construction of an urban guided tour

Methods and activities

- Feedback in the full group and work on each project
- Methodology for constructing an urban guided tour
- Heritage walk

Module 10 (9 TUs): Communication and conflict management

- 1) Welcome and short presentation by the trainer
- 2) Physical preparation (specific exercises)
- 3) Work on each person's representations of the notions of communication/conflict
- 4) Theoretical material derived from the Non-Violent approach
 - The notion of conflict and the image of conflict
 - Roles and causes of conflict
 - Types of conflict
 - The cycle of conflict
- 5) Work on the concepts of: Aggressiveness - Anger/Fear - Violence 60'
Methods: Work in sub-groups and feedback in the full group

Specific goals: - Bring one's own winning strategies to light

- 6) Role playing: "Choosing and deciding consensually"
Methods: Work in sub-groups and feedback in the full group
- 7) Role playing: "Expressing disagreement, saying 'No'"
Methods: Work in sub-groups and feedback in the full group
- 8) Role playing: "Dealing with the other's anger, with fear..."
Methods: Work in sub-groups and feedback in the full group
- 9) "Success Stories, or how I avoided disaster!..."
 - Personal writing time 15'
 - Free discussion in sub-groups of four persons 60'
 - Feedback and leveraging in the full group 15'
 - (Each person will feed back the winning strategies he/she heard in another person's story, based on his/her perception/interpretation)
- 10) Individual assessment of the day and definition of individual actions to be conducted

Each person will leave with a (concrete) personal work goal and a topic for Internet research.

Module 11 (9 TUs): Cultural mediation - Transmission and diversity of audiences

Goals

- Initiation into taking charge of a group
- Propose a few theoretical notions of group dynamics
- Take into account the modes of communication and negotiation that are specific to each group
- Focus on audiences referred to as “isolated” from culture in a perspective of awareness raising
- Develop the ability to adapt to a group
- Practice speaking (greeting people, vocabulary, etc.)

Methods and activities

- Classroom workshops
- Practical situations and application during outings
- Role playing

Module 12 (9 TUs): Communication - Speaking in public

- 1) Welcome and short presentation by the trainer
- 2) Physical and mental preparation
- 3) Brief introduction to the constituent elements of speaking
Verbal communication: various aspects and a few “Quality” criteria
 - The intention of the message
 - The target of the message
 - The para-verbal and the non-verbal
 - The appropriate, facilitating state of mind
- 4) First “discovery” experiment
 - Each participant will tell a short story – free choice of topic
 - The spectators/observers will be broken up into 4 sub-groups
 - Each group of observers will have a specific goal
(Verbal content -Verbal structure – Para-Verbal – Non-Verbal)
- 5) Exercises and training games for:
 - Direction and intention
 - Eye contact
 - Relaxation and audacity
 - Anchoring and presence
 - Emotional colour
 - Spontaneously making the right gesture
- 6) Assessment of the first day and preparatory work

Module 13 (9 TUs): Urban Tourism - Leading an urban guided tour

Goals

- Identify a priority theme for the tour (sort subjects and identify a unique one; everything can't be dealt with on a single tour).
- Clarify the target group and the number of participants (residents, all audiences, schools, etc.)
- Trace the itinerary, identifying the key stops, the participants, the implementation (duration, passage, authorisations).
- Prepare the content of the interventions with each person. The maximum time for visits or discussions is 10 minutes. What we want is not a lecture, but an encounter with a place or a person.
- Plan for informal time at the end of the tour.

Methods and activities

- Theoretical framework
- Heritage walk: From the *bastides* to subsidised housing
- Work in the full group
- Work in small groups on each project

Module 14 (9 TUs): Cultural mediation - Transmission and diversity of audiences

Propose a methodological framework for organising a cultural outing

- Mobilising audiences (know how to proceed in stages when necessary)
- Managing the group
- The pace of the outing
- Tools
- Adaptability (be able to adapt to the diversity of the audiences, to the size of the group, to unexpected situations, to varying reactions).

Methods and activities

- Classroom workshops
- Practical situations and application during outings
- Role playing

Module 15 (5 TUs): Urban Tourism module - Organising an urban guided tour

Goals

- Prepare a few illustrations of the “key stops” that have been identified: map of the area, photos of residents, iconographies, etc.
- Prepare: Time the actual duration of the itinerary and of each stop. The choice of the starting point sends an initial signal that is very important for the participants.
- Identify a contact for possible feedback from participants (e-mail address).
- Prepare the modes of communication.

Methods and activities

- Theoretical framework
- Work in the full group
- Work in small groups on each project

Module 16 (9 TUs): Communication - Conflict management / group management

Physical and mental preparation

- 1) Review of the work of the three weeks, conflict management
- 2) Personal goals
- 3) Theoretical research
- 4) Exercises and role-playing, improvised on the basis of the materials collected
- 5) Solutions offered by the Non-Violent approach to conflicts (theoretical model)
- 6) Theoretical material on group dynamics and management
 - The whole is greater than the sum of the parts
 - Each individual's roles, apparent/hidden
 - Power relationships – Power games – Psychological games
 - The different paces
 - The atmosphere / mood / energy of the group
 - Leadership style depending on the goal, the audience and the dominant “colour” of the group
 - Leader's personal style

End of the day and of the module

Methods and activities

- Role playing
- Dynamic relaxation exercise
- “Creative and playful” presentation of the “strong ideas” of the two days
- In pairs, free choice of medium (poetic or humorous text, images, forum theatre)

Module 17(5 TUs): Communication - Managing relations with the media

Goals

- Better understanding of the profession of journalist, their goals, their point of view
- Prepare the modes of communication
- Stay in control of interviews with the different types of media and avoid the traps
- Get your messages across and create an impact
- Manage sensitive and crisis situations

Methods and activities

- Theoretical framework
- Work in the full group
- Role playing and practical application

Module 18 (9 TUs): Communication - Job search techniques

Goals

- Improve self-awareness and self-esteem (relating to the personal development modules)
- Bring to light, strengthen, and develop transferable competences
- Work on individual goals, résumé, and cover letter
- Transmit job search techniques

Methods and activity

- Solution- and process-oriented
- Simulated job interview
- Possibility of individual interviews on request

Module 19 (9 TUs): Communication - Speaking in public

- 1) Welcome – Physical preparation
- 2) Improvised practical application
Methods: Work in sub-groups
Each participant draws a topic at random and talks about it for 5' in front of the group
Review by the sub-group, free-style, depending on the individual goals
- 3) Voice and Diction exercises
 - Breathing and vocal power
 - Pitch, timbre, colour, and placement of the voice
 - Rhythm and speed, diction
- 4) Dynamic relaxation exercise
 - The whole is greater than the sum of the parts
 - Each individual's roles, apparent/hidden
 - Power relationships – Power games – Psychological games
 - The different paces
 - The atmosphere / mood / energy of the group
 - Leadership style depending on the goal, the audience and the dominant "colour" of the group
 - Leader's personal style
- 5) Practical application with integration and extension of the work

End of the day and of the module

Module 20 (9 TUs): Cultural mediation - Intercultural audiences

Goals

- How to conceptualise interculturality?
- Speak to and communicate with multicultural audiences

Morning

Group exercise, based on the programming of Marseille Provence 2013 – the future Pilots will imagine a cultural outing, from selecting works to the concept of interculturality itself, inventing new types of relations between the works and the audiences. In the background, we will evaluate to what extent it is possible to set up encounters between worlds that are *a priori* far removed from each other.

Afternoon

During this outing, which will include encounters with cultural actors, researchers, and audiences, we will attempt to circumscribe the question of the limits of cultural exchanges:

- How to take the cultural characteristics of populations into account?
- What cultural issues do we decide to deal with in the relations we develop with the populations we meet?
- What should we give preference to in the relation between intercultural audiences and the works?

Methods and activities

- Classroom workshops
- Practical situations and application during outings

Module 21 (9 TUs): Personal development

Goals

Make an assessment of experiences during the six test walks: outcomes and progress areas in communication/speaking, group/conflict management, work in pairs, personal organisation. Respond and readjust with new exercises and improvised role playing

- Assess individual goals and define progress areas
- Overall assessment of the training

Methods and activities

- Physical and mental preparation
- Work in pairs
- Work in the full group
- Exercises and role playing
- Matrix for identifying outcomes and progress areas: what worked well and how, difficulties encountered, solutions applied

Field workshops (12 TUs): Urban Tourism - Sensory discovery

Goals: Sensory discovery of one's territory

- Discover the pleasure dimension of the tour, its content and its pace
- Identify those persons who are possible interveners during the tour
- Construct, deconstruct and reconstruct the tour

Methods and activities

- Duration of workshop: 3 hours
- Number of workshops: 3 (spread out over the duration of the training)
- Work in pairs with a trainer
- Discover the neighbourhood and identify the places where there are sensations, meanings, or unexpected experiences.
- Identify and go to places that are closed, prohibited, hidden.
- Ask the residents and users of the place for information about the site, to show it to you, to introduce it
- Identify three or four "key stops" (identified priorities, describers).

Test walks and debriefing (24 TUs)

The test walks are a means for each pair to test the circuits that are constructed during the course of the training on other Culture Pilots as well as on the UCS 13 and MP 13 teams.

- Duration of the walks: 1' 30"
- Duration of the debriefing: 1'30"
- Number of walks: 6
- Participants: Culture Pilots, MP 2013 and UCS 13 teams, partners
- Work in pairs with a trainer

Coaching, competences inventory, and career orientation (5 TUs per participant)

In complement to the group sessions dedicated to personal development and job search techniques, individual interviews will be conducted as a means for participants to assess their personal situation and the future management of their work career.

Goals:

- Relate to the entire duration of the training (instructional coordination)
- Accompany the implementation and attainment of the participants' individual goals, in the various training areas
- Specific accompaniment for the work done in pairs (relational, organisational, etc. dimensions)
- Accompaniment of personal development
- Assess the competences acquired and accompany job and/or training searches

Methods:

- One and half hour individual interviews
- Number of interviews per participant: 4
- Integrative approach: - Process- and Solution-oriented structure / systemic approach, centered on the individual, the here and now.
- Confidentiality rule

Other activities related to the project

As we have already mentioned, in the context of their mission, the Culture Pilots will be called on to work both with residents of the neighbourhoods and with the various institutional, economic and community-association actors in the territory.

Relation with companies in the territory

A real reference point for local life, the Community Center is a facility that is close to the local population, open to all citizens, that offers hospitality, events, activities and socially-oriented services.

Drawing its inspiration from the values of dignity, solidarity and democracy, the Community Center is a place for initiatives, dialogue, and encounters.

The Community Centers participating in the project are located in a variety of territories, including certain ones that are associated with a very negative image.

All of them are nevertheless part of an economic catchment area in which companies and economic entities are located.

We hope, via the Culture Pilots project, to create new types of bridges between the social and economic actors within territory – that is, between the Community Centers and the companies.

On the one hand, the Community Centers, who are key historical players in social action and local life, have extremely detailed and extensive knowledge of the territory, its people, and its problems.

For their part, the companies – which are economic “hothouses,” but also places of social integration and assimilation – are more and more confronted with and aware of societal and environmental issues that go beyond their physical perimeters.

By calling on local companies to participate in this project (for example by offering them an opportunity to discover the neighbourhood with its residents), we hope both to contribute to their efforts to anchor themselves in the territory and to experiment with new forms of partnership that are in line with the implementation of their CSR policy.

The “canvassing” of local companies will be handled by the directors of the Community Centers.

The Culture Pilots and MP 2013

Since its inception, MP 2013 has contributed very actively to the engineering of the project and the establishment of various partnerships.

Marseille-Provence 2013’s involvement also applies to training.

The MP 2013 team will staff two of the training modules – one on cultural mediation and the various audiences and the other on managing media relations.

Finally, MP 2013 participates in financing the jobs of the Culture Pilots, who will therefore be tasked with providing a cultural mediation and information service for the population of the Community Centers, in liaison with the programming of Marseille Provence 2013:

- Organising staffing and the information point within the Community Center
- Disseminating the communication tools (posters, flyers, brochures, etc.)
- Mobilising and/or organising outings in the context of events organised by MP 2013 (opening ceremony, major events, etc.)

3) The tour circuits

The tour circuits will be put in place in the six neighbourhoods that have been identified beginning in January 2013.

Owing to the approach out of which they are created, these circuits embody the values of solidarity, sharing and respect for others. Developed by local citizens based on their own experience and knowledge, they offer a unique and personal insider's view of the city and its heritage.

- **A citizen-like, shared outlook on the city and its neighbourhoods**, or in other words, demystifying so-called “sensitive” neighbourhoods and deconstructing preconceived ideas about certain territories and certain populations. The tours will be a concrete and playful opportunity to create a space for encounters and sharing between local residents and visitors (thematic discussions could be organised at the end of the tours.)
- **A natural and human urban heritage that deserves to be better known** and which reveals another facet of the city and its residents, far from the beaten track of standard tourism circuits.
- **A different idea of tourism and discovery**, aimed at spotlighting the undeservedly little-known and hidden wealth of a territory – that is, the human itinerary of its people, the evolution of its demographics, but also artistic and natural treasures that remain invisible to most people...
- An approach to tourism that is respectful and positive, with human itineraries and the human environment at its very core.

Audiences

The tour circuits will be open to everyone, and as noted above will be part of the Marseille Provence 2013 program.

Given the richness and educational potential of the project, in particular as regards the image of the territories concerned, we feel that it is especially pertinent to mobilise certain audiences in particular and raise their awareness.

Priority audiences

- Residents of the territory
- The scholastic audience (high schools)

- Companies operating in the territory
- Local government (agents and elected officials)