Proposal of a skills referential for the job of social mediator (case of the slum resorption in Morocco)

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Abstract

The following article presents the result of a survey that was conducted among the social mediators of the cities without slums program to propose a reference system of skills. In fact, in the face of the multitude of reference models of skills known in the social professions, we have oriented our proposal towards a choice based on the mixing of foreign models with the national referential of jobs and skills. It is in this logic that the job description for the job of social mediator was built. It was developed by defining the area of competence, broken down into specific skills then translated into professional activities to finally lead to the determination of the profiles able to exercise this profession. The latter was limited to slum upgrading under the VSB program and can be enriched in the job description to integrate the whole urban issue in terms of social work.

Key words: social mediator, skills referential, slums, cities without slums program,

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1. Introduction

The exercise of the profession of social mediator is characterized by its social vocation which requires from those who practice it, a personality containing a social trait, favoring contact with people, empathy and understanding of their problems and their needs. Thus, the accomplishment of the tasks that are incumbent upon it requires the mastery of behavioral and cognitive skills.

Now, to define this profession consists in defining the profile suitable for its exercise and which is able to develop to make a professional career. This leads us to a strategic thinking, which links the business with the training system. This is what specialists call the development of reference or referentialization.

According to Thierry Ardouin (2006) [1], referentialization is a process of constructing reference frames that "is part of a work that allows one to move from the professional field to the field of education, by transposing the profession into a referential of activities or employment and then skills repository to lead to the training repository. "

Whereas, Guy Le Boterf (2002) [2] defines benchmarks as an anticipated approach to jobs and skills that consists in formulating hypotheses on the evolution of skills required and not just limited to the requirements of the moment, and ensuring that updating the procedures for regular and valid operation of these standards.

Thus, it is essential to define the skills required to perform the task of social mediator and think about their strategic characteristics in the implementation of management skills. Competency frameworks usually have similar characteristics and must be "short for easy use"[3]. As the recruitment of social mediators are a significant step in projects of social work management. In particular, in the success of the slum upgrading operation. It is crucial to put in place a profiling tool allowing the good recruitment of the new recruits of the social mediation and also to put a job description describing the tasks and the competences.

This will be explored by a field survey of social mediators.

2. Exploratory survey on the job of social mediator in slum clearance

* Instrument of inquiry:

The collection instrument used in this survey is the interview with social mediators who are part of the social mediation unit. It allows to draw inspiration from them thanks to the questioning to reveal

the various facets of the exercise of this profession in the program VSB relating to the Moroccan context.

In general, according to Blanchet and Gotman, (1992 p.25) [4] ,the interview as a research tool allows "to explore the facts of which speech is the main vector", these facts concerning both the systems of representation and the social practices . It will represent in research the way to approach the reality of social mediation as a professional field in full development.

Thus, to have a linear collection of data, we will do a semi-directive interview which is to collect the most complete information possible on the subject from people in not inducing the least possible responses.

The information collected serves as a basic material for the research and will be subject to content analysis. This is, according to Laurence Bardin, (1977) [5], "a set of techniques of communication analysis aiming, by systematic and objective procedures of description of the content of statements, to obtain indicators (quantitative or not) allowing the inference of knowledge relating to the conditions of production / reception (inferred variables) of those statements ".

Indeed, the interview will consist of an interaction, mostly verbal, with social mediation professionals through a direct contact with the objective of obtaining from them information about their profiles, their training, their practices and their proposals. with regard to improving communication and social mediation in the Cities without Sovereigns (VSB) program. It will allow the interviewees a broad expression on topics of social mediation, giving them the opportunity to develop responses, based on given themes. Thus, the discussions are directed towards a dialogue directed at the selected themes and which will be structured by the interview guide which will include:

• The presentation instruction of the study;

• The starting conditions of the interview;

• Questions reflecting each of the listed themes or sub-themes of social mediation where applicable.

* Structure of the semi-directive interview of the survey:

The plan of the interview is organized on a six-part breakdown of the profile of the members of the social mediation cell, according to the following elements:

    ✓ Status of the members of the social mediation unit and their mission in the VSB operation;

    ✓ Profiles of social mediators;

    ✓ Training;

    ✓ Practices of social mediation;

    ✓ Expectations and aspirations of social mediators.

This plan was supported by a guide describing the various elements to allow the collection of the most relevant information for the design of a business repository.

Status and mission in the VSB operation:	• **Administrative framework;** • **Mission;** • **Recruitment method.**
Profile of social mediators:	• **Educational and professional path;** • **Behavioral skills of a social mediator;** • **Knowledge and disciplines needed for the job.**
Trainings:	• **Initial training for the exercise of the profession;** • **Events and experience sharing.**
Practices of social mediation:	• **Location;** • **Intervenors;** • **Conflict Resolution and Difficulties.**
Expectations and aspirations of social mediators :	• **Career expectations (career management);** • **Aspirations and conditions of a good exercise of the profession;**
Proposal for a social mediation system:	• **Perception of the current system of social mediation;** • **Level of satisfaction** • **Proposal for the improvement of the mediation system.**

Figure N ° 1: Semi-directive interview guide of the communication and social mediation survey in slum resorption projects in the Grand Casablanca region

3.2 Conduct of the interviews

The interviews were conducted in the face-to-face mode of administration with the social mediators of the local social mediation committee after a brief presentation of the objectives of the interviews. Thus, we interviewed 12 executives of the social mediation cell in a duration of 30 to 45 minutes for each interviewee.

The conduct of the maintenance and its operation is divided into five steps:

Step 1: taking notes

Step 2: The transcription of the interviews

Step 3: the thematic division

Step 4: the description of the data

Step 5: Interpreting the results

Finally, another tool can complement this. It is the participative observation of the studied phenomenon which consists of intuitions and forebodings emanating from the field. This observation, carried out in a framework focused on the different dimensions of social mediation, makes it possible to grasp; through conversations and participation; aspects that could not be identified by the semi-directive interview. These were throughout our study the main base on which the various data collected which allowed us to have a relatively complex reality to retranscribe, we devote all the development that follows.

- **Collection and presentation of survey information**

In order to analyze the content of the interviews carried out and highlight the main elements to be retained in view of the objectives sought, the establishment of an analysis grid is necessary.

To do this, we proceeded as follows:

- First, by using the various interviews to identify the message they convey and then determine the indicators that will be analyzed;

- Second, by selecting the contents the most accurate and reliable indicators;

- Third, by designing an analysis grid that will highlight the essential elements for the job of social mediator.

Thus, the analysis of the interviews will be established as shown in the following table:

Themes (1,2)	Work context			Mediator profiles		
Sub-themes	Administrative framework	How to recruit social mediators	Mission	Cognitive skills (theoretical)	Behavioral skills	School and Professional Path
	Content elements					
E1	Social work management framework	Call for applications	Social work management Success of the project	Computer science, cartography, communication ... etc	Personal qualities of communication, leadership	Master degree in Urban Development
E2	Social Animator	Recrutement direct	Transfer from the slum	Computer science, communication	Social qualities	Master degree in Urban Development
E3	Social Animator	Recrutement direct	Transfer and demolition	Computer science, communication	Social qualities	Degree in Geography
E4	Social Animator	Recrutement direct	Transfer and demolition	Computer science, communication	Social qualities	Law Degree
E5	Project Manager	Call for applications	Conflict Resolution Success of the project	Computer science, cartography, statistics, communication	Communication skills	Master in Geography
E6	Social Animator	Recrutement direct	Success of the project for demolition	Computer science, communication	Social qualities	Master degree in Urban Development
E7	Social Animator	Recrutement direct	Conduct of transfer	Computer science, communication	Social qualities	Arabic Language Degree
E8	Social Animator	Recrutement direct	Transfer and demolition	Computer science, communication	Social qualities	Law Degree
E9	Social Animator	Recrutement direct	Transfer and demolition	Computer science, communication	Social qualities	Bac + 2 years
E10	Social Animator	Recrutement direct	Transfer and accompaniment	Computer science, communication	Social qualities	Arabic Language Degree
E11	Coordinator	Call for applications	Social work management	Computer science, cartography, statistics, communication	Personal qualities of communication	Logistics Engineer
E12	Social work management framework	Call for applications	Social work management Conflict Resolution	Computer science, cartography, communication	Personal qualities of communication	Law Degree

Themes (3,4)	Trainings			Conduct of social mediation		
Sub-themes	initial training	Continuing Education	Internship, activities	Location	Interveners	Conflicts and problems solved
	Elements of Content					
E1	None	Nothingness	Nothingness	Site proximity	Regional, provincial and local level, beneficiaries	Administrative, financial, technical or host site conflicts
E2	None	Nothingness	Nothingness	Proximity of the site	Local Commission, beneficiaries	Administrative and host site conflicts
E3	None	Nothingness	Nothingness	Administrative annex	Local Commission, beneficiaries	Administrative and financial conflicts
E4	None	Nothingness	Nothingness	Administrative annex	Local Commission, beneficiaries	Administrative and financial conflicts
E5	None	Nothingness	Nothingness	Proximity of the site	Regional, provincial and local level, beneficiaries	Administrative, financial, technical or host site conflicts
E6	None	Nothingness	Nothingness	One-stop shop, administrative annex	Local Commission, beneficiaries	Administrative, financial, technical or host site conflicts
E7	None	Nothingness	Nothingness	Administrative annex	Local Commission, beneficiaries	Administrative and financial conflicts
E8	None	Nothingness	Nothingness	Administrative annex	Local Commission, beneficiaries	Administrative and financial conflicts
E9	None	Nothingness	Nothingness	One-stop shop, administrative annex	Local Commission, beneficiaries	Administrative and host site conflicts
E10	None	Nothingness	Nothingness	Proximity of the site	Local Commission, beneficiaries	Administrative, financial, technical or host site conflicts
E11	None	Nothingness	Nothingness	Proximity of the site	Regional, provincial and local level, beneficiaries	Administrative, financial, technical or host site conflicts
E12	None	Nothingness	Nothingness	Proximity of the site	Regional, provincial and local level, beneficiaries	Administrative, financial, technical or host site conflicts
Themes (5,6)	Performance indicators			Aspirations of social mediators		

Sub-themes	Respect of deadlines	Status of demolitions progress	Conflicts that can not be controlled	Working conditions	Flexibility of the project	Status, training
	Content elements					
E1	unforeseen problems: elections, protests ...	Phased by demolitions	Complex families (several members) Family, Finance	Security Risk Absence of motivations and allowances	Conduct of the project related to the context, the pressure of the population, the social climate (date of reference, mode of attribution ...)	Reduced turnover Professional stability Training
E2	Political issues: elections	Demolition, degree of urgency, willingness of the public authorities	Right to housing benefit	Security, aggressiveness, working conditions	Conduct of the project related to the context, the pressure of the population, the social climate (date of reference, mode of attribution ...)	Professional stability Training, Motivations Salary
E3	Political issues: elections	Demolition, degree of urgency, willingness of the public authorities	Right to housing benefit	Security, aggressiveness, working conditions	Conduct of the project related to the context, the pressure of the population, the social climate (date of reference, mode of attribution ...)	Training, motivations, Salary
E4	Political issues: elections	Demolition, degree of urgency, willingness of the public authorities	Right to housing benefit	Security, aggressiveness, working conditions	Conduct of the project related to the context, the pressure of the population, the social climate (date of reference, mode of attribution ...)	Training, motivations, Salary
E5	unforeseen problems: elections, protests ...	Punctuated by demolitions, new offers	Complex families (several members), funding	Aggression hazards, working conditions, lack of motivation and benefits	Conduct of the project related to the context, the pressure of the population, the social climate (date of reference, mode of attribution ...)	Reduced turnover Professional stability Training
E6	Political issues: elections	Demolition, degree of urgency, willingness of the public authorities	Financing, location and right to housing benefit	Security, aggressiveness, working conditions	Conduct of the project related to the context, the pressure of the population, the social climate (date of reference, mode of attribution ...)	Training, motivations, Salary
E7	Political issues: elections	Demolition, degree of urgency, willingness of the public authorities	Financing, location and right to housing benefit	Security, aggressiveness, working conditions	Conduct of the project related to the context, the pressure of the population, the social climate (date of reference, mode of attribution ...)	Professional stability Training, motivations

Themes (7)	Proposals for improving the practice of social mediation					
Sub-themes	Current mechanism for conducting social mediation				Social mediator job	
	Content elements					
E1	Provide new NTI work tools (use GPS coordinates) and expand the scope of the project to include economic conditions				Structuring the profession, managing the career of social mediators	
E9	.Political issues:.elections.	Demolition, degree of urgency, willingness of the public authorities	Financing, location and right to housing benefit	Security, aggressiveness, working conditions	Conduct of the project related to the context, the pressure of the population, the social climate (date of reference, mode of attribution ...)	Professional stability Training, Salary
E2	Fight against poverty				Develop job descriptions for social mediator	
E3	Improve the economic conditions of the beneficiaries				Structuring the profession	
E10	Implement income-generating economic activities for families living in extreme poverty	Demolition, degree of urgency, willingness of the public authorities	Complex families (several members)	Security, aggressiveness, working conditions	Strengthen the profession with initial training Conduct of the project related to the context, the pressure of the population, the social climate (date of reference, mode of attribution ...)	Professional stability Training, Salary
E11	unforeseen problems: elections, protests ...	Punctuated by demolitions, new offers	Complex families (several members), funding	Aggression hazards, working conditions, lack of motivation and benefits	Conduct of the project related to the context, the pressure of the population, the social climate (date of reference, mode of attribution ...)	Reduced turnover Professional stability Training
E12	unforeseen problems: elections, protests ...	Punctuated by demolitions	Complex families (several members), funding	Aggression hazards, working conditions, lack of motivation and benefits	Conduct of the project related to the context, the pressure of the population, the social climate (date of reference, mode of attribution ...)	Reduced turnover Professional stability Training

E5	**Qualify the beneficiaries so that the improvement of the living environment is accompanied by a social promotion**	**Manage the career of social mediators**
E6	**Target beneficiaries in precarious situations through targeted actions to improve their social environment**	**Introduce continuing and initial professional training**
E7	**Improve the economic conditions of the beneficiaries**	**Develop job descriptions**
E8	**Improve the economic conditions of the beneficiaries**	**Strengthen the profession with initial training**
E9	**Improve the economic conditions of the beneficiaries**	**Develop job descriptions**
E10	**Fight against poverty**	**Valuing training for the exercise of the job of social mediator**
E11	**Qualify families economically to fight against precariousness**	**Structuring the profession, managing the career of social mediators ....**
E12	**Provide a post-project social support to fight against precariousness**	**Structuring the profession, managing the career of social mediators ....**

3. Analysis and discussion of the results

* Work context

The mission of the social mediator is, in principle, to repair social ties and to resolve conflicts that arise between public authorities and citizens during the conduct of slum relocation projects. This mission is realized by the accompaniment of the beneficiaries during their transfer in the new site which is dedicated to them and the demolition of their barracks. This task is not easy because it uses the personal qualities of the mediators to succeed in their missions.

If international experiences in terms of social mediation have shown a plurality of practices and objects, the Moroccan context is special and is moving towards technical action that of relocating the beneficiaries and demolish their barracks. Thus, social mediators work within the framework of a local commission or they constitute the essential link of the operation. In most cases, they are mandated by the contracting authority in a market aimed at social support for the population in their transfer from the slum.

The social mediators are executives recruited by the client, within the framework of a fixed-term contract, for a mission which consists in accompanying the beneficiaries, from the step of constitution of the file until the transfer and demolition of barracks. The method of recruitment is done in different ways, chosen by the client or by the consulting firm responsible for the operation, either on the basis of a call for application or by recruitment, with or without competition or by cooptation.

The recruits have a mission to participate in the work of the local commission and accompany the transfer of the population in the new housing. Social mediators play an important role in resolving conflicts and persuading the population to join and succeed in the relocation project.

In the French context, Fassin (2004) [6] sees them as specialists in social malaise. This opinion is shared by Gaddi (2006) [7] who considers them as social professionals expert in conflict. Their mode of intervention in time and place in hot neighborhoods easily mobilized in most cases: young, male, makes this job "a young job" Hainaux et all, (2009) [8]. Its exercise is given to those with the legitimacy of social proximity, generational and most often ethnic Roques, (1998) [9]

Thus, there is no similarity between the practice of social mediation in the Moroccan context compared to that in France, because the first is social support that is part of a large slum upgrading operation and which targets the transfer of the beneficiaries of the relocation and the demolition of their barracks. On the other hand, the second is part of an alternative method of conflict resolution that JF.Six (1995) [10]considers the mediator in the city as a person who encourages the responsibility of the city and of its inhabitants. He advocates the restoration of communication and dialogue to overcome individual and social subjugation.

Therefore, it should be emphasized that Moroccan practice is part of a relocation process that aims to transfer the population to a new built environment.

- **Social mediator profiles**

A profile is usually a means of describing the aspects that constitute a workstation. It describes the conditions to fulfill to occupy and fulfill a professional mission such as:
• the required skills;
• Tasks and responsibilities;
• the expected remuneration;
•The expected results ;
•schooling ;
• mastered languages;
• software knowledge

According to the interviews conducted as part of our survey, recruits for the social mediation mission have very varied levels of education: BA degree, MA degree .... They are able to communicate, convince and manage conflict situations with common sense to carry out their mission. The knowledge of the Arabic language is obligatory and if it is supported by the Amazigh it is an additional asset.

The personal behavioral qualities of listening, empathy, sociability, animation, leadership ... are strong elements for the success of this task. Young people who are active and dynamic in the associative fabric have assets for the accomplishment of their tasks with efficiency. There is no special academic or professional curriculum dedicated to the social mediation profession. Nevertheless, a personality of social nature is most suitable for this work.

Something similar to the French model or the social mediators evoke a deficiency in terms of qualification and professional training Chantrenne and Moreau, (2004) [11]

These mediators are very active in so-called "hot" neighborhoods and are recruited on the basis of a legitimacy of social proximity, generational or most of the time ethnic Roques (1998) [12]

Ben Mrad [13] as for him, this new profession of regulation of the social relations is articulated nebulously around three dimensions: prevention, relation and security, management of the violence, which mobilize multiple competences (intercultural, relational, singular) and which embody in a plurality of modes: presence, observations, listening, animation ... etc.

Indeed, the profile of social mediators in the cities without shanty towns program does not deviate from the social work model or it is essential to have personal qualities that promote contact with people in order to get them to adhere to defined goals. and succeed projects.

• **Training**

The results of the interviews show that the exercise of social mediation does not have specific initial training, but its field of action is similar to and similar to that of social work. What could borrow content dedicated to social work to do to social mediators. By enriching them with models of the legal sciences and law. Social mediators in the VSB program have benefited from continuing education, internships and seminars led by experts on conducting interviews, communication, negotiation and conflict resolution.

In most cases, this is an on-the-job learning, ie field work, which provides professional situations to deploy and sharpen the mediator's skills. This field work is a moment of daily ordeal where the

mediator is formed and manages conflict situations through his direct contact with the population concerned.

This finding coincides with that of J.Donzelot (1998) [14] on the social professions, still not certified by diplomas or recognition of their status and who perform the functions of mediation, mobilize know-how that learn through the exercise of their activities in the field.

The consulting firms and the social mediation organizations organize periodically, seminars and internships for the benefit of their teams as part of the reinforcement of their skills. This is generally due to the high turn-over rate of these social mediators who consider their work as a temporary professional activity and do not seek to make it a professional career.

• **Conduct of social mediation**

Social mediators start their work in the framework of a local commission coordinated by the local authorities in the offices of the administrative annexes to which the project belongs or in premises located in the project site, if applicable.

They accomplish their mission according to a cascading organization from the central to the local level. This organization is made in hierarchical structures, starting from the governmental authorities towards the regional authorities to execute locally by the intervention of proximity.
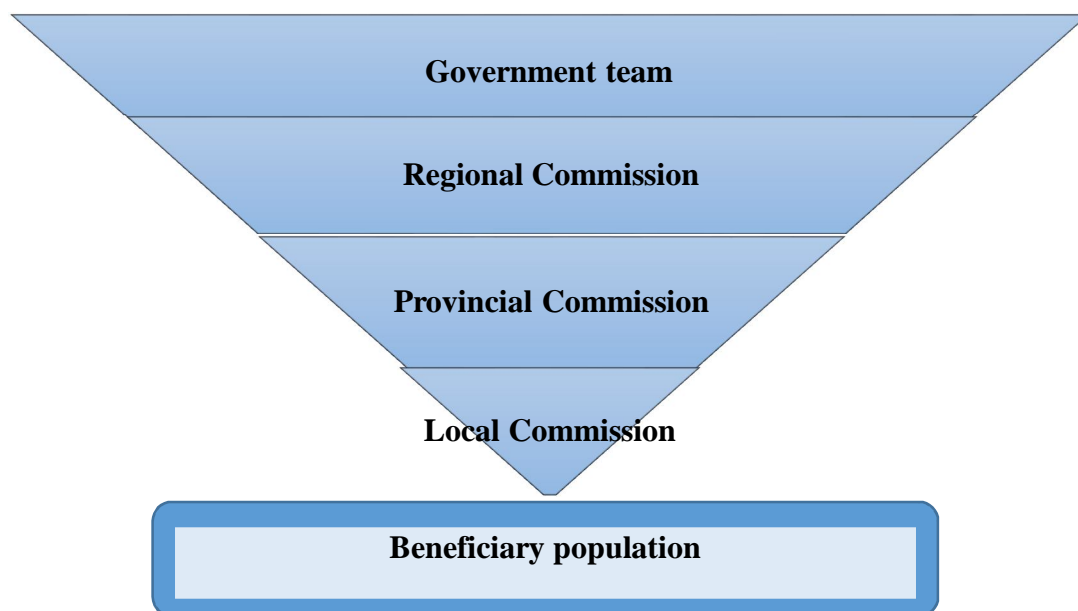

Government team

Regional Commission

Provincial Commission

Local Commission

Beneficiary population

Figure N° 02-Hierarchy of the organization of the supervision commissions

These bodies rejoice in a certain room for maneuver linked to the permanent watch for public tranquility and social cohesion.

The social mediation structure is the essential link in the operation. In most cases, it is mandated by the contracting authority in a market aimed at social support for the population in their transfer from the slum. His work is organized within the framework of a commission coordinated by the local authority and made up of representatives of the prefecture, the housing department and the project owner.
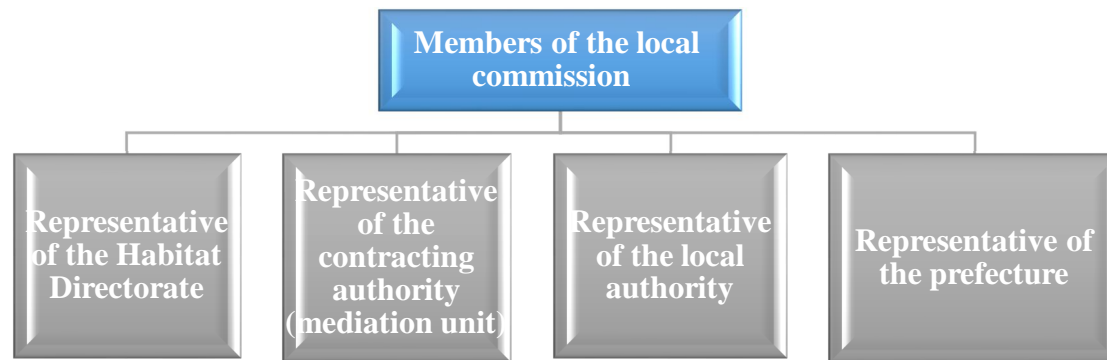
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                        ┌─────────────────────────┐
                        │   Members of the local  │
                        │       commission        │
                        └─────────────────────────┘
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| Representative of the Habitat Directorate | Representative of the contracting authority (mediation unit) | Representative of the local authority | Representative of the prefecture |

Figure N ° 03: Organization of the local social mediation committee

Indeed, the number of lots is fixed by the project owner beforehand on the basis of a census established during the planning of the operation and according to the available land reserves. The stages of benefit and of affection of lots are the critical moments which trigger the conflicts and call upon the interventions of the cell of mediation. These consist mainly of support for the population through the one stop shop facilitating the transfer of beneficiaries and allowing the demolition of barracks.

Thus, the social mediation unit is actively working to solve the most important problems such as:

¯ The exploitation of the slum cause as a tool for domestication of the population during the elections by some notable

- The dissatisfaction of all the population concerned by the proposed offer, ie the question of eligibility

- The limitation of the offer only on the treatment of the housing issue in isolation from the economic activities of the beneficiaries.

- The solvency issue of the beneficiaries, which requires them to use other types of solutions to finance the expenses to be paid such as the association with the third person

These conflicts can be resolved at the level of the local commission otherwise they will be raised at the regional level for the intervention of the wali.

•**Performance indicators**

According to M. Machesnay (1991) [15]: "the performance of the enterprise (the organization) can be defined as the degree of achievement of the desired goal". In the slum upgrading project, the aim is to eradicate the barracks and relocate the beneficiaries within the predefined deadlines and in a framework of peace and social tranquility. The performance indicators of the social mediation action are measured by three essential elements: the respect of deadlines, the number of barracks demolished and the number of uncontrolled conflicts.

Indeed, the slum clearance operation carried out in Morocco since 2004 up to now has complex problems that slow down its pace of execution and bring up social realities that are amplified throughout the phase difference between the pace of projects and the variable reality of the field.

The discrepancy recorded between the preparation of projects by the technical commission and the data collected on the beneficiary population has repercussions on the progress of the projects and on

the adhesion of the inhabitants, which has a considerable impact on the deadlines for implementation.

Thus, the technical approach adopted in the projects focused on the concerns of a redeployment operation of the inhabitants in a limited territory, considers them as units to be matched, in a fixed number of terrains, on the basis of a realizing reality. reference to the census at a given date. Something that changes a lot during the implementation of relocation. Exceeding the closing times of the operation is linked to real constraints, due to dissatisfaction of the beneficiary population of the proposed offers. This population, which is generally in extreme poverty, finds in the project an opportunity to improve economic conditions and puts pressure on the project authorities to have a better offer.

• **Aspirations of social mediators**

The comments collected by social mediators on the slum clearance project highlight that this is a young job whose recruitment and work conditions are not definitive. They believe that this is due to the lack of benchmarks that is to say business reference and certification training dedicated to this activity.

The social mediators feel that they do not have the necessary maneuvering room to carry out their tasks and play the role of local authorities in transporting the population to the targeted transfer in the project. They claim that they do not have the necessary prerogatives to establish the conditions for an impartial relationship between the parties, during a conflict situation, namely the public authorities and the slum population. Already, the dependence of the mediator as a rookie on the client, whose stated objective is the transfer of the slum, through the most visible aspect in the urban space by the demolition of barracks, limits the the impact of the mediation mission as a means of bringing together the social demands of a population living in extreme poverty and the demands of urban planning concerned with repairing a spatial dysfunction. This observation led some interviewees to tell us of their deep disappointment, of the gap between their mission and the reality on the ground, saying: "We fulfill the role of a modern Moqadem! ".

Working conditions based mainly on ordinary means such as: files, papers, office, ... are related to the capacity of the social mediator to organize his work and produce internal documents facilitating his task.

In addition to this, constraints related to the nature of the defined objectives encourage mediators to choose the times, persons and places that allow them to contact household heads, to build relationships and positive relationships with different stakeholders: people, society, institutions and decision-making bodies. However, due to the requirements of the client who defines the ceiling and the structure of the housing supply from the outset, social mediators are forced to negotiate in conflict situations within a predefined framework. They do not do their jobs according to international standards, as a facilitator of communication and negotiation between two parties in situations of different or even conflicting. Add to this the difficulty of distance and neutrality on the part of mediators who are held in relation to their employer, to present concrete results measured by the number of shacks demolished and the number of households transferred.

Thus, they refer more to the problem of a recognized status distinct from that sanctioned by a training like other trades. This is not easy, since, as Ben Mrad (2002) [16] points out, social

mediation seems to be an indicator of the crisis of legitimacy of social workers. Many are claiming the right to exercise this profession lawyers, social workers ... etc.

• **Proposals for improving the practice of social mediation**

Starting from an ambiguous status and capitalizing on an uncertain reality of a professional field in construction, the proposals of the interviewees are divided on two levels: the job of social mediator and the practice of social mediation

- Social mediator job:

The interviewees believe that this job, oriented towards the repair of social ties, is to ensure social regulation through the resolution of the conflicts that arise in the operations of the relocation of slums, more, need of structuration and organization to make emerge from the frames, able to meet its challenges. They mention the role of training as a means of promoting and developing this profession. Which can usually be done only according to the following process:
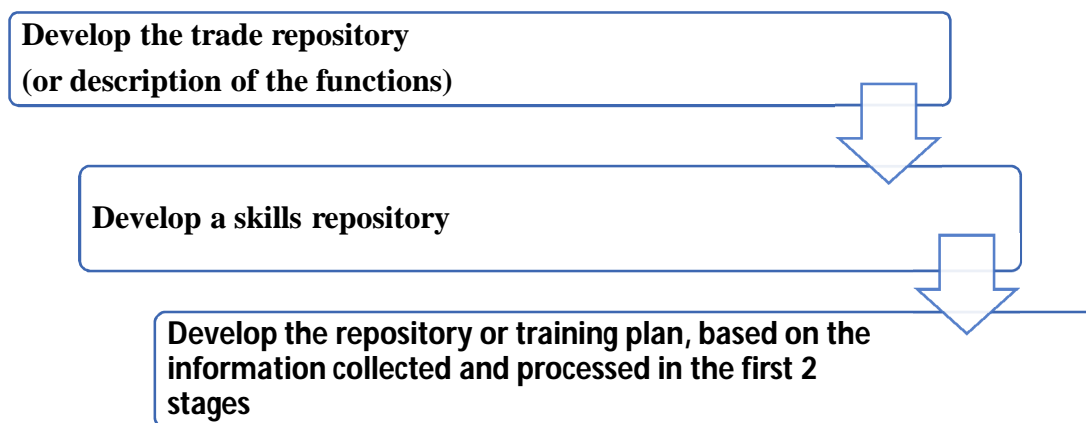
**Develop the trade repository
(or description of the functions)**

Develop a skills repository

Develop the repository or training plan, based on the information collected and processed in the first 2 stages

Figure N° 04-Declination steps of the social mediation referential

The first stage, known as a trade repository, is crucial and is deduced from the interviews, through the description of the requirements by tasks to be done by the social mediators. They also mention the importance of the presence of sex in their rank, by its positive impact on the persuasion of women slum to accelerate the relocation operation by exerting their influence on their husbands, so that it adheres to the program. cities without slums and accept the proposed solutions

Thus, it is necessary to develop a trade repository to delimit the field of intervention in slums and prepare the record of this position.

- Practice or conduct of social mediation:

In the context of slums, social mediation takes place within the framework of a local commission under the coordination of local authorities. Thus, the interviewees propose the development of its functional independence, so that they can fulfill their missions with neutrality, impartiality and professionalism, hence the obligation to review the role in the local committee and to review the mediation system. 'appropriating the approach by project. Such an approach is necessary to lay the groundwork for a practice focused on performance management and subsequently to be part of continuous improvement.

Finally, in the midst of this panoply of opinions issued by the social mediators on a construction profession and on the requirements that are asked of it, which seem very varied and require a precise definition to reconcile the mission of the social mediator and its commitments vis vis-à-vis the client and the beneficiaries. Thus, the survey revealed the concerns felt about the professionalisation of this trade, its framework and its identity.

Hence the need to define the behavioral and cognitive skills to have beforehand for the exercise of this profession. This must result in the development of a job repository of social mediator and the job description (job description to do).

4- Towards a reference of skills for the exercise of the job of social mediator

The skills framework is a key element of human resource management. It allows the skills to be adjusted to the needs of the business strategy. In general, the development of the competency frameworks aims at the following objectives:

• Move from the evaluation of the task to the skill;

• To make individual evaluation of the professionals objective;

• Strengthen equity (contribution - retribution);

• Promote skills development;

• Facilitate organizational adjustments to the deployment of positions in relation to the profession and to manage the professional career.

A skills repository is built according to the following steps [17]:

1. Validate the trade and related positions

2. Define the main missions of the profession

3. Define professional practices

4. Identify the knowledge

5. Identify professional skills

6. Get in shape

7. Prioritize professional practices

8. Confirm

Validation is done by a control group before submitting the skills repository to the hierarchy.

These skills references generally include a description of the main responsibilities (technical and / or managerial) of the business, activity or mission, in terms of:

• Know (knowledge)

• Know-how (skills)

• To know how to be (attitudes)

They describe the environment (internal and external) of the job. They are established in a synthetic, descriptive and modular way so that they can be adapted to the specificities of the organization. In general, the competency frameworks vary according to the objectives and expected results and are closely linked to the trades and the training system.

This variety can be explained by the following examples of a job and skills repository:

• The European model [18] of computer skills, for example, is structured in four dimensions:

1 - 5 domains of e-skills, from IT business processes, namely Plan - Build - Run - Enable - Manage

2 - A set of reference e-competences for each domain, with a generic description of each competency (36 competences identified in total provide the generic reference definitions at European level for the reference framework.)

3 - The proficiency levels of each e-competency provide specifications of the European reference level on e-competency levels e-1 to e-5.

4 - Examples of knowledge and know-how associated with e-skills are defined as optional components of the repository that can be used to give ideas.

• The Quebec model [19] established by the order of social workers and marriage and family therapists that highlights: the areas of competence, the operational dimensions of skills (the expected results) and the demonstration criteria of proficiency.

• The French model [20] which in addition to the activities and skills described:

- identifies the levels (Initiation - Practice - Mastery - Expertise) of implementing skills for all trades;

- describes certain skills finely by levels (Initiation - Practice - Mastery - Expertise) of implementation.

Thus, by capitalizing on the exploratory survey carried out on social mediators belonging to the local social mediation unit, on the international models mentioned above and on the referential of the ministry of the modernization of the kingdom's public sector (MMSP) [21], we can borrow the overall framework of the reference framework of jobs and skills which is articulated on three main axes:

- Identification of activities related to social mediation;

- Identification of typical jobs covering the different activity packs and skills related to social mediation;

- Methodological references such as: theoretical knowledge, know-how and behavioral skills.

Thus, the main competencies fall into the following areas of competence:

- Organize and animate conflict resolution situations

- Manage the progress of the transfer of the beneficiaries of the operation recasement

- Design and evolve social mediation systems

-Team working

- Inform and involve beneficiaries and stakeholders

- Use new technologies

- Manage your own continuing education.

These skills can be broken down in detail in the job description that follows and will be explained by the elements: Mission, Main Activities, Functional Relations, Holder's Reference, Skills Required and Work Environment.

5- Proposal of a job description sheet

The job description is a human resource management tool. It defines the tasks and responsibilities of a person and plays a key role in the recruitment of employees. The job description makes it possible to clarify the roles and responsibilities, and to verify the adequacy of the results obtained

according to the defined objectives. The relevance of the definition of the tasks entails the accomplishment of the mission and allows the evaluation of its performance.

According to Peretti. J M (2011)   [22] , "the quality of a recruitment is the result of the adequacy existing between the recruited person and the job vacancy".

Thus, in order to lead a quality recruitment process of the job of social mediator, our proposal is articulated around three essential components:

- Job Title and Recruit Identity
- Missions, job activities and career development
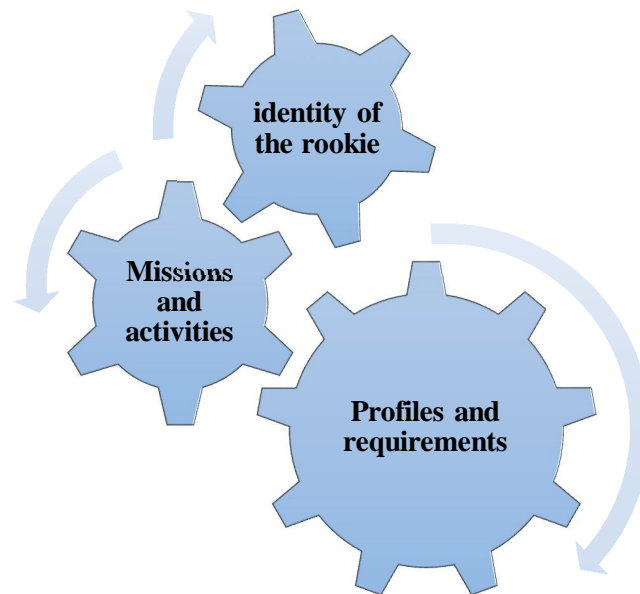- Profiles and requirements for the position

Figure N ° 5 - Components of the job description

• POSITION IDENTIFICATION

- • **Job title: Social Mediator**
- • **Management or service: Social work management**
- • **Job Reference: XXXXXXX**

• IDENTITY OF THE SOCIAL MEDIATOR

• **Position held by: XXXXXXX**
• **Number XXXXXXXXX**

- **MISSIONS AND POST ACTIVITIES**

• Job postings:

- Prevent and resolve conflicts between public authorities and slum populations;

- Persuade the precarious population, strengthen their confidence in public programs and repair social ties;

- Facilitate relations between public authorities and slum populations;

- Contribute to strengthening social cohesion;

- Support the transfer of the slum population;

- Promote sustainable development and fight against poverty.

• Activities and tasks of the position:

- Define the needs of the beneficiary population;

- Check the lists of beneficiaries of the VSB project;

- Manage the eligibility of the beneficiaries of the program;

- Communicate with the beneficiary population the execution of the project;

- Make the beneficiary population aware of how the project works;

- Follow the demolitions of the barracks;

- Frame the allocations of the lots to the beneficiaries;

- Accompany the beneficiaries during the transfer to the new housing.

•HIERARCHICAL POSITIONING

• Hierarchical positioning:

- **Direct line manager (N + 1)**

- **Line manager (N + 2).**

Project Manager
↓
Project coordinator
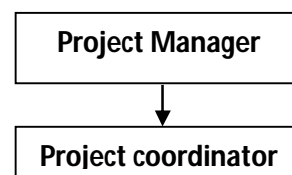
• Functional relationships with:

-Project Manager ;

- Beneficiaries;

- Members of the local commission;

- Housing Directorate;

- Local authorities;

- Common;

- Design Office, Project Manager … ..

• PROFILES AND REQUIREMENTS

• **Training and qualifications required:** Baccalaureate + 2 years and over in the social sector or with professional or volunteer experience in community life.

The practice of a foreign language can be requested.

• **Required Skills :**

- Theoretical knowledge: legal sciences, law, statistics, social sciences,

- Expected behaviors in a given situation: Professional secrecy, empathy, honesty, taking initiative, leadership, listening, impartiality, endurance, …

- Knowledge: law, communication and information techniques, …

- Know-how: resolution and management of conflicts, supervision of the population, project management, sense of organization, capacity for progress and adaptation, mastery of expression techniques …

- Being able to be: personal qualities of communication, human qualities, open character capable of managing stress, ability to be reactive in a crisis situation.

• <u>Indicators of appreciation of the results:</u>

- Number of successful relocation projects;

- Number of shacks demolished;

- Number of resolved conflicts

- Number of project beneficiaries of income generating activities

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Conclusion:

Finally, it should be emphasized that the structuring of the profession of social mediator allows; Firstly ; to identify the tasks and the mission to accomplish in the framework of a social project management project, to facilitate the process of recruitment of the collaborators who will assume this mission in a second time and finally it allowed to set up a training engineering for the preparation and development of resource persons and necessary skills.

The proposal mentioned in this article can be used as a way to improve the recruitment process of social mediators, by using automation or rather the computerization of the recruitment process by a device whose inputs will be the profiles of candidates weighted according to their weight and outputs will be the scores recorded that will differentiate the candidates to better choose those who respond the most to the mission.

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