

Focus :

WORKING FOR A RESPONSIBLE ECONOMY

ROUNDTABLE

[RH2]

Room Bill Drayton
Palais Brongniart

Thursday, September
20, 2012

HUMAN RESOURCE CHALLENGES FOR SOLIDARITY-BASED ORGANISATIONS

MAIN FINDINGS

Recruitment in the social and solidarity economy (SSE) must make use of the digital sphere in order to reach out to all stakeholders. Continued professional development for volunteers and employees allows them to enhance their work and to acquire new skills, encouraging them to continue working in the long term. The next generation will need to have hybrid cultural understanding and specialised skills in order to succeed in the sector. This is why growing numbers of young graduates of universities and specialised colleges are receiving training and looking to work in the SSE. Furthermore, many managers in more conventional sectors are also seeking to reinvent themselves in the SSE. In order to build a motivating career path which fosters loyalty, new management policies should be put together based on delegating responsibilities, listening to collaborators, a spirit of innovation and training schemes for social intrapreneurs. There is nevertheless a great deal to be done regarding validation of learning through experience (VAE) for volunteers, responses given to problems provided by Pôle Emploi (the French Job Centre) and the creation of a true job market for charity associations.

SPEAKERS

Joëlle Bottalico

Deputy Managing Director in charge of the
Institute for Training and Other Related
Partnerships, Secours Populaire

David Giffard

Development Director and Executive Deputy
Director, Groupe SOS

Matthieu Hély

Sociologist and Lecturer, Nanterre University

Jean Karinthe

Managing Director, Resource Center for
associations and non-profit organisations of the
2nd district, City of Paris

MODERATOR

Isabelle Hennebelle

Jobs, Employment & Careers Section Editor, and
Chief Editor, Special Issues, L'Express

SUMMARY OF INTERVENTIONS

How can a generation be prepared to overcome challenges regarding the difficult issues in society?

Jean Karinthi notes that there have been 3 million full-time-equivalent employees in the voluntary sector over a period of 10 years. There is therefore a need to change tack: in order to respond to the need for convergence among stakeholders and in order to reach young graduates and company employees, the digital sphere will become a major key element for the HR recruitment of charity associations, with tools such as LinkedIn, among others.

For **Joëlle Bottalico**, the challenge for Secours Populaire (SP) is to ensure that volunteers are willing to continue their work in the long term. SP has therefore set up a course which provides a qualification equivalent to two years of undergraduate studies and which allows volunteers to have their work recognised and to acquire new skills.

David Giffard points out that a quarter of the sector's employees will retire in the next few years. **Jean Karinthi** adds that the generation of 1968 will be retiring and that people are needed who both clearly see the complexities of the world, but who are also very competent and specialised, with a hybrid cultural understanding which allows them to perceive the unique differences between organisations, be they private, public or charities.

Professionalising the sector in a more restrictive context

With regards to the need for professionalisation, **David Giffard** explains that the first challenge for the HR policy of Groupe SOS has been that of rendering the sector more professional. Whether or not this can be achieved is linked to public funding, tensions in the job market and new regulations.

Joëlle Bottalico confirms that SP is also forced to deal with these growing constraints and increasingly tries to obtain support, such as through management control, legal support, project management, medication, etc.

Matthieu Hély adds that the number of managers working in the sector will greatly increase, and that further education is increasingly providing training for

charity work in order to respond to the need for support services (for example, the Social Entrepreneurship Department at the ESSEC business school).

In terms of candidate profiles and levels of pay, **David Giffard** explains that many young graduates of specialised colleges and universities apply for positions at Groupe SOS. This is also the case for managers that come from the conventional private sector or from work as a civil servant and who discover this type of work through skills-based sponsorship. Regarding free management and in particular the business section of the group, Groupe SOS seeks to align its prices with those of the market.

Isabelle Hennebelle nevertheless points out that most statistical studies state an average wage gap of 20-30% between the voluntary sector and the conventional private sector.

How can a motivating career path which foments loyalty be developed?

According to **David Giffard**, three conditions must be brought together: firstly, responsibilities must be delegated rapidly, since this foments trust, thus increasing motivation and the efforts made by collaborators; secondly, collaborators should be listened to, for example through an anonymous questionnaire on working conditions, as Groupe SOS did, sending it out over the intranet; thirdly, a culture of innovation and R&D should be stimulated at all levels. There is a need to put together a new management policy, and this is why Groupe SOS is seeking to train social intrapreneurs.

Jean Karinthi speaks about the debate on the topic of charity association management, mentioning Adéma, the association for developing charity association management. This field will be a real challenge over the coming years, and should be coupled with the creation of a job market specifically for associations.

Changes in employment at associations and volunteering

Regarding validation of learning through experience (VAE) for volunteers, **Joëlle Bottalico** observes a cultural difficulty, both for businesses and universities, in providing recognition for volunteer VAE at the same level as validation for conventional training courses. Nonetheless, knowing how to manage an association is a

true skill. One of the hindrances for volunteer VAE is good writing skills, something which not everyone has.

Jean Karinthi notes that the City of Paris has handed out 10,000 'volunteer passports', acknowledging the abilities of volunteers.

Regarding recognition for volunteering, **Matthieu Hély** believes that the way volunteering is considered has evolved: growing numbers of people do volunteering with a view to being employed afterwards, and the Pôle Emploi (the French Job Centre), which previously believed that volunteering reduced the chances of an unemployed person finding work, now encourages jobseekers to volunteer in order to get involved in the charity association sector.

Joëlle Bottalico concludes on the need for greater convergence between Pôle Emploi and the SSE in order to respond to the specificities of the sector, going beyond the managers, standards and formats of the conventional job market.

SUMMARY OF DEBATE WITH THE AUDIENCE

At the age of 25, after a long period of studies and a lot of experience in fieldwork, I am looking for work in the humanitarian sector. Pôle Emploi tells me that my profile is too atypical and that they can only offer me an internship or civil service. What can I do?

Jean Karinthi, David Giffard and Joëlle Bottalico recommend joining a network, (for example through Résonances Humanitaires). It is also important to be around at the right moment to link in with the needs of organisations. The Réseau Coordination Sud offers this type of employment opportunity.

How can the problem of academic recognition be solved for those who have the same values as the association, particularly volunteers?

Joëlle Bottalico answers that work should be carried out in order to acknowledge and enhance volunteering. However, it should not be forgotten that the same recognition for employees should be provided, since the two types complement one another. At SP, time is rewarded in accordance with the task carried out and not in accordance with the academic qualifications of the person.

What about the employability of senior citizens?

David Giffard answers that Groupe SOS has recruited very experienced people who are coming to the end of their careers. This can be very beneficial both for the organisation, which acquires many refined skills, and for the managers, whose motivation wanes towards the end of their careers. **Jean Karinthi** adds that there is great potential for senior citizens in the charity association sector, but that it is difficult to know where to look. A job market for associations should be set up.

REPORTER

Mission Innovation and Social Entrepreneurship
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- L'Express, Hors-série *Ces métiers qui changent le monde*. N°1, novembre-décembre 2012.
- Résonances humanitaires : www.resonanceshumanitaires.org