

Focus :

WORKING FOR A RESPONSIBLE ECONOMY

ROUNDTABLE

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Salle des Arcades
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2012

WORKING FOR A RESPONSIBLE ECONOMY: TRAINING AND CAREERS

MAIN FINDINGS

In order to respond to the expansion of the social and solidarity economy (SSE) sector, new training programmes and new recruitment strategies have been put in place. Even though the SSE job market is still lacking in visibility, growing demand from businesses can be seen for hybrid candidate profiles, for people who can speak the language of the social sector as well as that of the private and public sectors. The SSE, which also includes philanthropy and social business, is a sector marked by widespread job insecurity and access difficulties. Nevertheless, the motivation which comes from contributing to large economic, social and environmental challenges contributes to the growing interest of candidates in this sector.

SPEAKERS

Guillaume Chocteau

General Delegate, Ressources Solidaires

Jean-Louis Jourdan

Director, Sustainable Development Department,
SNCF

Mariana Losada

Head of International Relations and Corporate
Partnerships, AMUE

Emmanuel de Lutzel

Head of Microfinance, BNP Paribas

Anne-Claire Pache

Professor Chair Holder, Philanthropy Chair,
ESSEC Business School

MODERATOR

Isabelle Hennebelle

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

SUMMARY OF INTERVENTIONS

New careers and training for the SSE

Mariana Losada draws an outline of the landscape of different forms of training that exist in the SSE, based on a study carried out along with *Convergences 2015*. 256 training programmes have now been counted up: 117 in social entrepreneurship and social business, 73 in international solidarity and cooperation and 66 in sustainable development and the environment.

Anne-Claire Pache explains that ESSEC offers a programme which teaches its students about strategies and management with the possibility of specialising in social entrepreneurship. The programme's mission is to train students on the subject of hybrid careers, which involve interaction between the private, public and solidarity sectors, teaching them to find their way around them all. In this way, students are able to speak the same language as those in the social sector, private sector and public sector. There are two programmes: one which specialises in social entrepreneurship and one which focuses on general management aimed at strengthening competencies for social economy actors with five years of university studies.

Guillaume Chocteau introduces *Ressources Solidaires*, an employment website reserved for the SSE. All profiles are sought after in this sector: accounting, finance, communication, etc. The need for staff for hybrid careers in the sector is a dire need for knowledge, expertise and the right approach. An understanding of the way in which a correct approach intermingles with expertise is particularly important. There are indeed training programmes for finance, management and project development. As for developing the right approach however, this can be acquired through volunteering, personal commitment, getting involved through civic service, etc. The SSE job market is currently in need of people able to carry out fundraising, who know the language of business and who are able to create public-private partnerships.

Getting onto the SSE market

Jean-Louis Jourdan believes that working in careers in the field of sustainable development is often a question of luck and of being around at the right moment. At SNCF, candidates are selected on the basis of their commitment and convictions, as well as the professional abilities required. Nowadays, young people show great

enthusiasm for these topics. However, one must master the profession before tackling the deep-rooted issues within society and the environment. For example, Jean-Louis Jourdan started out as an engineer for SNCF and later went through all the professions relating to operations. In order to take steps forward regarding sustainable development in a company, support from management is vital. There is still a need for a division to be drawn between the areas of finance and marketing. Different values therefore need to be created, and the most difficult thing is to persuade the manager of finance that sustainable development makes sense.

Guillaume Chocteau points out that the SSE job market is a hidden one. *Ressources Solidaire* seems to be the only employment website which is specifically devoted to this sector.

Emmanuel de Lutzel underscores the fact that BNP Paribas receives many applications in its microfinance sector. For this type of job it is also important to have the right expertise (ability to analyse social and financial performance) and the right approach (personal commitment, volunteering, citizen involvement, travel, etc.). As a matter of fact, the last line on a CV counts a great deal for recruiters. As for his own career path, Emmanuel de Lutzel graduated in Chinese Studies and then went on to study political sciences. He also got very closely involved with the sector, for example by volunteering with ADIE. After a number of years working at BNP Paribas, he suggested to senior management that a department of microfinance be set up. It is possible to change the world from within one's own company (for example, take note of the initiatives and partnerships led by GDF Suez, Danone, Schneider Electric, etc.), and to create social business initiatives whilst also conserving the core of one's profession.

SSE careers

As part of a special edition of *L'Express*, **Mariana Losada** wrote a report for *Convergences 2015* on new hybrid careers. There are three types of career: hybrid careers in a company (classic jobs with a social or sustainability dimension); classic jobs in NGOs and associations, and the new careers in the SSE. Having a social disposition as well as an ability to speak with different sectors are both very important in these professions.

Isabelle Hennebelle points out that these careers are increasingly to be found within businesses that are listed on France's main stock market index, the CAC 40. These jobs require professional expertise to be used in

the area of sustainable development or CSR. In order to do well in a hybrid career, one has to be selfless, one should have a desire for sharing, basic competencies and business ambition. One should also not take the views of others and preconceived ideas for granted. The trend nowadays is for associations to recruit people who have followed a conventional career path by posting up a job description and also by recruiting through networks. It is important to develop competencies through volunteering.

Emmanuel de Lutz adds that people are creating their own jobs and that hybrid careers are becoming more and more common. Therefore, there are new types of work being created within conventional careers.

Working in the SSE: knowledge, expertise and the right approach

Anne-Claire Pache explains that 60% of ESSEC graduates go into careers linked to the SSE (social innovation, associations, mutual funds, cooperatives), with some of them even setting up their own social businesses. On the other hand, 40% go into conventional business (20% in hybrid careers such as CSR, sustainable development and diversity and 20% in HR). The career paths are very varied: for example, one graduate worked for the French Development Agency, later for a strategy consultancy firm and is now working at the Ministry of Finance. In order to have a hybrid career, it is important to know how to sell the wealth and diversity of your experience. Whether or not you start a hybrid career in the SSE, the public sector or in a company, it is a question of the opportunities that arise.

Emmanuel de Lutz advises young graduates to ask themselves three vital questions: what do I know how to do? What do I like doing? What do I want to do? The financial aspect is also important: an SSE career path entails more risk because there is less job security.

Most importantly, one must want to give back to society what one has received. With true passion and with very deep personal convictions, the enormous satisfaction and joy that can be derived from this type of work make it worth it.

Jean-Louis Jourdan believes that in order to build a hybrid career, one should trust in chance and one should seize the opportunities that arise. One must also forget the spirit of competition and should attribute greater value to cooperation and collaboration.

Guillaume Chocteau places the emphasis on the difference between a good cause and a contract. In order to contribute to a good cause, one can do volunteering. On the other hand, if one has a contract, this brings with it respect for hierarchy. In the SSE and the association sector, there is a lot of work but not necessarily a lot of employment, and a great deal of job insecurity exists. It is important to be aware of this.

For senior citizens wishing to work in the SSE, **Anne-Claire Pache** recommends starting through volunteering.

The changes in the sector

Jean-Louis Jourdan explains that a slow transformation is taking place within the SSE and hybrid careers. The change will not take place overnight, since it involves reinventing company management tools, and this affects intangible capital, social capital and competencies. It involves a real power struggle.

Emmanuel de Lutz concludes by saying that a slow change in the economic paradigm is taking place, and calls upon each person to pass on the message of the Convergences 2015 global forum to their respective organisations and professional circles. Instead of waiting for a miracle, each person must act as a potential actor of change.

REPORTER

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