



Blueprint for advanced skills  
& trainings in the social economy

# Occupational Profiles for the Social Economy Sector



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## Acronyms

**baSE** Blueprint for advanced skills and training in the Social Economy

**Comp(s)** Competence Framework(s)

**EC** European Commission

**ESCO** European Skills, Competences, Qualifications and Occupations

**EQF** European Qualification Framework

**EU** European Union

**OPs** Occupational Profiles

**SE** Social Economy

**SEO(s)** Social Economy Enterprise(s) and Organization(s)

**VET** Vocational Education and Training

**PPPs** Public-Private Partnerships

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# Introduction

In the rapidly evolving landscape of the Social Economy (SE), the baSE project stands at the forefront, playing a transformative role by crafting essential tools that bridge the gap between the shifting demands of the SE ecosystem and the complex needs and challenges faced by its workforce. This deliverable introduces four Occupational Profiles (OPs), each developed by the collaboration within the baSE partnership, spanning a comprehensive spectrum of occupations within the Social Economy Enterprises and Organizations (SEOEs). Tailored to meet the diverse requirements of the SE, these OPs serve as a foundation to navigate the triple transition (green, digital, fair/inclusive), marking significant progress in the SE's ongoing evolution.

Furthermore, this report offers an in-depth exposition of the methodological process employed by the baSE partnership in the identification and bridging of gaps within OPs, leading to the development of profiles uniquely customized for the SE. These profiles delineated across three distinct competency levels—advanced, intermediate, and foundation—reflect an understanding of the SE's multifaceted nature and its corresponding occupational needs. By mapping out the developmental process of these OPs, the deliverable sets the stage for the strategic alignment of workforce competencies with the SE's overarching goals.

This report underscores the project's unwavering commitment to elevating the professional standards within the SE but also highlights the critical importance of a skilled, adaptable, and value-driven workforce in ensuring the solid growth and sustainability of the SE ecosystem.

# Scope of the Project

The baSE project is a Blueprint Alliance for Social Economy and Proximity Skills, and it is funded by the European Commission in the framework of the Erasmus+ Program. The project comprises key stakeholders from SE, research institutions, Vocational Education and Training (VET) institutions, experts, certification bodies, and organizations. The main goal is to develop sectoral skills strategies to support the overall green and digital transition while also enhancing the inclusivity of the ecosystem. This partnership includes 25 partners

from 10 European countries: Belgium, France, Germany, Greece, Ireland, Italy, Poland, Romania, Slovenia and Spain.

The project encompasses a range of interconnected outputs, each contributing to a comprehensive understanding of the required steps for effective transitions. During the first year, extensive research on SE competences – needs and gaps, was conducted across the partner countries. The insights gained from the research are intricately connected to the development of the SocioComp Framework and the 4 Occupational Profiles. This framework details the essential competences necessary for achieving the triple transition of SEOs, which are closely tied to four Occupational Profiles designed within baSE project as well as the upcoming development of Curricula for these profiles. Another significant outcome of the project is the formulation of policy recommendations together with a Common Glossary related to baSE project. Together, these elements form the main results and contributions of the project.

## Key words

Competences, ESCO, EQF, knowledge, Occupational Profiles, skills, triple transition, national validation workshop

## Structure of the Deliverable

This report is devoted to detailing the methodology employed in developing the OPs, with the European Skills, Competences, Qualifications, Occupations (ESCO) framework, the European Qualifications Framework (EQF), and SocioComp serving as foundational elements. This ensures the OPs' standardization, relevance, and adaptability to the SE's needs as identified by baSE project. Continuously, this report maps out four essential Occupational Profiles (OPs) pivotal to the ecosystem of the SE, each tailored to fulfil distinct roles within SEOs. It showcases the following OPs:

- 1) The SE Manager,
- 2) The SE Enabler,
- 3) The SE Supporter,
- 4) The SE Worker.

Furthermore, this report addresses the suggestions from SE experts that were collected through national workshops organized in each implemented country. These workshops underscore the need for contextual adaptation. On the parallel, the report based on them presents the recommendations and lessons learnt for the OPs drawing on insights from Belgium, France, Germany, Greece, Italy, Ireland, Poland, Romania, Slovenia, and Spain. The scope of this report is to reflect the SE ecosystems across different countries. This effort underscores the project's commitment to elevate the SE's level of professionalization, ensuring that the OPs serve as effective tools for fostering a skilled and value-aligned workforce within the SE landscape.

# Frameworks used for the development of the Occupational Profiles

## European Skills, Competences, Qualifications, and Occupations (ESCO) framework

**ESCO**<sup>1</sup> is a multifaceted classification initiative by the European Union that aims to bridge the gap between the labor market and the education sector across Europe. ESCO provides standardized terminology and classification for skills, competences, qualifications, and occupations applicable across the EU. In the baSE Occupational Profiles development, ESCO serves as a foundational tool, ensuring that the profiles are standardized, relevant, and adaptable to the SE needs. It aids in identifying skill gaps, integrating essential competences, and facilitating communication among stakeholders. By aligning with ESCO, baSE OPs are designed to be dynamic, ensuring they remain relevant and reflective of the evolving labor market demands.

## The European Qualifications Framework (EQF)

**EQF**<sup>2</sup> is a common European reference framework that links the qualifications systems acting as a joint recognition and comparison of qualifications across different EU countries. It aims to facilitate the recognition of qualifications and promote mobility of learners throughout Europe. EQFs are designed in 8 levels based on learning outcomes in terms of knowledge, skills, responsibility and autonomy. Levels range from basic (L1) to the most advanced in the field of work or study (L8). The EQF levels within the baSE Occupational Profiles indicate the required qualification level for each profile, ensuring common understanding of the competences and skills needed across Europe.

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<sup>1</sup> [https://esco.ec.europa.eu/en/classification/occupation\\_main](https://esco.ec.europa.eu/en/classification/occupation_main)

<sup>2</sup> <https://europass.europa.eu/en/description-eight-eqf-levels>

# Methodology for the development of Occupational Profiles for Social Economy

The methodology employed for the development of the OPs with the SE ecosystem was in-depth and collective, engaging all partners in a series of methodological steps. This comprehensive framework aimed at supporting the SE's adaptation to the triple transition was meticulously structured around the identification and development of four primary OPs. The process starts with the identification of 4 main levels that will serve a wide spectrum of Occupations. Utilizing the European Skills, Competences, Qualification and Occupations (ESCO) framework was a key to providing a standardized classification system that is crucial for facilitating the description of jobs and aligning them with specific educational programs according to the labor market demands. This process is a strategic planning both for creating continuous work among the baSE results and for providing an opportunity for developing results that will be widely used at the EU and national level.

**Initial research related to OPs that are focused on the SE showed a significant gap in ESCO database, with only the Social Entrepreneur<sup>3</sup> being available, partially covered but lacking many aspects critical to the SE broader context.** The discovery underscored the need for a tailored approach to adequately represent SE occupations that can be used across SE ecosystem due to its multisectoral nature. From health and education to agriculture, energy, finance, and technology, SEOs operate in every field of economic activity. The Social Economy Action Plan (European Commission, 2021) already states its multisectoral nature: *“The social economy encompasses a range of entities with different business and organizational models. They operate in a large variety of economic sectors: agriculture, forestry and fishing, construction, reuse and repair, waste management, wholesale and retail trade, energy and climate, information and communication, financial and insurance activities, real estate activities, professional, scientific and technical activities, education, human health and social work activities, arts, culture and media”*.

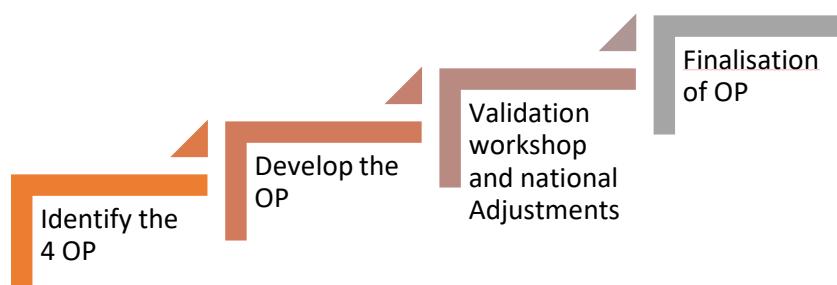
Unlike traditional economic sectors that require clearly defined occupational profiles based on specific technical competencies (e.g., a nurse in healthcare, a technician in energy),

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<sup>3</sup> <http://data.europa.eu/ESCO/occupation/73b10c97-b003-45dc-a36d-c1d585c04be1>

**social economy organizations operate in multiple, diverse sectors under a common set of values and principles: the primacy of people as well as social and/or environmental purpose over profit, the reinvestment of most of the profits and surpluses to carry out activities in the interest of members/users (“collective interest”) or society at large (“general interest”) and democratic and/or participatory governance (European Commission, 2021).** Given this ecosystem is based on a way of doing business that is driven by principles, and that is active in all sectors of activities, the skills addressed are those linked to the specific way social economy entities operate specifically. Therefore, the project doesn't focus on narrow, sector-specific job profiles but rather on what competences are needed to run, enable or work in social economy. These are crucial to upskill and reskill the workforce, and support employability, mobility, and growth within the ecosystem.

The consortium's methodology was underpinned by a gap analysis combined with insights from previous project stages (WP2 – research phase on the needs and gaps of skills related to SE<sup>4</sup>, and the SocioComp - Competence Framework<sup>5</sup>), leading to the selection and identification of universal, descriptive profiles. These profiles are designed to span the entire SE ecosystem, ensuring relevance and utility across diverse contexts and sectors. By focusing on job roles, competences, qualifications and educational requirements we aimed at a detailed description of the selected profiles that serve the complexities of the SE and especially the description of competences and knowledge that support the triple transition.



*The 4 stages of developing the Occupational Profiles*

<sup>4</sup> <https://socialeconomyskills.eu/resources/>

<sup>5</sup> <https://socialeconomyskills.eu/resources/>

Therefore, the partnership worked on the following steps to proceed with the development of the Occupational Profiles:

### **Identification of levels and Profiles:**

The process initiated with the categorization of Occupations into three distinct levels, further divided into four specific profiles. This stratification included one upper level, two mid-levels, and one entry level, enabling a clear understanding of the different roles within SEOs.

The 4 Occupational Profiles that occurred:

- Social Economy Manager
- Social Economy Enabler
- Social Economy Supporter
- Social Economy Worker

### **The rationale of selecting and developing the 4 Profiles**

The selected Occupational Profiles are based on a strategic rationale aimed at addressing the diverse and complex needs of SEOs. The 4 Occupational profiles are aimed at:

- **A comprehensive coverage of the Organizational Roles:** The selection of the 4 OPs covers a diverse range of roles within SEOs. By delimiting the profiles at a specific level, we ensured that a wide spectrum of organizational functions from strategic management to operational tasks were presented. This ensures the presentation of a functional dynamic of SEOs.
- **Adaptability of the profiles:** The OPs are developed with a strong emphasis on the adaptability and applicability recognizing the dynamic nature of the SE Ecosystem. They are designed to be broad enough to accommodate the diverse needs of SEOs, while being specific enough to provide clear explanations and descriptions on competences, qualifications and responsibilities.

Also, during the development of the profiles, the following elements were considered:

- **Supporting the triple transition:** The triple transition encompassing the green, digital and inclusive/ fair transition offers a significant challenge and opportunity for SEOs. The selected profiles are designed to support the organizations to navigate these transitions by fostering competences that are aligned with the current demands of society. Each profile is tailored to address specific aspects of the triple

transition, ensuring that the workforce has guidance related to the skills and competences regarding the SE.

- **Alignment with ESCO Framework:** The development of the profiles has utilized the ESCO Framework as a foundational tool for the selection process. This underscores the intent to align with European standards and the ecosystem's needs. The selection and description of these profiles pursue a targeted effort to fill gaps not adequately covered by existing ESCO profiles particularly capturing the unique aspects of Social Economy.

#### **Framework Development:**

A dedicated framework was developed to detail the specific requirements of the OPs. This framework was instrumental in outlining the competencies, qualifications, responsibilities and educational prerequisites necessary for each role, ensuring a holistic presentation of the profiles.

#### **Detailed exploration of other relevant ESCO profiles**

In the initial stage of this collaborative work, the partnership worked in 4 working groups comprised by partners with diverse experiences from both the VET sector and SEOs.

These WGs worked collaboratively in pairs (WG1 & WG4, WG2 & WG3) on November 16<sup>th</sup> and 27<sup>th</sup> 2023 having developed comprehensive research on the ESCO database to identify and select relevant profiles to baSE objectives.

A collection of several relevant profiles to our research was designed as described in the following table:

ESCO Profiles		
SE Managers	SE Practitioner (mid, low levels)	SE support staff
13	15	10

The selected profiles from ESCO database served as a guidance related to the existing profiles from other sectors or areas of work. To further explore and develop a solid ground for the 4 baSE OPs, an extra methodological step was taken by creating a detailed database of those ESCO profiles on a collaborative Excel file. This mapping process focuses on the 3 selected levels (foundation, intermediate, advanced) emphasizing the following:

- Relevance with the 4 baSE Profiles,

- Competences categories reflecting on the triple transition,
- Detailed description corresponding to the 4 baSE Profiles,
- Qualification levels.

This matrix supported the methodology in several core levels:

- Gap analysis by comparing existing ESCO profiles to the needs identified for the SE, that baSE project could combine with gaps in competences and qualifications thus informing the development of new, tailored OPs.
- ESCO as a reference model by utilizing ESCO profiles ensuring that baSE OPs adhered to a recognized European standard, facilitating comparability and transferability across borders.
- Validation and adaptation of the developed profiles based on feedback and specific needs of the SEOs, ensuring relevance and applicability.
- Comprehensive overview of the competences, skills, knowledge and roles required across different levels within SEOs, aiding in the development of dynamic and up-to-date Occupational Profiles.

### **Profiles development and refinement process**

Through the strategic formation of four Working Groups among project partners, a delineation of tasks was established to facilitate the systematic development of Occupational Profiles (OPs). These profiles aim to intricately outline the requisite skills, knowledge, and competences corresponding to various levels. Each Working Group underwent two rounds of implementation, with different partners participating in each round. In Round 1, organizations collaborated to draft the OPs following extensive online meetings and individual research efforts. Subsequently, in Round 2, partner organizations refined the specific attributes of these OPs improving and finalizing the joint work. This phase involved fine-tuning the profiles to accurately reflect the competences and responsibilities required within SE.

### **Launch of the Occupational Profiles at national level**

In addition to the national validation workshops and feedback solicited from SE experts, another critical aspect of the final step involved the incorporation of national reports, despite their significant differences. Even though these reports presented variations due to diverse national contexts and perspectives, they were consolidated through a meticulous process. This process likely entails thorough analysis and synthesis of the findings and recommendations from each national report. Partners may have utilized comparative analysis techniques to identify commonalities, differences, and overarching themes across the reports. Through collaborative discussions and iterative revisions, a unified framework may have been developed to integrate the insights from these diverse reports. This

approach ensured that while acknowledging the uniqueness of each national context, the final outputs-maintained coherence, consistency, and relevance across the entire project.

In developing the baSE OPs, we leveraged the ESCO framework as a foundational model. This decision was strategic, aiming to ensure that our OPs would be both comprehensive and standardized across the SE ecosystem and within the European context. ESCO provides a universal language and structure for skills, competences, qualifications, and occupations, making it an ideal template for our work.

Each profile is crafted with careful consideration of the EQF levels, which describe the knowledge, skills, and autonomy-responsibility required at each level. This alignment with EQF levels ensures that the baSE OPs not only facilitate clear communication of job requirements and skills across Europe but also support the mobility of workers by providing transparent and recognizable qualifications.

Following the EQF levels and ESCO framework shows a dedication to relevance, coherence, and high standards in occupational profiling. By adhering to these pre-established templates, we hope to improve employment, training, and educational opportunities in the SE ecosystem and make sure that people are prepared for the needs of their roles. This methodology promises a strong foundation for the development of skills and competences in the European labour market, underscoring the significance of a structured approach to occupational profiling.

## **From Gap Analysis to Matrix Development: Operational Method for Translating Research into Occupational Profiles**

To ensure methodological transparency and a clear traceability pathway from the research phase (WP2) to the final Occupational Profiles (OPs), the baSE consortium developed a **structured analytical matrix**. This matrix served as the central tool for consolidating the empirical evidence from the needs and gaps analysis and translating these findings into the competence-based architecture of the four OPs. This subsection details **how the matrix was constructed, how research results were integrated into it, and how the output informed the final profiles**.

### **Step 1 – Inputs Integrated into the Matrix**

The matrix was built using three core inputs:

#### **1. WP2 Findings (Needs & Gaps in SE Competences)**

This included:



- Competence gaps linked to green, digital, and inclusive transitions
- Missing transversal competences (e.g., social innovation, participatory governance, stakeholder facilitation)
- Sector-specific needs highlighted during field research and national workshops

## 2. ESCO Occupational Descriptors

Partners reviewed **38 ESCO profiles** (13 managerial, 15 practitioner, 10 support) identified as relevant to Social Economy roles. Each descriptor was extracted and categorized according to ESCO's taxonomy of:

- Knowledge
- Skills
- Competences

## 3. SocioComp Competence Framework

This provided a structured classification (knowledge-skills-attitudes) and served as the reference for integration and consistency across OPs.

## Step 2 – Structure and Columns of the Matrix

The analytical matrix was developed collaboratively using a shared Excel file structured around the following columns:

1. **ESCO Occupation Title & Code**
2. **ESCO Knowledge/Skills/Competence Descriptor**
3. **Corresponding SE Need (based on WP2 gaps)**
4. **Related SocioComp Competence Category**
5. **Gap Identified (Yes/No; description)**
6. **Relevance for SE (High/Medium/Low)**
7. **EQF Level Indicated by Descriptor**
8. **Proposed Integration into Which OP**
9. **Notes/Justification for Decision**

This structure ensured that **every ESCO descriptor was systematically compared** with WP2 findings and with the SE-specific competence requirements emerging from research.

## Step 3 – The Gap Analysis Logic Within the Matrix

Within the matrix, each ESCO descriptor was assessed through two analytical questions:

1. **Does ESCO already address this competence adequately for Social Economy purposes?**
2. **Does WP2 identify this competence as emerging, missing, or critical for the triple transition?**

Descriptors falling into one or more of the categories below were marked as **gaps**:

- Competences absent from ESCO but essential for SE
- Competences present in ESCO but too narrow or sector-specific
- Competences requiring adaptation to SE principles (solidarity, democratic governance, social mission)
- Competences relevant for the triple transition but not reflected in ESCO
- 

This step was crucial in demonstrating why **new or adapted profiles** were needed for the SE ecosystem.

#### **Step 4 – Example of How the Matrix Worked in Practice**

Below is a simplified reproduction of an actual reasoning flow used in the matrix.

##### **Example 1 – Participatory Governance (SE Manager)**

Matrix Column	Entry
ESCO Descriptor	“Lead organisation” (Social Entrepreneur 1120.6)
WP2 Need	Strong demand for participatory governance, co-creation with communities
SocioComp Category	Governance & Participation
Gap Identified	ESCO does <i>not</i> include democratic governance nor stakeholder-led decision-making
Relevance	High
EQF	6
Integrated Into	SE Manager
Justification	Added competence: “Facilitate participatory and democratic governance processes”

##### **Example 2 – Digital Inclusion (SE Worker)**

Matrix Column	Entry
ESCO Descriptor	“Use basic ICT tools” (Administrative Assistant 3343.1)
WP2 Need	Digital inclusion for vulnerable groups + basic digital citizenship
SocioComp Category	Digital Awareness

Matrix Column	Entry
Gap Identified	ESCO lacks the “social value” aspect of digital inclusion
Integrated Into	SE Worker
Justification	Added competence: “Support inclusive digital practices and accessibility”

## Step 5 – Consolidation by Occupational Level (EQF-Based)

Once gaps were identified, matrix entries were grouped into three EQF bands:

- **Advanced (EQF 6)** → SE Manager, SE Enabler
- **Intermediate (EQF 5)** → SE Supporter
- **Foundation (EQF 3)** → SE Worker

This ensured internal coherence and compliance with EQF learning outcomes.

## Step 6 – Synthesis into the Final Occupational Profiles

The final OPs were built by aggregating and synthesizing:

- Competences present in ESCO and relevant for SE
- Competences absent in ESCO but critical for SE (WP2 findings)
- Competences linked to the triple transition
- Attitudes and values captured through SocioComp
- National adaptations validated through workshops

*Each OP therefore represents a **traceable synthesis** of all matrix outputs.*

### Example:

The SE Enabler OP includes skills such as:

- “Implement sustainability strategies within projects”
- “Apply inclusive decision-making approaches”
- “Promote digital accessibility and ethical digital use”

These competences appeared *nowhere* in ESCO profiles but emerged directly from WP2 gaps and were therefore added through the matrix.

## Step 7 – Validation of Matrix Outputs

The matrix outputs were validated through:

- Partner peer review
- National workshops in 10 countries
- Cross-check with the SocioComp framework

- Readjustments to ensure SE specificity and pan-European applicability

This validated process ensured that the OPs are **empirically grounded, methodologically coherent, and aligned with European standards.**

The development of the Occupational Profiles was therefore not based on theoretical assumptions but on a **transparent, systematic and evidence-based methodology**.

The analytical matrix ensured full alignment between:

- WP2 findings,
- ESCO descriptors,
- SocioComp competence framework, and
- EQF levels.

This explicit methodological bridge reinforces the **precision, value and credibility** of the baSE Occupational Profiles within the Social Economy ecosystem.

# Comparative Table: baSE Occupational Profiles vs ESCO Profiles

This table provides a structured comparison between the four baSE Occupational Profiles and the most relevant ESCO profiles. It highlights overlaps, gaps, and the added value introduced by the baSE framework in the context of the Social Economy.

baSE Profile	Closest ESCO Profiles	Overlapping Competences	Missing in ESCO / Added by baSE	EQF Level
<b>Social Economy Manager</b>	Social Entrepreneur (1120.6), Sustainability Manager (1213.8), Senior Officials of Special-Interest Organisations (1114)	Strategic planning, stakeholder engagement, financial management, and sustainability	Participatory governance, ethical leadership, inclusive HR policies, triple transition alignment	EQF 6
<b>Social Economy Enabler</b>	Community Development Officer (2422.2), Project Manager (1219.6), Fundraising Assistant (2433.1.3)	Project coordination, stakeholder networking, and community engagement	Operational leadership in SEOs, bottom-up innovation, and integration of SEO values in daily operations	EQF 6
<b>Social Economy Supporter</b>	Business Consultant (2421.2), Legal Consultant (2619.7), Fundraising Manager (2432.3), Social Service Consultant (2422.16)	Legal advice, financial planning, policy advocacy, mentoring	Territorial networking, SE-specific policy development, support for triple transition strategies	EQF 5
<b>Social Economy Worker</b>	Social Work Assistant (3412.5), Administrative Assistant (3343.1), Project Support Officer (3343.1.6)	Basic digital literacy, collaboration, empathy, and operational flexibility	Embedding SE values, lifelong learning, inclusive participation, and social responsibility	EQF 3

## Notes:

- The baSE Occupational Profiles introduce **cross-sectoral competences** tailored to the Social Economy, which are not fully captured by existing ESCO profiles.
- The **triple transition** (green, digital, inclusive) is a central axis in baSE profiles, whereas ESCO profiles tend to focus on sector-specific technical skills.
- The baSE methodology integrates **gap analysis** and **ESCO mapping** to ensure relevance and innovation.

## 4 Occupational Profiles

### Occupational Profile 1 – Social Economy Manager

Profile Name: SE Manager	
Other profiles related to this:	<a href="#">1120.6 Social Entrepreneur</a> <a href="#">12 Administrative and commercial managers</a> <a href="#">1114 Senior officials of special-interest organizations</a> <a href="#">1213.8 Sustainability Manager</a> <a href="#">1221.3.2 marketing Manager</a>
Description	<p><b>The Following OP has been defined on the base of the EQF – 6 – description<sup>6</sup>:</b></p> <p>Manage complex technical or professional activities or projects, taking responsibility for decision-making in unpredictable work or study contexts; take responsibility for managing professional development of individuals and groups and financial management.</p> <p><b>Profile Description:</b></p> <p>A Social Economy Manager, serving as the Director of a Social Economy Enterprise and Organization, holds an important role that includes ethical principles, strategic planning and sustainable management. This individual is tasked with developing and formalizing a horizontal governance of the organization combined with limited lucrativeness. On the meantime, a Social Economy Manager must ensure that the mission and vision of the SEO are in harmony with the ethical pillars of Social Economy (SE), such as defending environmental and/or social general interests over profit.</p>

<sup>6</sup> <https://europa.eu/europass/en/description-eight-eqf-levels>

The manager collaborates and facilitates the engagement of stakeholders to create plans that reflect the organization's values and local needs, balancing social and economic goals and has a committed role in building alliances among Public-Private Partnerships (PPPs).

Key tasks include designing business models, managing budgets, and ensuring regulatory compliance in administrative and financial matters with the organization's mission, vision and key objectives. The manager oversees **sustainability**, focusing on inclusion, quality and ethical considerations. Risk management and the development of an **inclusive human resources** policy are also central to their responsibilities, ensuring the organization's longevity and collective success.

The SE manager **drives strategic projects**, supports internal and external stakeholders in **change management**, and monitors the organization's performance in **economic, social, and environmental** areas. They are responsible for maintaining the alignment between the organization's social mission, **sustainable futures** and its activities, advocating for the **social mission within the community**, and fostering **social responsibility**.

#### **Key Responsibilities (among others):**

- Strategic and Ethical Planning
- Stakeholder Collaboration and engagement
- Economic and Budget Management
- Sustainable Production Oversight
- Risk Management
- Human Resources and Inclusive Management
- Strategic Project Leadership
- Performance Monitoring and Reporting
- Social Mission Advocacy and Community Engagement
- SE Governance and Participative Democracy
- Contribution to the SEOs' decisions by participating in the general assemblies and participation in the election of the management board.

Alternative Labels	Director of Social Economy Organization Director of Social Economy Entity Social Business Manager General Manager of Social Economy Organization
Educational Background (if needed)	<p><i>This list is not limited and not a mandatory requirement</i></p> <p>A degree in Business Administration, Economics, Management, Political Science, Social Science / Humanities, Sustainable Development or Social Entrepreneurship.</p> <p>Previous working experience in SEO would be beneficial.</p>
Core Skills /competence	<p><b>Operational:</b></p> <ul style="list-style-type: none"> <li>▪ Defining the economic conduct of the SEO on the basis of ethical, economic and financial principles;</li> <li>▪ Analysing the financial situation of the SEO;</li> <li>▪ Cooperating in the definition of financial plans;</li> <li>▪ Evaluating the intermediate and final economical and financial results of the services and goods provided;</li> <li>▪ Based on analysis and data identifying new business opportunities;</li> <li>▪ Mobilizing the stakeholders at local, regional and national level for the enhancement of social cohesion in the territories;</li> <li>▪ Promoting the widest participation of the workers to the decisional bodies of the SEO;</li> <li>▪ Defining strategies and means for the dissemination of the SE values and principles outside the organisation;</li> <li>▪ Designing the implementation of already existing or new goods and services;</li> <li>▪ Overseeing the management of the SEO;</li> <li>▪ Agility &amp; Innovation;</li> <li>▪ Applying systemic design thinking;</li> <li>▪ Promoting the application of SE principles and values at all levels of the SEO;</li> <li>▪ Collaborating in and facilitate participatory decision-making;</li> <li>▪ Defining the strategies and the human, economic and financial means for the pursuit of the SEOs' mission;</li> <li>▪ Presenting and representing the organisation at the highest level adopting the correct style of communication;</li> <li>▪ Defining the strategies and the human, economic and financial means for the pursuit of SEO's mission;</li> </ul>

- Delivering Effective Communication and Advocacy;
- Based on the SEO stakeholder map engaging communities and Stakeholders;
- Performing analysis to identifying future trends and opportunities;
- Performing analysis to identify community needs and resources;
- Promoting the definition of democratic and inclusive governance regulations in the SEO;
- Managing Human Resources in an inclusive manner;
- Defining the SEO policies for wages and the management of Human Resources;
- Management Skills;
- Designing plans for the monitoring and measurement of social impact;
- Planning and developing partnerships and social alliances at all levels; Performance Analysis performance diagnosis; Plan evaluation;
- Practicing Analysis;
- Ability to pass the SE values among the team members;
- Defining and structuring the choices for the participation in procurements; Performs Threat/Opportunity Analysis;
- Promoting plans aimed at assuring equal opportunities and inclusion for all; Program Planning and project management;
- R&D Oversight;
- Performing Risk Management;
- Supporting cultural diversity & provides accessible and inclusive solutions;
- Strategic Planning/ SEO Strategy Management;
- Strategic Partnership and Leadership;
- Supporting cultural diversity & provide accessible and inclusive solutions.

**Green Transition:**

- Internalizing the values of sustainability and promoting them;
- Promoting sustainability approach;
- Resource & waste management ability to assess and optimize the use of the organization's resources (water, energy, raw materials) and to implement recycling practices.

	<p><b>Digital Transition:</b></p> <ul style="list-style-type: none"> <li>▪ Approaching digital issues in an ethic way;</li> <li>▪ Managing digital tools proficiently;</li> <li>▪ Performing digital communication;</li> <li>▪ Using digital communication tools;</li> <li>▪ Ensuring confidentiality and security of sensitive data.</li> </ul> <p><b>Fair/ Inclusive Transition:</b></p> <ul style="list-style-type: none"> <li>▪ Promoting collective action &amp; mobilisation of others;</li> <li>▪ Committing to democratic and participative principles;</li> <li>▪ Promoting community engagement and inclusion of all members;</li> <li>▪ Measuring social impact.</li> </ul> <p><b>Transversal skills<sup>7</sup>:</b></p> <ul style="list-style-type: none"> <li>▪ Adaptability;</li> <li>▪ Empathy;</li> <li>▪ Ethics and Integrity;</li> <li>▪ Communication Skills;</li> <li>▪ Facilitation Skills;</li> <li>▪ Community Engagement;</li> <li>▪ Creativity.</li> </ul>
Optional Skills	<ul style="list-style-type: none"> <li>▪ Alternative economic models;</li> <li>▪ Cooperation management;</li> <li>▪ Emotional Intelligence;</li> <li>▪ Research and Development (skills to engage innovative research activities within SE actions);</li> <li>▪ Sustainable management;</li> <li>▪ Technology integration (skills related to operational technology).</li> </ul>
Core Knowledge	<ul style="list-style-type: none"> <li>▪ Fundraising;</li> <li>▪ Crowdfunding;</li> <li>▪ Public and Private funding mechanisms;</li> <li>▪ Inclusive Human Resources Practices;</li> </ul>

<sup>7</sup> Transversal skills are those typically considered as not specifically related to a particular job, task, academic discipline or area of knowledge but as skills that can be used in a wide variety of situations and work settings (IBE 2013). These skills are increasingly in high demand for learners to successfully adapt to changes and to lead meaningful and productive lives  
 (Source: [UNESCO Education Policy Brief \(Vol.2\), 2014: Skills for holistic human development](http://unesco.org/unesco/unesco-education-policy-brief-vol-2-2014-skills-for-holistic-human-development))

	<ul style="list-style-type: none"> <li>▪ Organizational Diagnosis (assessing and formulating comprehensive organizational Diagnosis);</li> <li>▪ Participatory leadership/governance;</li> <li>▪ Principles of Social Economy;</li> <li>▪ Social Economy Business Models;</li> <li>▪ Cooperativism;</li> <li>▪ Social Innovation;</li> <li>▪ Regulatory Compliance (laws, regulations for financial operations within SE);</li> <li>▪ Sustainable Business Practices;</li> <li>▪ Market strategies;</li> <li>▪ Marketing principles and tools;</li> <li>▪ Finance principles and tools;</li> <li>▪ Legal Knowledge (specific to the SEOs or Non-Profit);</li> <li>▪ Digital Communication;</li> <li>▪ Digital literacy for social innovation;</li> <li>▪ Sustainable practices management;</li> <li>▪ Community development;</li> <li>▪ Data analysis and management;</li> <li>▪ Models and tools for the measurement of social impact;</li> <li>▪ Awareness &amp; Engagement;</li> <li>▪ Change Management;</li> <li>▪ Green Transition Strategy;</li> <li>▪ Systematic Analysis &amp; Decision Making;</li> <li>▪ Social Impacts Assessment Tools;</li> <li>▪ Green transition and environmental legislation and regulation knowledge;</li> <li>▪ Identification of key partners to co-construct the green transition of the structure.</li> </ul>
Optional Knowledge	<ul style="list-style-type: none"> <li>▪ International Social Economy Trends;</li> <li>▪ Social and environmental current challenges;</li> <li>▪ Sustainable practices management.</li> </ul>

# Occupational Profile 2 – Social Economy Enabler

Profile Name: SE Enabler	
Other profiles related to this:	<a href="#">2421.3 Business intelligence manager</a> <a href="#">2422.2 Community Development Officer</a> <a href="#">2433.1.3 Fundraising Assistant</a> <a href="#">1219.6 Project Manager</a> <a href="#">1120.6 Social Entrepreneur</a> <a href="#">2635.3.4 Community care Case worker</a>
Description	<p><b>The Following OP has been defined on the base of the EQF – 6 – description<sup>8</sup>:</b></p> <p>Exercise self-management within the guidelines of work or study contexts that are usually predictable but are subject to change; supervise the routine work of others, taking some responsibility for the evaluation and improvement of work or study activities.</p> <p><b>Profile Description:</b></p> <p>The Social Economy Enabler has an important role within the SEOs with primarily focus on organizing, managing and overseeing SEOs specific services according to the organization directives and policies. This role involves a strong commitment to the values of social economy and a deep understanding of the socio-economic and cultural characteristics of the community to adapt services effectively while complying with their rules and regulations.</p> <p>The Social Economy Enabler operates at an intermediate level, cooperating internally with team members and other professionals within the organization and developing external networks and partnerships with public services, external stakeholders and experts. Responsibilities also include market research, responding to calls for tenders, coordinating events and training programs.</p>

<sup>8</sup> <https://europa.eu/europass/en/description-eight-eqf-levels>

	<p>This profile is a crucial link between management and operational staff as it exercises operational leadership, playing an important role in managing teams and resources, ensuring smooth and efficient operations.</p> <p>The Social Economy Enabler has an instrumental role in fostering a cohesive team and cultivating a work environment that reflects on the organization's vision and mission. They possess extensive knowledge of the Social Economy Ecosystem and are dedicated to advancing and facilitating social change.</p> <p>The Enabler can be described as a coordinator figure who acts as a day-to-day manager of activities, integrating them with the will to innovate the structure following a bottom-up approach, but without having responsibility for making strategic decisions</p> <p><b>Key Responsibilities (among others):</b></p> <ul style="list-style-type: none"> <li>• Organization and management of goods and services adapted to the socio-economic and cultural characteristics of the community</li> <li>• Operational leadership in a participatory governance manner</li> <li>• Project implementation and coordination</li> <li>• Stakeholder engagement and fostering cohesive work environments</li> <li>• Implementation of SE values into all aspects of SEOs activities</li> <li>• Contribution to the SEOs' decisions by participating in the general assemblies and participation in the election of the management board</li> </ul>
Alternative Labels (names)	Social Economy Catalyst, Social Economy Facilitator
Educational Background (if needed)	<p><i>This list is not limited and not a mandatory requirement</i></p> <p>A degree in Business Administration, Economics, social sciences, or humanities and/or education in social services, VET, nonprofit management, or sustainable development and/or practical experiences in the required social economy sector.</p>

Core Skills	<p><b>Operational:</b></p> <ul style="list-style-type: none"> <li>▪ Implementing and coordinating projects in multi-stakeholders' environments;</li> <li>▪ Applying administrative skills;</li> <li>▪ Supporting and Promoting Social economy principles;</li> <li>▪ Managing grant applications and tenders' procedures;</li> <li>▪ Identifying the needs of the community;</li> <li>▪ Activating liaising and networking relations;</li> <li>▪ Acting operational management and planning;</li> <li>▪ Implementing risk management approach in the development of projects;</li> <li>▪ Applying civic specific knowledge of Social Enterprise;</li> <li>▪ Performing Training Skills;</li> </ul> <p><b>Digital Transition:</b></p> <ul style="list-style-type: none"> <li>▪ Approaching digital issues in an ethic way;</li> <li>▪ Performing digital communication;</li> <li>▪ Using digital tools fluently;</li> <li>▪ Using digital communication tools;</li> <li>▪ Ensuring confidentiality and security of sensitive data;</li> </ul> <p><b>Green transition:</b></p> <ul style="list-style-type: none"> <li>▪ Internalizing the values of sustainability;</li> <li>▪ Promoting sustainability approach;</li> <li>▪ Implementing sustainability strategies within projects;</li> <li>▪ Developing and follows a sustainability action plan;</li> <li>▪ Monitoring progress towards sustainability targets;</li> <li>▪ Integrating green skills into the workforce to facilitate the green transition agenda;</li> <li>▪ Identifying key partners to co-construct the green transition of the structure.</li> </ul> <p><b>Fair transition:</b></p> <ul style="list-style-type: none"> <li>▪ Promoting collective actions &amp; mobilization of others;</li> <li>▪ Committing to democratic and participative principles;</li> <li>▪ Promoting community engagement;</li> <li>▪ Applying inclusive decision-making approach in SEO;</li> </ul>
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	<ul style="list-style-type: none"> <li>▪ Demonstrating willingness to participate in the SEO governance and decision-making process;</li> <li>▪ Developing inclusive communication resources;</li> <li>▪ Enabling audience participation;</li> <li>▪ Adopting an inclusive leadership approach;</li> <li>▪ Promoting inclusion;</li> <li>▪ Promoting and applies SE values;</li> <li>▪ Enhancing the social capital.</li> </ul> <p><b>Transversal skills:</b></p> <ul style="list-style-type: none"> <li>▪ Empathy;</li> <li>▪ Team working;</li> <li>▪ Adaptability;</li> <li>▪ Intercultural and social understanding;</li> <li>▪ Critical thinking;</li> <li>▪ Self-awareness &amp; Self efficiency.</li> </ul>
Optional Skills	<ul style="list-style-type: none"> <li>▪ Adapting and applying Social Economy values in the digital and green transition;</li> <li>▪ Adopting digital security tools and models;</li> <li>▪ Assessing social impact based on data;</li> <li>▪ Applying eco-innovation techniques;</li> <li>▪ Promoting sustainable thinking.</li> </ul>

<b>Core Knowledge</b>	<ul style="list-style-type: none"> <li>▪ Participatory Leadership;</li> <li>▪ Strategic Analysis;</li> <li>▪ Budget Management;</li> <li>▪ Social Entrepreneurship;</li> <li>▪ Sustainable Finance;</li> <li>▪ Community Development;</li> <li>▪ Ethics;</li> <li>▪ Equity and Cultural Sensitivity;</li> <li>▪ Funding Acquisition;</li> <li>▪ Data Protection;</li> <li>▪ Policy Implementation;</li> <li>▪ IT/Digital Literacy;</li> <li>▪ Social Economy Knowledge;</li> <li>▪ Occupational Health and Safety;</li> <li>▪ Organizational Strategy;</li> <li>▪ Team Management;</li> <li>▪ Project Management;</li> <li>▪ Time Management;</li> <li>▪ Data Management;</li> <li>▪ Market Research;</li> <li>▪ Quality Assurance;</li> <li>▪ Occupation-specific Ethics;</li> <li>▪ SEO Values and Policies;</li> <li>▪ General Interest Understanding;</li> <li>▪ Social Impact Assessment;</li> <li>▪ Diversity and inclusion.</li> </ul>
Optional Knowledge	<ul style="list-style-type: none"> <li>▪ Evaluation models;</li> <li>▪ Green transition;</li> <li>▪ Legal and regulatory knowledge;</li> <li>▪ Operational processes;</li> <li>▪ Sustainable development;</li> <li>▪ Wider social and economic reality and of global state of affairs.</li> </ul>

# Occupational Profile 3- Social Economy Supporter

Profile Name: SE Supporter	
Other profiles related to this:	<a href="#">2421.1 Business Analyst</a> <a href="#">2421.3 Business Intelligence Manager</a> <a href="#">2424.1 Business Coach</a> <a href="#">2421.2 Business Consultant</a> <a href="#">2422.16 Social Service Consultant</a> <a href="#">2423.5 Occupational Analyst</a> <a href="#">2619.7 Legal Consultant</a> <a href="#">2619.12 Regulatory Affairs Manager</a> <a href="#">2432.3 Fundraising Manager</a>
Description	<p><b>The Following OP has been defined on the base of the EQF – 5 – description<sup>9</sup>:</b></p> <p>Exercise management and supervision in contexts of work or study activities where there is unpredictable change; review and develop performance of self and others.</p> <p><b>Profile Description:</b></p> <p>The Social Economy Supporter is an external consultant/ expert closely connected with Social Economy Organizations bringing specialized knowledge and expertise to enhance the services and impact of these organizations.</p> <p>This profile serves as a comprehensive support system focused on three fundamental areas: legal, organisational and financial support, consultation and in some cases territorial networking to SEOs. It aims to enhance the efficiency of SEOs through expert advice, promoting impactful projects, and establishing reliable connections among various parties such as stakeholders, benefactors, policymakers, other organizations, and academic institutions.</p>

<sup>9</sup> <https://europa.eu/europass/en/description-eight-eqf-levels>

	<p>Additionally, the SE Supporter plays an important role in the strategic plans, capacity and performance of SEOs, including <b>mentoring</b> on legal, socio-cultural, financial, communication, valorisation and business matters while advocating for policies that promote their growth, development and sustainability.</p> <p><b>Key Responsibilities (among others):</b></p> <ul style="list-style-type: none"> <li>• Supporting strategic planning and advising SEOs</li> <li>• Capacity Building and mentoring</li> <li>• Networking to support fundraising towards the triple transition</li> <li>• Resources Mobilization and management</li> <li>• Policy advocacy and legal expertise specifically on SEOs</li> </ul>
Alternative Labels (names)	<p>Social Economy Advisor      Social Economy Consultant      Social Economy Coach      Social Economy Catalyst</p>
Educational Background (if needed)	<p><i>This list is not limited and not a mandatory requirement</i>      Degree in Business Administration, Economics, social sciences or humanities.      Specialized experience in social entrepreneurship, SE management, sustainable development and / or specific-sector knowledge.</p>
Core Skills	<p><b>Operational:</b></p> <ul style="list-style-type: none"> <li>▪ Business analysis;</li> <li>▪ Design thinking;</li> <li>▪ Diagnostic tools application;</li> <li>▪ Efficiency improvements analysis;</li> <li>▪ Facilitation skills;</li> <li>▪ Financial performance of SEO;</li> <li>▪ Fundraising / Grant writing;</li> <li>▪ Group dynamics;</li> <li>▪ Multi-stakeholder project implementation and coordination;</li> <li>▪ Guidance for sustainable solutions;</li> <li>▪ Identification, design and delivery of training;</li> <li>▪ Inclusive/ effective communication;</li> <li>▪ Innovation process management (in digital and green contexts);</li> <li>▪ Legal Expertise and strategies related to SEOs;</li> <li>▪ Legal regulation compliance;</li> <li>▪ Management Support;</li> <li>▪ Networking and Stakeholder Engagement;</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Opportunity analysis and evaluation;</li> <li>▪ Policy Advocacy;</li> <li>▪ Project Management;</li> <li>▪ Public Speaking;</li> <li>▪ Reporting Skills;</li> <li>▪ Risk management;</li> <li>▪ Social Economy Policy development with emphasis on the SDGs;</li> <li>▪ Systematic analysis &amp; decision making.</li> </ul> <p><b>Green Transition:</b></p> <ul style="list-style-type: none"> <li>▪ Circular Economy Principles;</li> <li>▪ Energy efficiency Strategies;</li> <li>▪ Development of a network of environmental and green transition experts to support the structures.</li> </ul> <p><b>Digital Transition:</b></p> <ul style="list-style-type: none"> <li>▪ Digital Communication;</li> <li>▪ Digital Tools Proficiency;</li> <li>▪ Digital transformation strategies;</li> </ul> <p><b>Fair/ inclusive Transition:</b></p> <ul style="list-style-type: none"> <li>▪ Applying inclusive values;</li> <li>▪ Democratic governance;</li> <li>▪ Participatory decision-making practices.</li> </ul> <p><b>Transversal skills:</b></p> <ul style="list-style-type: none"> <li>▪ Adaptability;</li> <li>▪ Critical thinking;</li> <li>▪ Problem solving.</li> </ul>
Optional Skills	<ul style="list-style-type: none"> <li>▪ Consulting on cultural and intercultural matters;</li> <li>▪ Conflict Management and Resolution;</li> <li>▪ Environmental risk management system advice;</li> <li>▪ Marketing, Communication and Branding.</li> </ul>

Core Knowledge	<ul style="list-style-type: none"> <li>▪ Assessment methods;</li> <li>▪ Business analysis and processes in SEOs;</li> <li>▪ Consultation methods;</li> <li>▪ Data management;</li> <li>▪ Digital transition knowledge;</li> <li>▪ EU/national tenders/calls for SEOs and project applications;</li> <li>▪ Green transition strategies and SDGs knowledge;</li> <li>▪ Knowledge of the SE ecosystem;</li> <li>▪ Participatory leadership;</li> <li>▪ Participatory governance models;</li> <li>▪ Human Rights;</li> <li>▪ Resource mobilization within the context of SEOs;</li> <li>▪ Cooperativism;</li> <li>▪ Social entrepreneurship;</li> <li>▪ SEOs policies and legislations;</li> <li>▪ Strategic planning;</li> <li>▪ Social impact assessment tools.</li> </ul>
Optional Knowledge	<ul style="list-style-type: none"> <li>▪ Environmental Sustainability;</li> <li>▪ International Social Economy Practices and policies;</li> <li>▪ Managing ethical issues within SEOs;</li> <li>▪ Technology Trends.</li> </ul>

# Occupational Profile 4 – Social Economy Worker

Profile Name: SE Worker	
ESCO profiles related	<a href="#">3412.5 social work assistant</a> <a href="#">3343.1.6 Project Support Officer</a> <a href="#">3343.1 Administrative Assistant</a>
Description	<p><b>The Following OP has been defined on the base of the EQF –3 description<sup>10</sup>:</b></p> <p>Take responsibility for completion of tasks in work or study; adapt one's own behaviour to circumstances in solving problems.</p> <p><b>Description of the Profile:</b></p> <p>A Social Economy (SE) Worker plays an important role in both the economic and social dimensions of an organization, extending their impact across the Social Economy ecosystem. This position transcends across SE ecosystems, demanding not just technical skills, but also a profound commitment to the values and principles of the Social Economy.</p> <p>Profiles associated with this role possess not only the requisite technical skills, but also a profound dedication to the values of Social Economy. Their responsibilities, shaped by the distinctive mission of the SEO, encompass effective communication, adaptability, empathy, and proactive problem-solving. This overarching profile emphasizes the fundamental competencies crucial to navigating the dynamic landscape of Social Economy, nurturing continuous skill and knowledge enhancement for individuals in this role.</p> <p>While SEOs are inherently multisectoral, this does not negate the need for sector-specific applicability—especially at the entry level. To reconcile this, the SE Worker profile provides a flexible, values-based foundation that can be <b>contextualized within distinct sectors</b>. This</p>

<sup>10</sup> <https://europa.eu/europass/en/description-eight-eqf-levels>

	<p>annex includes <b>sector-specific variants</b> that demonstrate how common core values and competencies manifest in diverse fields such as care, circular economy, agri-food, and education. (see <b>Annex</b>).</p> <p><b>Key Responsibilities (among others):</b></p> <ul style="list-style-type: none"> <li>• Actively contributing to achieve the economic and social objectives of the Social Economy Organization (SEO).</li> <li>• Participating and supporting a wide range of operational activities and projects.</li> <li>• Performing sector-specific tasks and responsibilities.</li> <li>• Embracing and promoting the social economy principles and values, especially those upheld by their organization.</li> <li>• Learning and embodying social responsibility in their role.</li> <li>• Proactively identifying and collaborating on current and future activities or projects, supporting actions about enhancing green and digital competences as well as inclusivity.</li> <li>• Participating in the organization's governing bodies as needed.</li> <li>• Engaging in lifelong learning and professional development to stay on top of emerging trends, technologies and practices within the Social Economy.</li> </ul>
Alternative Labels (names)	Social Economy worker Social Enterprise worker Employee of SEO SEO employee
Educational Background (if needed)	According to the job and sector, a specific education might be needed. In all cases, the embracement of values, principles and attitudes related to Social Economy that support collaborative work are mandatory. Specific technical/professional training may be required depending on the specific area of work. Induction training(s) about SE principles and values are highly important for the role.
Core Skills	<ul style="list-style-type: none"> <li>▪ Ability to share information transparently;</li> <li>▪ Sector- related knowledge;</li> <li>▪ Adopt fundamental green and waste use practices;</li> <li>▪ Agility;</li> <li>▪ Collaboration &amp; participation;</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Comprehension &amp; basic use of digital tools &amp; the internet;</li> <li>▪ Constructive self-expression;</li> <li>▪ Critical thinking;</li> <li>▪ Demonstrating willingness to learn;</li> <li>▪ Listening actively;</li> <li>▪ Maintaining a positive attitude;</li> <li>▪ Openness to learn and curiosity;</li> <li>▪ Operational Flexibility;</li> <li>▪ Performing tasks, following guidelines while sharing tasks with others;</li> <li>▪ Practical mindset;</li> <li>▪ Questioning mindset;</li> <li>▪ Self-management, self-organization, autonomy;</li> <li>▪ Demonstrating empathy;</li> <li>▪ Sector related technical skills;</li> <li>▪ Social Engagement;</li> <li>▪ Solution oriented mindset;</li> <li>▪ Showing initiatives (constructive self-expression);</li> <li>▪ Working in multidisciplinary environment.</li> </ul>
Optional Skills	<ul style="list-style-type: none"> <li>▪ Basic project management skills (personal management, process management);</li> <li>▪ Adopting practical green solutions;</li> <li>▪ Proactively using digital tools.</li> </ul>
Core Knowledge	<ul style="list-style-type: none"> <li>▪ Social Economy Concepts &amp; Characteristics;</li> <li>▪ Understanding basic purpose of information and communication technologies;</li> <li>▪ Understanding collective and democratic/ participatory governance;</li> <li>▪ Understanding diversity and inclusivity;</li> <li>▪ Understanding use of digital tools.</li> </ul>
Optional Knowledge	<ul style="list-style-type: none"> <li>▪ Sustainable and eco-friendly practices.</li> </ul>

# National adaptations and adjustments – Key findings

One national validation workshop per country was implemented to present the profiles identified, the methodology followed, and the key competences described. In each workshop, different experts from the field were invited to participate and give their feedback on the developed Occupational Profiles within baSE project. The key findings of the national adaptations can be found below:

## Belgium

In the context of Belgium, experts jointly worked on making concrete suggestions related to the OPs in the national context. Specifically, as for the **SE Manager** profile they mentioned that it serves as a useful tool for identifying skills gaps and training needs, particularly for individuals transitioning into managerial roles within SEOs. Additionally, a concrete suggestion was to rename the term "Manager" to SE "Leader" since the OP and specifically the skills required are more aligned with that of a leader within an SEO.

There's a need to incorporate a more comprehensive understanding of SE principles and values, ensuring that the profile reflects the social impact and community-centric approach characteristic of SE. By incorporating a deeper understanding of SE principles and values, the OP can better guide individuals in effectively navigating the complexities of managing within the SE ecosystem.

The **SE Enabler** function profile sheds light on essential yet often undervalued positions within SEOs, playing a crucial role in supporting the organization during transitional phases. By recognizing the skills and contributions of SE practitioners, awareness is raised, and the importance of their work is enhanced, fostering a deeper appreciation for this category of workers.

However, there are concerns regarding the terminology used, with questions raised about the relevance of the term "enabler." Some argue that the profile may not align with the reality of all SEOs in Belgium, as it tends to be more prevalent in larger organizations where intermediary roles are necessary.

The **SE Supporter** function profile is often perceived as a generalist role with a holistic approach, emphasizing integrative and managerial skills. However, some stakeholders

believe that the profile may be outdated and requires modernization to better reflect the pivotal role of this function within SEOs. There is a growing recognition of the need for SE supporters to facilitate the sharing of expertise and cross-disciplinary work, promoting collaboration and preventing the formation of isolated units within organizations.

Additionally, the knowledge of the SE ecosystem required for this role should encompass not only the economic aspects but also the social dimension of SE. This includes understanding the social purpose, values, and principles underlying SE, as well as familiarity with various SE models and their implications for organizational practices. By incorporating these elements into the SE Supporter profile, organizations can better equip individuals in this role to support the mission and goals of SEOs effectively.

The **SE Worker** profile serves as a comprehensive list of skills and knowledge relevant to individuals working within SEOs. While workers may not possess all listed competencies from the outset, the profile provides a valuable framework for discussions within SEOs to define recruitment criteria, training needs, and organizational goals. This allows SEOs to take responsibility for talent management and ensures alignment with the organization's values and objectives.

While the profile is well-rounded and reflects an idealized "dream worker" committed to SEO values, experts have provided some recommendations. Certain language used in the profile may be perceived as demeaning, and there's a need to recognize the diverse functions and responsibilities of workers within different types of SEOs.

Overall, while the Worker of SEO profile provides a foundational framework, though, experts needed further clarifications related to the terminology to address inconsistencies, clarify terminology, and ensure inclusivity across various roles and responsibilities within SEOs.

#### Recommendations and lessons learnt

The recommendations for OPs in Belgium underscore several crucial aspects to ensure their effectiveness and relevance in the national context. Firstly, there's a suggestion to align the newly developed profiles with existing joint committees, such as CP 329.02, to maintain consistency and compatibility within the regulatory framework. Moreover, striking the right balance between openness and specificity is deemed essential.

The recommendations stress the importance of prioritizing skills specific to the SE within the OPs and making clear articulation of what sets SE apart from profit-driven entities

according to foundational principles: social purpose over profit, management autonomy, democratic decision-making, and prioritizing people and working over capital in income distribution.

This can be also seen in practical aspects such as instead of using "participative management," profiles could specify that managers rarely make decisions alone and often consult with various stakeholders, including the Board of Directors and workers.

Finally, the recommendations emphasize the significance of soft skills in SE, which are often overlooked but very much needed in these models. It's suggested to emphasize these soft skills involved in SE, such as communication, empathy, and adaptability. Skills related to relationships, human interactions, and social impact are fundamental to the DNA of SE but may be undervalued in the current framework. It's suggested that these relational, human, and social skills should be considered essential core skills for each profile to better align with the principles and values of SE.

Overall, the lessons learned emphasize the importance of ensuring that OPs in the SE ecosystem accurately reflect the values, principles, and unique nature of SE organizations. By prioritizing social and relational skills and adopting a more flexible approach to categorization, these profiles can better serve the needs of both job seekers and recruiters in the SE ecosystem in Belgium.

## France

In the French SEO landscape, roles such as SE Manager, SE Enabler, SE Supporter, and SE Worker emerge with distinct characteristics and responsibilities. French experts point out that while the identified roles, cover a wide range of essential skills and there's a need for focusing on core SEO skills. **SE Manager's** skills include applying strategic, communal, and local leadership in organizational activities, along with understanding the importance of democratic governance in SEO management. Despite a focus on modest profitability or non-profit goals, these elements are crucial for the SEO sector's integrity. In addition, the **SE Enabler** role demands detailed emphasis on essential skills in project management and collective intelligence crucial for overseeing SEO projects effectively. Although skills in administration and finance are important, their significance is lesser compared to other aspects of this role.

Furthermore, French experts mentioned that the **SE Supporter** plays a crucial role in underpinning the effectiveness and cohesion of SE teams. They facilitate collaboration, manage resources, and ensure continuous communication within the team and with external partners. Their responsibilities extend beyond logistical support to include fostering an environment that prioritizes ongoing learning and adaptation to the latest SE trends and practices. A significant part of their role involves advocating training programs tailored to the team's evolving needs, thereby addressing skill gaps and promoting professional development. In essence, the SE Supporter is key to maintaining an agile and informed SEO team.

Furthermore, as per insights from French Social Economy (SE) experts, a Social Economy Worker plays a vital role within the SE community by actively participating in the implementation of SE strategies and tactics across diverse industries. These workers serve as the frontline personnel who translate the strategic and communal leadership principles set forth by their managers and facilitators into tangible organizational activities that drive SEO success. They operate within the framework of democratic governance, contributing to project management with a focus on collaborative and ethical practices. However, it is worth noting that the training for this profile may not yield the expected impact in France due to the challenge of clearly delineating this profile as a distinct position in itself.

### Recommendations and lessons learnt

A shift towards bespoke and practical training solutions is vital for overcoming the dynamic challenges faced by the SE sector. SE networks have already started implementing specialized internal training programs. While these tailored training efforts present challenges in terms of overall management, they align closely with organizational needs, enhancing their relevance and impact.

The need for continuous training and supportive frameworks is critical in closing the existing skill gaps. Initiatives aimed at all SE levels promise to tackle the sector's evolving challenges effectively. For these efforts to be sustainable and scalable, securing diverse funding sources is essential, strengthening the SE ecosystem's ability to adapt to changing demands.

These emphasize the importance of structuring SEO roles more definitively, from SE Manager to SE Worker, ensuring that each role is aligned with the sector's unique needs. Continuous, targeted training and the mobilization of resources are key strategies for nurturing a resilient and responsive SEO ecosystem in France.

## Germany

In the German context, regarding the OP of an **SE Manager**, is characterized by its organic development, often filled through democratic selection that arise from internal practices. Experts underlined the need of professional development, support and mentoring to manage complex responsibilities effectively. Moreover, the role requires a wide range of competences related to sustainable resource management while experts stressed the importance of clear support structures, terminological clarity and sustainable human resource strategies to aid SEO Managers in navigating the challenges within their roles.

The German group of experts explained that often, SEOs are small sized organizations that typically employ 10-50 individuals therefore often there is no distinction between SE Managers and SE Enablers. Therefore, **SE Enabler** possess a deep understanding of both the operational and strategic aspects of SEOs equipped with skills to foster innovation, ensure sustainability and enhance the organization's impact. The role requires a combination of competences including strategic planning, stakeholders' engagement and adaptability to effectively support and guide SEOs through the challenges and opportunities.

In the position of **SE Supporter**, more specifications are needed related to the social competences, such as facilitation, conflict management, and participative decision-making, as well as legal counselling and sustainable development knowledge.

In Occupational Profile **SE Worker**, these suggestions focused on communicative and value-oriented skills, with proposals to refine formal requirements for educational qualifications. Overall, there is a need to tailor competences to the needs of the Social Economy ecosystem, considering factors such as organizational size and sector-specific requirements.

### Recommendations and lessons learnt

In the Occupational Profile of SEO Manager, experts have highlighted the specific challenges of leadership and management within the context of SE, including managing scarce resources and coordinating voluntary work. These additions aim to provide a more comprehensive understanding of the complexities faced by SE managers and leaders.

SEO Enablers and SEO Supporters have a more structured approach to the profiles, suggesting the inclusion of categories for competences such as business management skills, soft skills, and competencies in public relations and lobbying. Moreover, it is important to strengthen the focus on the social dimension of competences within SE, which is integral to the unique nature of this ecosystem.

Regarding SE Workers, suggestions focused on clarifying terms and enhancing content related to training requirements and other supportive tools. The usefulness of such tools and their potential to aid in the development of skills and competences are outlined in the profile.

Experts have expressed consensus on the relevance of the topic and provided constructive feedback. The transversal approach of the project garnered both examination and positive feedback, with recognition of its necessity for enhancing the professionalization of the SE ecosystem in Germany, despite the challenges it may pose during implementation.

Regarding the role of the SE Enabler, there were some uncertainties about where this role fits within organizational structures. However, participants emphasized the importance of introducing transformative ideas into organizations, viewing the competency profile for this role as thoughtful and considerate. There was also a suggestion to explore whether this competency profile could be applied across the entire organization rather than just to individual employees.

## Greece

In the Greek national workshops experts from different fields were involved bringing to the discussions important knowledge and experiences related to the national context. SEOs in Greece are typically small, with roles that often overlap, making it challenging to have clear-cut distinctions between different OPs. Therefore, even if there was a general agreement that the 4 OPs are relevant in the Greek contexts, most of the times not all 4 profiles can be found within the same organization. Specifically,

**SE Manager** is a well-structured OP including both operational and other competences/knowledge that are needed for the role. In Greece, the continuously changing legislations are making SE Managers to be involved in tasks related to the legal matters and fundraising opportunities. Emphasizing competencies in strategic planning, stakeholder engagement,

and adaptability to legal changes, the SE Manager is essential in overcoming the challenges posed by shifting laws and unstable economic conditions. Complementing this, the **SE Enabler** embodies a versatile skill set, crucial for thriving within small, resource-constrained SEOs. Operational management, community engagement, and digital literacy are highlighted, underscoring the need for cross-functional proficiency to address multifaceted demands and contribute to digital transformation initiatives. SE Enabler is a frequent role within SEOs and the collection of skillsets that are presented give a holistic overview of the tasks and responsibilities.

In the Greek context, the role of the **SE Supporter** becomes indispensable, offering specialized assistance in navigating complex legal, financial, and administrative landscapes. Competencies such as legal advice, financial planning, and organizational development are identified as crucial, with an additional emphasis on local regulatory frameworks and sustainability practices to bolster SE resilience amidst evolving economic dynamics.

Furthermore, the **SE Worker** holds particular importance in Greece, where inclusivity and social impact are paramount. Skills in social responsibility, adaptability, and collaboration are emphasized, alongside competencies in social innovation and cultural sensitivity, reflecting the Greek SE focus on addressing societal challenges through innovative and inclusive approaches.

These profiles collectively form a comprehensive framework tailored to the unique requirements of Greek SEOs, encompassing both tactical and strategic levels necessary for efficient operation and long-term viability. By integrating competencies aligned with the country's regulatory, economic, and social concerns, these profiles reflect a nuanced understanding of the Greek SE context. Moreover, the emphasis on legal compliance, digital transformation, and social innovation underscores a sophisticated application of occupational requirements, demonstrating an adept response to the distinct environment of Greek SEOs and their pursuit of societal betterment.

Moreover, the fluid nature of roles within Greek SEOs underscores the interconnectivity and collaboration required among different profiles. Often, the SE Manager and Enabler roles intertwine due to the frequent small scale and limited funding of SEOs. This necessitates a versatile skill set encompassing elements of both managerial acumen and operational expertise. The synergistic collaboration between these roles amplifies the organization's

capacity to navigate challenges and seize opportunities in Greece's dynamic social economy landscape.

Furthermore, these profiles serve as not just guidelines but catalysts for professional development within the Greek SE ecosystem since nothing relevant has been developed specified for the SEO contexts. By outlining specific competencies and skill sets, they provide a roadmap for individuals seeking to enter or advance within SEOs, facilitating targeted training and education initiatives. Additionally, these profiles can inform policymakers and stakeholders about the critical roles and skills needed to support the growth and sustainability of Greek SEOs, fostering an environment conducive to social innovation and economic resilience. Through their comprehensive and adaptable nature, these profiles contribute to the ongoing evolution and maturation of the Greek social economy ecosystem.

### Recommendations and lessons learnt

National experts highlighted several key lessons regarding the Occupational Profiles. Foremost among them was the pressing need for heightened legal and financial competencies, particularly within the SE Supporter profile, to effectively navigate Greece's intricate regulatory landscape. Additionally, experts unanimously recognized the significance of community engagement and social innovation skills across all profiles. This emphasizes SEOs' role in promoting inclusivity and addressing societal challenges in Greece.

Moreover, there was a consensus on the importance of practical, hands-on training programs tailored to the realities of working within the Greek SE. These programs should incorporate real-world case studies to ensure practical application of acquired knowledge. To address these insights, recommendations were put forth. Notably, there was a call to augment the competencies within the SE Supporter profile, specifically focusing on detailed legal and financial navigation skills to better equip SEOs for the complexities of the Greek legislative and economic environment.

Furthermore, there was a widespread recommendation to integrate competencies related to digital skills and innovation across all profiles, acknowledging the need to adapt to technological advancements and market demands. Additionally, it was suggested to enhance competencies in social innovation and community engagement, particularly within the SE Worker profile, aligning with the community-oriented mission of Greek SEOs. In response to these insights and recommendations, there's a strong indication for the

development of specific training curricula tailored to these profiles, alongside ongoing training opportunities and updates on the latest trends and practices, ensuring continual professional development within the Greek social economy ecosystem.

## Ireland

In Ireland, experts confirmed that the OPs are relevant and accurate in the national context. The Occupational Profile for the **SE Manager** serves as a valuable resource for defining job specifications and assisting organizations in crafting job descriptions for senior roles. Moreover, the relevance of different aspects of the OP may vary depending on the size and sub-sector of the organization. Thus, it is suggested that the OP be tailored into versions suitable for small, medium, and large organizations to better align with organizational needs. While the OP may not be realistic as a standalone job description across organizations due to its broad scope, it functions effectively as a pick-and-mix tool, covering various roles within a senior management structure. While the most senior Manager may oversee all areas outlined in the OP, operational roles may handle the day-to-day execution of tasks. It is important to underline the social mission of the organization as the primary responsibility of the SE Manager.

The OP for **SE Enabler** exhibits relevance yet requires refinement to align with the Irish context effectively. Many of the listed skills exhibit cross-sectoral applicability, which, although not inherently problematic, warrants careful consideration for alignment with the specific needs of the SE ecosystem in Ireland. Clarification or modification of certain terminology may be necessary to prevent misinterpretation.

An essential aspect that would need to be included in this OP is a comprehensive understanding of the ecosystem and the organization's work. This foundational knowledge is crucial for effective performance within the role of SE Enabler and should be explicitly outlined within the skills and knowledge sections.

Experts in Ireland suggested to break down the **SE Supporter** profile into sub-sectors of expertise to enhance clarity and relevance. Furthermore, it is imperative to revise the language used in the OP to resonate more effectively with the national context, avoiding the utilization of EU-centric terminology. By addressing these concerns and streamlining the content and language of the OP, it can become a more effective tool for organizations operating within the social economy ecosystem in Ireland.

The Occupational profile for **SE Worker** is deemed relevant and useful and applicable in Ireland, in all sizes of organizations; however, suggestions focused on whether a set of concrete task-related skills should be added. Experts welcomed the focus on SE values throughout the profile description and the entire OP in general.

#### Recommendations and lessons learnt

**Validation of Profile Descriptions:** All OP descriptions were validated as applicable, relevant, and useful for the SE ecosystem in Ireland. However, it was noted that the descriptions are overly broad and could be broken down into several more specific roles or job descriptions.

One individual cannot fulfil all the requirements outlined in the OPs. It is recommended to refine the profiles to allow for greater specialization and alignment with specific job roles within the ecosystem. Participants found the OPs to be useful as a "pick & mix" tool, suggesting that they should remain flexible and adaptable to accommodate the diverse needs of different organizations within the SE ecosystem. Given the fact that diplomas and academic background are not as important as professional experience in the Irish working world, it is recommended to include a personal or past experiences section within the OPs. This would allow individuals to highlight relevant experiences and skills acquired through practical work experience. It is also essential to provide readers with context regarding the purpose and utility of the OPs at the outset. This could include information on how the OPs can be used by SEOs in Ireland and the intended audience for these profiles.

## Italy

In the Italian SEO landscape, the consensus among SE experts highlighted the indispensable role of **the SE Manager** on innovative strategies for smaller entities to leverage the expertise of seasoned managers through collective arrangements such as consortia. A strong emphasis was placed on incorporating broader aspects of social, energetic, and sustainable transitions into this profile's competencies, with strategic planning, financial management, participatory decision-making- understood not only as knowledge with respect to participatory projects but also as the ability to build relationships with the territory and communities- , knowledge of public-private contracting principles, ability to manage human resources and leadership identified as key abilities for success in this role.

For the **SE Enabler** profile, the Italian SE experts identified its vital operational significance, emphasizing the need for a more pronounced focus on operational leadership and the importance of strengthening administrative and management skills. This role was

recognized for its capacity to act as a catalyst between SE organizations and broader societal needs, with suggestions to consider a blend of formal education and experiential expertise for this position.

The discussion on the **SE Supporter** profile among Italian experts led to a debate, with a significant proposition to view this role not as a singular professional identity but as a multifaceted function within organizations. This approach would allow for a more diverse delineation of skills across various organizational roles.

Lastly, regarding the **SE Worker**, experts suggested a thorough enhancement of the EQF level to ensure the profile accurately mirrors the required competency standards, highlighting the need for alignment with actual job roles and responsibilities within the sector.

#### Recommendations and lessons learnt

Following the insightful feedback from SE experts in Italy, the validation workshops have generated a suite of actionable recommendations aimed at upgrading the OPs to better align with the needs and distinctiveness of the Italian SE ecosystem. These recommendations focus on enhancing clarity, specificity, and practicality across the profiles, ensuring they accurately reflect the competencies and skills required within SEOs. The experts stressed the need for precise language in the OPs to enhance the clarity and accessibility of skills and knowledge descriptions. There was a particular emphasis on incorporating skills related to financial tools and social impact measurement for the SE Manager, underlining the critical role of financial insight and social value creation in this role. Additionally, the importance of skills for analyzing future scenarios and sustainability was highlighted, marking them as fundamental for the strategic effectiveness of SE Manager. In addition, experts suggested simplifying the skills to make them more realistic and aligned with various organizational roles. The impact of SEO size on the applicability of skills and knowledge, especially in smaller organizations where strategic skill development may be challenging. For the SE Enabler profile, a call for contextualization within its specific area of activity was made, alongside an adjustment of the educational background requirements for both managers and enablers to incorporate professional experience, thereby broadening the scope of eligible candidates for these roles. Moreover, the proposal to enhance the EQF level for the SE Worker profile to EQF3 was put forward, aiming to align the profile more closely with the competencies and skills described.

Key lessons learned from the Italian workshops include the necessity for a clearer connection between the OPs and the sectors identified in the project's initial phase, precision in describing skills and knowledge within the OPs, and a more coherent alignment with the EQF classification system, all of which are crucial for the OPs' relevance and applicability in the Italian SEOs.

## Poland

In Poland, the OPs were perceived as instrumental in advancing the professionalization of the Polish SE ecosystem, which is a pressing need in Poland. By delineating clear competencies and responsibilities for different positions, the profiles offer guidance on restructuring organizational models and delegating tasks more effectively. They also provide valuable insights into the professional development pathways and educational needs of individuals working in the SE ecosystem.

Moreover, the profiles are seen as beneficial for streamlining the recruitment process by defining entry thresholds for each position. Respondents emphasized the importance of aligning with contemporary challenges, particularly the digital and green transformations, and appreciated the inclusion of these aspects in the profiles. Additionally, the profiles can enhance the education of human resources for the SE ecosystem, serving as a foundation for developing career maps and vocational training paths, thereby strengthening the ecosystem's workforce and visibility.

In the Polish context, the **SE Manager** profile pertains to individuals overseeing SEOs, such as presidents or directors. Experts recommended enhancing this profile with additional competencies, including team-building skills such as effective leadership and talent recognition, self-discipline, stress management, negotiation skills, and self-reflection for personal development. They also emphasized the importance of work-life balance, delegation, learning from failures, and maintaining physical and mental health. Furthermore, building and maintaining social relationships and establishing local and cross-sector cooperation were identified as crucial competencies for community leaders.

Regarding the profile of **SE Enabler**, there is uncertainty regarding whether this position is internal or external to the organization. In the Polish context, an external specialist may be more suitable due to the typically small size of SEOs. Alternatively, if the specialist is internal, they may function as an executive manager. Suggestions for enriching this profile included competencies in internal communication, conflict resolution, creating a positive work environment, preventive actions, and quality control.

The position of **SE Supporter** is clearly delineated as external to the organization, with a key focus on supporting organizational development. Recommendations for enriching this profile included interpersonal relationship-building skills, mentoring for leadership development, and effective communication of vision and goals related to the social economy.

Related to the **SE Worker**, no major comments were made by the experts in Poland emphasizing on the key factor of internal collaboration within SEOs for this profile.

All in all, the experts saw these OPs within the polish classification system with certain adjustments as a normal process when incorporating international procedure into national practices.

### Recommendations and lessons learnt

Polish experts were very positive related to the usefulness of these OPs in the national context. Practitioners perceived the direct usefulness of the profiles both in the internal practice of the organization's management (including in the area of recruitment, professionalization of personnel, planning of training, or management of change in the organization), as well as in a broader sectoral context as a basis for planning systemic solutions in improvement of personnel of the SE ecosystem.

Experts suggested emphasizing industry-specific competencies relevant to the social economy ecosystem. It could be useful to add an open category to each profile titled "professional key competencies with regard to the position and ecosystem in which the organization operates."

The value of distributing competencies across different management-related positions is recognized (manager/specialist/advisor). However, they noted that these distinct positions are typically found in developed and mature organizational structures. In contrast, in small size entities and social start-ups, managers often must deal with day-to-day tasks. Finally, experts in Poland confirmed the importance of those profiles within their national context even if in cases, the reality within SEOs can be different. Key lessons learnt from the workshop led to the key take takeaway of mapping the current realities of the Polish SE ecosystem. Experts highlighted the dichotomy within the SE ecosystem between traditional non-profit organizations focused mostly on charitable offerings and the emerging trends of SEOs engaging in market-based activities. Moreover, experts agreed that there is a big need to integrate business competences into SEOs members supporting their professionalization and market competitiveness.

## Romania

In Romania workshops with experts led to specific results. Firstly, in the Romanian context often the **SE Manager** acts as SE Enabler, therefore they underlined the importance of distinguishing these two roles. Experts suggested focusing on business management, strategic planning, and enhancing competencies in community engagement and planning. While discussing educational requirements, it was considered that a university degree might not be necessary, with vocational training deemed sufficient. In the exploration of the **SE Enabler** profile, suggestions were made around aligning competencies with the dynamic nature of social entrepreneurship in Romania. There is a need to update existing standards to reflect the ecosystem's growth and diversity accurately. While recognizing the importance of innovation and social insight in a SE Enabler, discussions focused on the possible limiting educational requirements and aligning competencies more closely with those of social entrepreneurs adding competences related to community needs analysis, social business initiation, funding access and social capital raising together with eco-innovation competences.

Related to **SE Supporter**, experts discussed the feasibility of the role as an external or internal. Experts agreed that this role could be both suited as an internal position not only in a consultancy role ensuring that there is an in-depth understanding and effective implementation of SE principles within the organization. Moreover, experts expressed the need for a specialist equipped with a breadth of competences, ranging from financial and legal understanding to strategic policy advocacy. Particularly in Romania's SE ecosystem, where many enterprises struggle post-funding, the presence of an SE Supporter is deemed crucial for guiding sustainable development and navigating economic challenges.

Conversely, debates surrounding the **SE Worker** profile highlighted complexities and redundancies within the Romanian context. Experts expressed reservations about the necessity of introducing this occupation, noting the diversity of roles already existing within SEOs. The profile was deemed relevant primarily for SEOs employing vulnerable groups or unskilled workers, emphasizing a need for clarity on its applicability and mobility within the labour market. Ultimately, the consensus leaned towards integrating the specific competencies of SE workers into existing roles or organizational cultures, rather than introducing a standalone OP.

### Recommendations and lessons learnt

In Romania, recommendations for refining OPs within the SE ecosystem focus on enhancing specificity and clarity while addressing the unique context of the country's landscape. These recommendations include streamlining the SE Supporter profile to reduce redundancy and incorporating competences related to evaluating social impact. Additionally, there's a call for clearer delineation between the SE Enabler and SE Manager roles to mitigate overlaps in order to ensure applicability within the organizations. For the SE Enabler profile, there's an emphasis on including competencies pertinent to business initiation, community needs assessment, and resource mobilization. Moreover, suggestions for the SE Manager profile entail integrating skills for measuring social impact, scaling businesses, and community facilitation. It is noted that educational requirements for SE Enablers should remain flexible, acknowledging the diverse skill sets needed in social businesses. Lastly, there is a proposal to categorize competencies for easier comprehension and the development of concise training modules, with a recommended limit of around 10 key competencies per profile to ensure focused and engaging training sessions. These recommendations aim to optimize the utility and relevance of occupational profiles within Romania's evolving social economy ecosystem.

## Slovenia

In the Slovenian workshop, experts supported the validation of the OPs related to their relevance and applicability. The OPs within SEOs exhibit a notable amalgamation due to the prevalent small-scale nature of these entities. As for **SE Manager**, the profile suits the national context since most of the times enthusiasts become leaders within SEOs lacking certain skills related to the management in comparison to mainstream business management. Experts confirmed the importance of strategic skills and mission, vision related competences, though stronger emphasis should be placed on leadership, governance and management values.

As for **SE Enabler**, experts' feedback supports that due to the small sized SEOs in Slovenia, this profile may not be applicable. Though they expressed that this profile looks more as a facilitator or a catalyst within SEOs, but it is very close to SE Manager tasks and responsibilities. Moreover, this Profile is already in a way included in the Slovenian education system.

For **SE Supporter**, confirmed the relevance of this profile covering different sub-experts with certain specialization. An important aspect of advising OP would also be a "social auditor", a profile which is really lacking in the SE ecosystem in the country. A profile for the

tasks of monitoring on one hand but also for helping the process of social reporting on the other hand. Lastly, **SE Worker** the profile is considered wide, but experts understand the necessity of having a broad spectrum of competences to cover the SE ecosystem. The profile explains clearly under which conditions and circumstances a newcomer in SEOs could be included together with a certain training covered in non-formal/ informal education.

### Recommendations and lessons learnt

Experts in Slovenia see the importance of identifying whether the OPs are reflecting to bigger or smaller SEOs. Higher Education Institutions in the country have developed training programs that could be upgraded according to these profiles. Experts focused on the current training (formal/ non-formal) options that the members of SEOs should follow in accordance with the available options offered within the local/ national context. Aligning the OPs also with LifeComp competences could be beneficial for presenting the life skills needed.

Additionally, due to the moderate level of development of SE ecosystem in the country, the OPs would need a certain adjustment to be applicable to the national context of SEOs. Experts suggested that the OPs could work as complementary to specific sector-related OPs. They recognized the wide range of SE ecosystem representation, acknowledging the diverse context in which these OPs are operating.

## Spain

In the context of medium to small-sized SEOs in Spain, the delineation between roles such as SE managers and enablers often blurs, with overlaps occurring due to the pragmatic demands of the organizational context. Here, the distinction between managerial and enabling functions hinges more on the size and operational scope of the entity rather than the specific titles held by individuals. Consequently, it is proposed that emphasis should pivot towards delineating roles based on the functions they fulfil within a SEO, rather than being strictly tied to individual positions.

Within these SEOs, it is not uncommon for individuals to concurrently occupy roles spanning multiple profiles, underscoring the fluidity and adaptability inherent within the social economy context. This multiplicity of roles underscores the dynamic nature of organizational operations within SEOs, where individuals often navigate diverse responsibilities to meet the evolving needs and challenges faced by these enterprises.

The role of the **SE Manager** is pivotal in integrating SE principles into organizational practices. However, there is a recognized imperative to delineate more precisely the principles of the SE that should permeate daily operations. To address this, it is recommended that SE Manager OP incorporate indicators associated with the social economy, green transition, digitalization, and inclusivity into their performance metrics, thereby aligning company strategy with SE objectives.

The **SE Enabler** assumes a critical role in disseminating the values, vision, and mission of the social economy throughout the entire SEO. Comprehensive training for SE Enablers should encompass an in-depth understanding of the concept of the social economy, including its underlying values and legal frameworks. Additionally, training initiatives should cover topics such as social and ecological responsibility to equip enablers with requisite knowledge. To enhance the effectiveness of SE Enablers, it is proposed that their training incorporates exposure to leading companies exemplifying SE practices. Facilitating inter-company exchanges would allow enablers to glean insights from exemplary SEOs and disseminate these experiences through training courses, thus enriching their knowledge base and effectiveness in guiding SEOs.

Experts in Spain suggested that **SE Supporter** need not necessarily be external to the organizations; rather, there is a recognized need for internal individuals dedicated to fostering this transition. This internal role should focus on advocating for SE principles on a day-to-day basis, ensuring their integration across all organizational levels. Competencies requisite for SE Supporters should encompass the ability to guide fair transition experiences and strategies, alongside proficiency in green transition strategies and experiences.

In the Spanish context, a distinction is drawn between **SE Worker** who are members of cooperatives and those who are not (employed workers). Training initiatives for SE Workers should underscore the implications of working within an SEO, irrespective of membership status, emphasizing the assumption of social responsibility and the nuanced differences between working in SEOs and non-SEOs.

Training for SE Workers should transcend technical aspects, embracing broader societal engagement and critical thinking in advancing the social economy agenda. Key competencies should encompass basic knowledge of green, digital, and fair transitions, alongside heightened awareness of social, ecological, and inclusivity issues.

#### Recommendations and lessons learnt

Experts in Spain suggested to provide clearer definitions for each role within the OPs to minimize ambiguity and ensure alignment with organizational context. This involves further elaborating on the responsibilities and competencies associated with each profile. There's a consensus on the importance of integrating sustainable ecological responsibility across all profiles. Recommendations include incorporating sustainability considerations (social, environmental, etc.) at a strategic level within the OPs to reflect the holistic nature of the social economy. Given potential overlaps between roles, particularly in smaller enterprises, adopting a flexible approach to role assignments is recommended. Recognizing that individuals may fulfil multiple roles simultaneously; organizations should allow for fluidity and adaptability within their structures.

In the workshop's conclusions, experts highlighted the necessity for roles within small SEOs to be flexible and adaptable, acknowledging the common occurrence of role overlap. This approach allows for more efficient resource use and improved organizational effectiveness. Additionally, there's a call for clear differentiation between middle management roles, to streamline role allocation and minimize confusion. Enhancing training programs is also recommended to provide a thorough understanding of SE principles, sustainability, and specific organizational roles, alongside opportunities for skill development and promoting SE values across all profiles.

## General Inputs from the National Validation Workshops

During the 10 National Validation Workshops conducted between January and March 2024, the partner countries provided valuable insights for OPs' improvements. The workshops brought together diverse groups of stakeholders and SE experts from various industries to critically evaluate and enhance those OPs. Their contributions proved rather crucial for the development of the OPs. The collective expertise and unique perspectives highlighted during those workshops have enabled the refinement and expansion of the competences and knowledge areas to reach the initial objectives. The table below outlines the additional competences and knowledge areas that have been integrated into the OPs as a direct outcome of these workshops.

SE Manager	SE Practitioner	SE Supporter	SE Worker
Supervise teams and recognize their qualifications	Training skills	Advise on group dynamics	Critical thinking
Competency in Mission and Specificity Communication	Knowledge on occupational health and safety concepts	Consultancy/Facilitation skills	Takes initiative (Constructive self-expression)
Ability to pass the SE values among the team members	Communication skills in the field of human resource management,	Participative decision making	Societal engagement
Identification of community needs and resources	Knowledge on concepts such as “economy for the common good”	Participatory Governance	
Measure social impact	Research / analysis / verification of community needs	Conflict management and resolution	
Social mission awareness	Raising social capital.	People management and HR	
Provide accessible and inclusive solutions	Initiating / launching a social business	Apply inclusive values	
Emotional Intelligence	Promote inclusivity	Mentoring	
Defend inclusive practices	Digital Ethics		
Digital collaboration and engagement	Confidentiality and security of sensitive Data		

## Annex: Sector-Specific Sub-Profiles for Social Economy (SE) Worker

This annex provides practical illustrations of the 'SE Worker' occupational profile tailored to specific economic fields. These variants enhance the applicability of the generic profile by anchoring tasks, knowledge, and skills in real-world sectoral contexts, thus improving usability for training, recruitment, and job role design.

SE Worker Variant	Typical Tasks	Required Knowledge	Key Skills
Social Care SE Worker	Assisting in delivery of care services; support clients' daily routines; maintaining respectful communication; reporting incidents to supervisors.	Basic principles of social care; understanding of privacy and safeguarding; familiarity with community health services.	Empathy, teamwork, active listening, record-keeping.
Circular Economy SE Worker	Supporting waste sorting and recycling operations; assisting with upcycling initiatives; promoting eco-awareness within local community projects.	Understanding of waste management; basic environmental regulations; sustainable material reuse practices.	Manual dexterity, environmental awareness, collaboration, initiative.
Agri-Food SE Worker	Engaging in local food production or distribution; assisting with urban farming or co-oping store logistics; promoting food security initiatives.	Food hygiene and safety; local agri-coop operations; knowledge of short supply chains.	Basic logistics, food handling, communication, reliability.
Education & Training SE Worker	Providing logistical support during workshops; helping organize learning materials and digital	Awareness of inclusive education principles; use of digital learning	Organizational skills, ICT use, interpersonal skills, adaptability.

	tools; assisting learners and instructors.	tools; basic pedagogy and learner support methods.	
Community Services SE Worker	Coordinating local events; providing outreach support; gathering community feedback; ensuring inclusivity in program implementation.	Principles of community development; stakeholder engagement; equity and inclusion practices.	Communication, cultural sensitivity, event coordination, data collection.

## Conclusions

The baSE partnership has conducted a detailed process to provide tangible outcomes related to the Occupational Profiles with a keen focus on addressing the gaps in Europe's Social Economy regarding specific qualifications and explanations related to SE competences. This endeavour led to the design and deployment of 4 OPs that are reflecting on potential occupational roles within SEOs. The diversity of the SE ecosystem spanning different sectors of countries brings a unique blend of challenges and opportunities towards this topic.

The discussions and analyses surrounding the Occupational Profiles within the SE ecosystem have revealed many valuable results for baSE project grounded by the insights and recommendations from experts across the participating countries. This collaborative effort has significantly contributed to the improvement of the 4 selected OPs to support a holistic approach that is adapted in the SE ecosystem's needs and challenges. These enhancements are valuable additions for a more integrated approach, finely tuned to the ecosystem's dynamics.

Overall, the engagement and feedback from participants underscored the significance of ongoing dialogue and collaboration in shaping OPs that effectively support the goals and values of the SE ecosystem. The openness and receptiveness to contributions of baSE project from external experts provided important inputs towards the finalization and improvement of the final deliverable. By incorporating the recommendations and insights shared throughout these discussions, baSE project could benefit towards developing OPs

that empower individuals and organizations within the SE ecosystem at national and European level, to highlight the benefits at different scales, ultimately contributing to its sustainability and social impact. This comprehensive approach aligns with the baSE project's dedication to cultivating a resilient and impactful ecosystem, presenting a notable opportunity to advance towards a social enterprise that promotes innovation, generates significant community benefits, and sets a leading example.

## Useful links

European Qualifications Framework (EQF). Esco. Retrieved from:  
<https://europa.eu/europass/en/description-eight-eqf-levels>

European Skills, Competences, Qualifications and Occupations. Retrieved from:  
<https://esco.ec.europa.eu/en/about-esco>

Policy Brief: Skills for Holistic Human Developemnt. Unesco. Retrieved from:  
<https://unesdoc.unesco.org/ark:/48223/pf0000245064/PDF/245064eng.pdf.multi>

All the Occupational Profiles mentioned above as “ESCO Profiles Related” can be found at  
[https://esco.ec.europa.eu/el/classification/occupation\\_main](https://esco.ec.europa.eu/el/classification/occupation_main)

## Partners

