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THE PROFESSIONAL PROFILE OF SOCIAL WORK FOR HUMAN TALENT MANAGEMENT IN THE LATIN AMERICAN WORKPLACE

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ABSTRACT

This article is part of the results of doctoral research on social work intervention in the field of human talent management. The article emphasizes the profile of social workers (SW) in human talent management (HTM) in Latin America. The profile is based on a documentary review of studies in Colombia, Ecuador, and Chile. The study analyzes the growing incorporation of SWs in the organizational sphere. This incorporation is driven by organizational complexity and the need to comprehensively address labor issues. The objective is to create more humane and socially responsible organizations. This is especially important given the limited state resources in the region. The methodology employed in this study entailed a systematic review of relevant repositories and databases, employing a qualitative and descriptive approach. The results of the study indicate that the HR function in GTH is characterized by a combination of social and management skills, with the capacity to adapt to the needs of the organization and different hierarchical levels. In Colombia, a strategic role is emphasized that is focused on the development of human talent, the alignment of that role with organizational objectives, and competencies in communication, management, administration, and strategic participation. This strategic role is evolving toward strategic functions that go beyond traditional operations. In Ecuador, a multifaceted role has been identified, encompassing functions such as advisory, administrative, and mediatory duties. This role is centered on the promotion of occupational health, safety, and the safeguarding of workers' rights. In Chile, the social orientation of the HR professional is recognized, yet there is a demand for the strengthening of strategic management skills. In summary, the profile of the HR professional in GTH in Latin America is characterized by an integration of social skills with management skills. This professional requires multidisciplinary training and the development of metrics to demonstrate their impact on organizations.

1. INTRODUCTION

Social work, despite its long history as a professional practice across various fields, is a relatively recent development as a discipline within the social sciences. The heterogeneity of its fields of action complicates its unequivocal definition and hinders the comprehension of its work by other disciplines. The integration of social workers (SWs) into the organizational landscape signifies a logical progression of the profession, propelled by shifts in the contemporary workplace. Social work, a field traditionally associated with intervention in areas such as social welfare, health, and education, has undergone an expansion of its field of action to the business sector.

Two primary factors have contributed to this evolution. First, the increasing complexity of organizations has necessitated a comprehensive approach to social and labor issues. This, in turn, has contributed to the construction of more humane and socially responsible organizations. The incorporation of SW into corporate entities provides a unique perspective, characterized by a humanistic and holistic approach that prioritizes the well-being of individuals and the establishment of fair and equitable work environments. This perspective is imperative for the cultivation of healthier and, consequently, more productive organizations. Concurrently, this incursion into the business realm signifies a substantial augmentation of professional prospects for social workers. This evolution necessitates perpetual updating and the cultivation of novel competencies to address the intricacies inherent in this novel milieu of intervention.

In the context of Latin America, the integration of social workers within the professional milieu of the workplace signifies the emergence of a distinct occupational category. The limited capacity of state resources to implement social policies has prompted the productive sector to assume an active role in this domain, striving to enhance productivity and profitability while promoting quality of life at work. This professional field has evolved in tandem with historical changes. Evidence of this process of adaptation can be seen since the onset of industrialization in each of the Latin American countries. The role of social workers is related to assistance and care processes in key areas such as payroll and welfare actions, in addition to mediation processes in the face of emerging trade union movements. Consequently, at the close of the 20th century, within the context of economic globalization, the role assumed a more programmatic nature, accompanied by significant advancements and a widening scope of workplace welfare initiatives centered on competitiveness and productivity. In the current century, the role has evolved to encompass strategic scenarios, necessitating that social workers adopt an ecosystem perspective in their thinking.

In the contemporary era, characterized by incessant technological advancement, the field of social work maintains its pertinence as a response to the inequalities and inequities engendered by the global economic system. In this system, the labor market, primarily comprising companies and industries, emerges as a prioritized domain for intervention by social work professionals (SWPs). In this context, SWPs serve as a conduit between corporate social policies and state policies, with the overarching objective being the enhancement of the well-being of human capital, encompassing workers and their families.

The development of a professional profile for SW intervention in Human Talent Management (HTM) in the Latin American business sector necessitates a comprehensive consideration of the region's social, economic, and political dynamics. Additionally, it is imperative to take into account the evolution of its role, the delineation and classification of its essential professional competencies, functions, knowledge, and activities. This analysis must be informed by the perspectives of professionals currently engaged in this field. This approach endeavors to cultivate adaptable, strategic professionals who prioritize the well-being of individuals within organizational frameworks.

2. SOCIAL ACTION AND SOCIAL WORK

Throughout history, the field of social work has undergone various conceptual changes. After an exhaustive analysis of the various conceptualizations of social work, Bautista (2024) offers a comprehensive definition. The author explores the evolution of the concept, from its initial formation as a technical social activity to its current understanding as a transdisciplinary field. Bautista's analysis delves into the multifaceted nature of social work, highlighting its role as a discipline within the social sciences. The author emphasizes that social work is responsible for generating theoretical, methodological, technical, and instrumental knowledge. This knowledge, as Bautista points out, is crucial for comprehending and addressing the social problems and needs that affect society. According to Bautista (2024), contemporary social work is defined as a discipline within the social sciences. This discipline is responsible for generating theoretical, methodological, technical, and

instrumental knowledge. The objective of this knowledge is to understand and address the social problems and needs that affect individuals, groups, communities, and regions. Consequently, he conceptualizes social work as a profession that intervenes in these issues through various institutions, including government entities, civil society organizations, and, relevant to this study, the business sector.

Guillén de Romero (2022) explores the concept of intervention in social work, emphasizing the pursuit of the nexus between the individual, the problem, and the context. The author defines intervention as "a rational, intentional action grounded in scientific knowledge, with the objective of catalyzing processes of social transformation, wherein the active involvement of individuals is paramount." This perspective is further elucidated in the White Paper published by the National Agency for Quality Assessment and Accreditation (2005), which conceptualizes social work as a social action profession. This conceptualization encompasses a comprehensive understanding of social structures and processes, social change, and human behavior.

In this sense, the document qualifies them to intervene in problematic social situations involving individuals, families, groups, organizations, and communities (by assisting, managing conflicts, and mediating); participate in the formulation, implementation, and evaluation of social policies; and contribute to active citizenship through empowerment and the guarantee of social rights. The overarching objective, in conjunction with other experts, is to encourage social integration, social cohesion, and the advancement of quality of life and social well-being.

3. EL PERFIL PROFESIONAL DEL TS

The concept of professional profile, as posited by Moreno and Marcaccio (2014), has witnessed considerable proliferation in the educational and organizational domains. This proliferation is indicative of the integration of two distinct yet interconnected facets of the professional profile. The first facet pertains to the outcome of a learning process, while the second facet encompasses the qualities that collectively define an individual. According to the definition proposed by Antonio Arnaz (1996), as referenced by these authors, a professional profile delineates the characteristics that empower professionals to address the demands of society. A concrete exemplification of this specification can be identified in the domain of social work, wherein the White Paper (2005) delineates its professional profile through the following key competencies

1. Working with diverse social actors: Ability to work with individuals, families, groups, communities, and organizations, empowering them to analyze, identify, and express their expectations and limitations, and encouraging decision-making about their options for improvement.
2. Planning, implementation, monitoring, and evaluation of practices: Ability to respond to critical situations and take urgent action in the face of potential risks, training those involved to reflect on their experiences.
3. Support in defending rights: Ability to support families, groups, and communities in expressing their needs when their rights are violated, ensuring access to independent and impartial justice for the restoration of those rights.
4. Intervention in situations of risk and vulnerability: Ability to identify and assess situations of vulnerability, considering people's rights and promoting personal growth, responding to and addressing resolutions in situations of vulnerability in individuals, families, groups, organizations, and communities.
5. Professional practice management and responsibility: Ability to manage and be responsible for one's own professional practice within institutions, demonstrating the ability to guide and prioritize work in the improvement of the profession.
6. Systematization of professional practice: Ability to systematize professional practice, including research and evaluation, using knowledge to seek, identify, and update interventions based on social work methods, models, and procedures, in order to improve and develop interventions in the professional field.

The significance of competencies as a fundamental element of the professional profile becomes evident through an analysis of various definitions. While defining the concept of competency is not an easy task, many authors have contributed to its understanding. Martha Alles (2009) defines competencies as "personality characteristics manifested in behaviors that generate successful performance in a job." In a similar vein, the concept of a competency model, as delineated by Alles (2009), is understood as the set of processes that manage human talent to achieve the organization's objectives.

A more thorough examination of the concept of competencies reveals that they are applicable to both individuals and groups. According to Pérez (2001), as cited in González (2023), these competencies are characterized by the integration of three components: knowledge, defined as "knowing"; skills, defined as "knowing how to do"; and attitudes/behaviors, defined as "knowing how to be." This integration encompasses both formal and informal abilities and procedures. Additionally, he underscores that competencies are cultivated through continuous learning and experience, thereby constituting a potential for action that is manifested when they are put into practice. Furthermore, he asserts that these competencies are embedded in a specific context that defines criteria for effectiveness, thus calling into question their full transferability.

This integrative approach is reflected in the holistic model proposed by García-Echevarría (2002), as cited by González (2023), which emphasizes the interdependence of four types of knowledge or competencies for efficient professional performance: The following competencies are delineated: technical competence (knowledge), methodological competence (know-how), participative competence (interpersonal skills), and personal competence (self-management). The integration of these types of knowledge, commonly referred to as "knowing, knowing how to do, knowing how to be, and knowing oneself," is a fundamental characteristic of the concept of competence, articulating four interdependent dimensions: knowledge (theoretical and practical knowledge), know-how (practical application of knowledge), interpersonal skills (attitudes, values, behaviors, and interpersonal relationships, including ethics, responsibility, communication, and teamwork), and self-awareness (self-knowledge, consistency between actions and convictions, integrity, and responsibility). The proper integration of these four dimensions is crucial for competent performance; the isolated possession of knowledge, skills, or attitudes is insufficient. In accordance with the aforementioned points, González (2023) posits that the cultivation of professionalism is predicated on the acquisition and integration of a corpus of established knowledge (see Figure 1).

With regard to the classification of competencies, a diversity of approaches exists. Some approaches prioritize knowledge, while others emphasize cross-cutting skills. However, the hierarchical model established by the Lisbon European Council, adopted by the Tuning Project, which distinguishes between basic, generic, and specific competencies,

has become a key reference in the field (Chaparro & Urra, 2014).

In light of these considerations, the analysis of the key competencies for performing a specific role within an organization becomes imperative for the development of a professional profile for social workers in the context of GTH. Grounding this profile in the competency model offers multiple benefits for both the professional and the organization. These benefits include more accurate selection, personalized professional development, optimization of job performance, and greater alignment with strategic objectives.

Finally, and in line with the demands of the current context, Acevedo (2023) proposes that the prospective profile of the social worker requires a comprehensive, highly qualified, and adaptable professional with a holistic and systemic perspective, adaptability and flexibility, a solid theoretical foundation, social-emotional skills, results orientation, a critical and reflective attitude, capacity for innovation, and a deep sense of ethics and commitment.

4. SOCIAL WORK IN GTH

The TS in GTH is articulated through various functions. Urra (2013) classifies these programs into three primary categories: assistance, which encompasses the management of resources for employees, including housing subsidies or study grants; prevention, which focuses on training processes in areas such as occupational risk prevention or substance abuse; and development, which aims to enhance the quality of life and personal and professional development of workers through activities such as corporate volunteering. These three areas are integrated with the phases of the social work intervention process (research, planning, implementation, supervision, evaluation, systematization, and model design), differentiating professional actions in the sub-processes of OSH.

In this context, the intervention of social work professionals (PTS) in GTH is twofold: it aims to improve productivity and meet the needs of workers, and to promote internal corporate social responsibility, thereby demonstrating the company's commitment to its human capital. Chaime (2006), as cited by Urra (2013), conceptualizes Social Work in Companies (SWC) as "a method of implementing its own principles to a specific component of the system, namely, the business realm." Therefore, for SW to contribute professionally to GTH, it must link its knowledge, techniques, and intervention processes to the needs of GTH, generating value for the

company. In the context of the conceptualization of intervention from SW, Ander-Egg (1994), as cited by Castro et al. (2017), defines it as "the set of activities carried out, in a more or less systematic and organized manner, that operate on an aspect of social reality with the purpose of producing a specific impact; activities that are supported by theoretical-methodological references and action techniques, whose intentionality is given by the ideological, political, or philosophical framework of those who carry out these actions".

5. METHODS AND MATERIALS

The present study was predicated on an exhaustive review of documents in assorted repositories, with a particular emphasis on scientific articles published in journals indexed in recognized databases such as DOAJ, Dialnet, Redalyc, and Scielo, among others. In accordance with the methodology proposed by Pimienta and de la Orden (2017), a systematic process of collection, selection, analysis, and presentation of organized information was carried out. This process was based on the consultation and examination of various types of documents, including scientific journals, bibliographic sources, newspaper archives, and archives in different web formats. The primary objective of this technique was to augment the extant corpus of knowledge concerning the characteristics of the TS profile operating within the domain of GTH in Latin America. A qualitative approach was adopted, involving a hermeneutic reading of texts in context that linked the authors' ideas to their historical, social, and geographical context. The objective of the study was to provide a descriptive and analytical account.

The research was meticulously structured into three fundamental phases

1. Selection of documentary sources: Documentary sources were identified and selected, in both Spanish and English, that directly or indirectly addressed the profile of social workers in the context of human talent management in Latin America.
2. Analysis and coding of texts: The selected sources were analyzed, prioritizing those that demonstrated greater relevance and contribution to the research topic.
3. Interpretation of sources and critical and interpretive cross-analysis between sources and contexts.
4. Integration of the findings of the documentary analysis and presentation of organized and coherent summaries of the knowledge

generated for the writing of the research article.

6. RESULTS

The professional profile of the Social Worker in Human Talent Management The professional profile of TS in GTH in Latin America was identified based on a review of related studies that examine the role, competencies (basic, generic, and specific), skills, attitudes, functions, knowledge, intervention methods, and legal basis that underpin the work of TS in this context. Table 1 summarizes the studies consulted.

Colombia The work of López and Chaparro (2006) delineates the profile of the TS position and the requisite skills for the workplace. The objective of this study is to furnish information to adapt professional training to the needs of the labor market and to guide educational offerings toward the expectations of companies. The extant research indicates that the TS profile in the Colombian workplace is characterized by their ability to intervene in a dynamic and complex business environment influenced by political, economic, and social transformations. The primary function of the human resources department is to consider the interactions between economic, social, productive, and human relations within the firm. The purpose of this consideration is to optimize productivity and promote a satisfactory work environment. This intervention, which is implemented at the organizational levels of the company, necessitates a profound comprehension of the context to guarantee that the professional's actions exert a substantial influence and that their proposals are given due consideration by senior management.

The competencies of TS in this field are classified as basic, generic, and specific. Among the fundamental competencies, verbal and written communication stand out as crucial for the development and presentation of projects, active listening, and the effective transmission of ideas. A comprehensive list of generic skills encompasses self-esteem, which fosters assertiveness and personal development; responsibility, evident in organization and task completion; sociability, paramount for teamwork and empathy; creativity, facilitating the generation of innovative solutions; learning and adaptation skills; and interpersonal skills, enabling the establishment of beneficial relationships. Specific competencies are associated with distinct job functions, which encompass various domains such as administration (managing welfare and personnel programs, budgets, and reports), social welfare

(promoting family unity, recreational activities, and socioeconomic support), occupational health (preventing occupational hazards and collaborating with health entities), training and development (organizing workshops and seminars), individual counseling (providing guidance on various issues), and corporate social responsibility (participating in community activities and strategic alliances).

The majority of the social worker's duties, as previously outlined, are incorporated into the Human Resources Department. However, depending on the size and structure of the company, some duties may be located in specialized departments. In order to fulfill these responsibilities, social workers must possess a foundation of knowledge in various disciplines, including but not limited to administration, personnel management, occupational health, workplace well-being, and company-community relations. In addition to these competencies, social workers should also have a robust understanding of methodological research, social policy, and legal frameworks, with a particular emphasis on labor and social security legislation. It is important to note that the application of methods draws on elements from the fields of administration and the humanities, with an emphasis on group and community social work, as well as management-level advice on social policies.

A number of articles have been published by Chaparro and Urra that address the characteristics of the SW profile in HTM. The study by Chaparro and Urra (2012) was conducted by the SILATS Seedbed between 2011 and 2012. The objective of the study was to investigate the professional action of social workers (SWs) in human talent management (HTM) at the organizational level in Bogotá, Colombia. The research, which included the perspectives of 15 leading SWs in HRM in public (13%) and private (87%) organizations, sought to define the characteristics of the SW profile in this field. The central variable of the study was professional action, which was analyzed through the dimensions of competencies and macro trends. Specific indicators of knowledge, attitudes, skills, and functions were used to analyze professional action.

The categories of analysis employed were objectives, social function, and methodological procedures. The primary conclusion of the study was that human resources (HR) departments are confronted with the challenge of identifying and cultivating the talents of staff members. These talents must then be transformed into opportunities for both organizational and personal development, with the objective of creating optimal work environments.

The survey results indicated that organizational culture (23%), organizational communication (20%), and administration (19%) were of particular significance. To a lesser extent, productive organizational processes (14%), social culture (11%), economics (6%), and finance (6%) were mentioned. Nevertheless, the interviews revealed a breadth of knowledge encompassing strategic planning, team development, and language skills.

Regarding attitudes, the survey identified objectivity, creativity, a holistic view of the organization, openness to change and continuous innovation, commitment, responsibility, and availability to meet new needs as fundamental principles, with more than 85% of respondents providing affirmative responses. The interviews contributed to the cultivation of empathy, investigative spirit, and loyalty to the principles of social work.

In terms of skills, the survey revealed that more than 80% of respondents demonstrated proficiency in professional leadership (horizontal and vertical), conflict resolution and management, functional group and team management, oral and written expression, knowledge integration, and public relations. The following subjects were given particular emphasis: leadership, conflict management, and teamwork.

The interviews indicated the presence of nascent competencies, including strategic vision, managerial aptitude, proficiency in novel technologies, negotiation, adaptability to change, observation, investigative skills, and the capacity to perform under pressure.

With respect to macro trends, the survey results align with the proposal by Chiavenato (2009) that SWs frequently utilize approaches in strategic management. A significant proportion of companies, amounting to 93%, implement downsizing as a strategic measure to streamline operations and enhance focus on core business strategies. This approach entails a reduction in the size of the company, with the objective of integrating employees and aligning their efforts with the company's overarching goals. A significant proportion of these individuals, approximately 93%, engage in mechanisms designed to foster motivation and fulfillment. These mechanisms are aimed at promoting self-development and enhancing job satisfaction. A significant proportion of these companies, approximately 80%, underscore a participatory and democratic culture, while an additional 80% implement a novel philosophy of action, with the objective of educating employees about the company. The latter are associated with

internal marketing (Chiavenato, 2009), which aims to establish an optimal work environment characterized by valued and motivated employees who are aligned with the objectives of the organization.

The primary conclusions of this study underscore the strategic importance of human resources (HR) in GTH and the necessity of balancing the company's interests with the well-being of its employees. The role's primary responsibilities include the development of training and capacity-building processes, the promotion of well-being and personal growth, the alignment of employees with organizational objectives, and the generation of strategies that promote the achievement of goals. This is achieved through the application of the following principles: objectivity, creativity, holistic vision, openness to change, commitment, responsibility, availability, ethics, leadership, warmth, active listening, and loyalty to the principles of social work.

The text emphasizes the significance of establishing and sustaining optimal work environments, with a focus on understanding, belonging, motivation, and professional and personal development. The necessity to extend beyond operational undertakings and prioritize the strategic element, encompassing talent identification, skill development, strategic management, engagement in strategic planning, and project design, is underscored. The ultimate challenge confronting organizations is the achievement of a substantial presence within the organizational environment. This endeavor must be pursued with full consideration for ethical aspects, equity, social responsibility, and a steadfast commitment to people.

The following is a summary of the functions of the TS in GTH: recruitment and selection of personnel, management activities (labor legislation, budgets, indicators, absenteeism), development of competencies and skills, promotion of social work activities in the area of human talent, leadership of organizational and personal well-being processes, and evaluation and monitoring of projects and activities.

In the article by Chaparro and Urra (2013b) entitled Social work in human talent management: from operational to strategic This article offers a synopsis of the findings from a study that examined the professional role of social workers (SWs) in human talent management (HTM). The study was based on interviews with 15 leading professionals in the field in Colombian organizations. The study centered on delineating the objectives, methodological process, and functions of SWs in

HTM, underscoring a strategic approach that projects their professional work in the medium and long term. The objective of the study was to extend the conventional operational activities of SW in the business environment—such as event organization and subsidy management—in order to identify a trend toward a strategic role.

Surveys were conducted on competencies, skills, attitudes, knowledge, and macro trends, as well as structured interviews on objectives, methodological processes, and functions. These surveys and interviews were conducted with 15 leading TS professionals in GTH in public (13%) and private (87%) organizations in Bogotá, Colombia. The participants were mainly women (93%) with between 1 and 7 years of experience. The positions encompassed a wide range of roles, including managers, coordinators, directors, and consultants. The results of the study indicate the presence of five fundamental objectives of human resources in GTH, all of which demonstrate a strategic focus.

The initial objective is to function as a strategic ally, one that attracts talent and promotes human and professional development. This entails seeking the long-term growth of the employee and the organization, rather than merely recruiting. The second objective is to establish consistency and feedback between organizational and individual employee objectives, seeking mutual benefit. The third objective is oriented towards addressing the challenges posed by the organization and the prevailing social context. This objective entails the development of organizations that exhibit a high degree of adaptability to evolving social dynamics, while concurrently pursuing avenues of competitiveness and innovation. The fourth objective is to ensure the quality of life for employees and their families. This is achieved through the implementation of workplace wellness, occupational health, and organizational culture programs and processes.

The fifth objective is to generate leadership processes within the organization by training leaders and implementing strategies in this area. The methodological process of the TS in GTH identified consists of six steps: a) development of a diagnosis and baseline; b) establishment of profiles and functions; c) detection of needs and potential; d) development of a human talent development plan (using the PHVA cycle); e) socialization of the plan with leaders; and f) evaluation and validation of the plan. The aforementioned process is congruent with the company's strategic objectives. Furthermore, the company perceives individuals as collaborators rather than as mere labor (Chiavenato, 2009).

The functions of HR in GTH are oriented towards strategic aspects, including policy formulation, personnel administration, personnel maintenance and development, participation promotion, and optimization of workplace well-being. The text emphasizes the significance of active engagement in policy formulation, particularly in the context of globalization and evolving labor legislation, offering counsel at the managerial echelon. The text places particular emphasis on the administration of personnel organization processes, including selection, induction, hiring, and evaluation. It also emphasizes the development of employee potential through training and motivation. Additionally, it discusses the promotion of participatory styles, such as encouraging participation and acting as a spokesperson. Finally, it explores the optimization of well-being, including the implementation of well-being programs and family and psychosocial counseling.

In summary, the present study indicates a discernible tendency for human resources (HR) to assume a more strategic function within the context of GTH. This evolution transcends the confines of operational tasks, emphasizing instead the comprehensive cultivation of human talent and its harmonization with the overarching objectives of the organization. A balance is sought between the needs of the company and the well-being of employees, promoting organizational change based on ethical principles, equity, and social responsibility.

New lines of research are being explored into the job skills of social workers in this new strategic role. In their study entitled Basic and generic skills: a perspective from social workers in the field of human talent management, Chaparro and Urra (2013) take an in-depth look at job skills classified as basic, generic, and specific, focusing on the first two to define a skills profile. Basic skills were defined as fundamental abilities, knowledge, and attitudes for personal, social, and work life, acquired throughout life and forming the basis for further learning. Generic competencies, which are transversal to various professions, were divided into instrumental (languages, IT), interpersonal (social interaction, teamwork) and systemic (understanding of systems, problem solving), which are crucial for adaptation to the changing world of work.

In contrast, specific competencies refer to specialized technical skills and knowledge that are unique to a particular profession. The study, which was based on surveys of 48 professionals, found that the most valued basic competencies in GTH are communication skills (oral and written), reading comprehension, and cultural and intercultural competencies. In contrast, mathematics and foreign language proficiency were rated lower. With regard to generic instrumental competencies, computer skills and budgeting are prioritized. However, budgeting is given greater importance with professional experience. With regard to interpersonal competencies, although they are recognized as important (i.e., service attitude, self-confidence, teamwork, good humor), areas for improvement were identified, especially in teamwork and good humor, particularly among younger professionals. In the contemporary business environment, the significance of systemic competencies, encompassing information management, decision-making, and project management, has come to the fore. However, a discernible underperformance is evident in domains such as impact, influence, and strategic vision. This observation indicates that while TS professionals acknowledge the pivotal role of strategy in organizational decision-making, they do not fully identify as pivotal contributors in the long-term strategic planning of these entities. Chaparro and Urra's (2014) study, which involved in-depth interviews with 48 TSs, identified the necessity of a multifaceted profile with specific competencies according to hierarchical level for TS in GTH. The competencies by hierarchical level are as follows: Management responsibilities encompass strategic vision, labor legislation, administrative processes, data analysis, budget management, team and resource coordination, policy creation, and implementation. Administrative responsibilities include coordination and collaboration, user orientation, flexibility, and people development. Operational responsibilities include interpersonal relations, direct service, confidentiality and professional ethics, and proactivity. However, irrespective of this, cross-cutting competencies such as leadership and effective communication, adaptability and flexibility, critical and reflective thinking, and a people-oriented approach are crucial.

Pinilla's research (2017) analyzes the profile of social work professionals in the field of human resource management (HRM) within the Colombian business context. The study posits that the profile of social work professionals in HRM is characterized by a multidisciplinary and interdisciplinary approach, dynamic and proactive professionals, trained to perform in various areas of both public and private companies, with a particular emphasis on HRM. Their training equips them with the competencies necessary to effectively execute the following responsibilities

- Occupational health promotion and prevention

- Support in the implementation of industrial safety and hygiene
- Management of personnel selection, hiring, and induction
- Implementation of job and process manuals

The specific roles of the TS within a company are contingent upon its hierarchical structure. The TS may assume various roles, including Social Manager/Director, tasked with optimizing benefits and enhancing occupational health and industrial safety. Alternatively, the TS may function as a Human and Social Development Agent, responsible for planning programs and promoting employee participation. The TS can also serve as a Social Therapist, providing comprehensive intervention to individuals and families. In addition, the TS can act as a Social Welfare Organization Advisor, providing guidance on occupational health and industrial safety projects. The role of the TS as an Occupational Health Promoter involves informing and assisting workers, as well as promoting protective factors. Finally, the TS can take on the role of an Industrial Safety Promoter, supporting education and accident prevention efforts. In all these roles, the TS contributes a perspective that prioritizes social welfare for both workers and the company.

In the specific context of occupational health and industrial safety and hygiene, the TS interacts with all hierarchical levels, studying their interrelationships and links with external actors, and proposing self-care and support projects to improve the quality of working life. The organization's contribution to interdisciplinary teams is characterized by a multifaceted approach that encompasses management, development, implementation, training, evaluation, and feedback of processes. These processes are designed to promote the social well-being of workers, with a specific focus on enhancing awareness of self-care among employees and the company as a whole. The implementation of projects aimed at minimizing occupational risks is of paramount importance in the reduction of accidents and illnesses, thereby generating social and economic benefits. The significance of practical implementation, continuous training, and regular updating is underscored to ensure a tangible and sustained impact on workplace well-being. It has been determined that the training of the TS, as exemplified by that administered by the Industrial University of Santander, prepares them to contribute to well-being in various contexts, particularly in business, with a social emphasis on OSH, encompassing managerial roles.

Ecuador Research by Vélez et al. (2020) reveals that the job profile of TSs working at Bank Ecuador,

Atuneras de Manta is characterized by a multifaceted role (advisor, administrator, and mediator), with the role of advisor being the most common. The organization's primary beneficiaries of these contributions are as follows, in descending order of priority: employee monitoring, improvement of the work environment, ensuring compliance with labor rights, and contribution to performance. This role is aligned with operational performance management, promoting employee loyalty to the team and human well-being. The focal point of their professional endeavors pertains to functions associated, in descending order of priority, with occupational health, occupational safety, adherence to employee rights and obligations, and labor relations.

The significance of occupational health as a pivotal component of overall well-being in the workplace is emphasized. The following tools are essential for the collection, systematization, and analysis of information: social reports, which serve as documentary evidence for the recording of systematical information on social history, and socioeconomic files, which reflect evaluations, guidelines, and work ideology. To a lesser extent, interview forms and other instruments are used. Among the specific activities or actions carried out by social workers in their professional practice, home visits and case management followed by case follow-up and family support stand out for their frequency.

The professional practice of social work in Ecuador is predicated on the prevailing legal framework pertaining to labor rights, social security, and the work environment. The legal framework governing social work in Ecuador is delineated in several key documents, including the Constitution of the Republic, the Social Security Law, the Labor Code, the Comprehensive Organic Criminal Code, the Organic Law on Public Service, and the Universal Declaration of Human Rights. The present study determined that the Social Security Law and the Labor Code are the most pertinent legal frameworks that provide support for social work.

With regard to knowledge, the text notes that the TS draws from various disciplines, including psychology, law, anthropology, and economics. This underscores the significance of interdisciplinary knowledge for effective professional intervention.

The research by Jácome and Muñoz (2023) proposed a profile of the social work professional in GTH, broken down according to the sub-processes of integrating, organizing, developing, rewarding, and retaining personnel (Chiavenato, 2009), and based on the competencies proposed by Alles (2009) relevant to GTH. The present study involved 73 SWs working

in companies, industries, and university teaching in Social Work in Guayaquil, Ecuador. A survey was conducted to SWs in the business sector, and semi-structured interviews were conducted with teachers to identify the ideal profile. The research explored the roles of social workers in GTH, finding that, although the literature lacks specific roles for this context, practice is aligned with the proposal by Fandiño (1992). The most prominent roles were: The mediator serves as an intermediary between the company and its workforce, facilitating fair and healthy labor relations. The resource facilitator functions as an intermediary, referring to and providing resources, including the creation of resources for emergency situations. The counselor provides psychosocial support and guidance for conflict resolution. The advocate promotes labor rights. The educator promotes reflection and social change.

The ST establishes connections with various organizational subsystems (i.e., social responsibility, training, development, and well-being), implementing direct interventions, and contributing to the enhancement of the organizational climate. The instruments applied, in accordance with the proposal of Castro et al. (2017), identified four primary functions of the ST in GTH. Social programming encompasses the design and implementation of plans, programs, and services that are in accordance with the legal framework. It is implemented in collaboration with various areas, including industrial safety and occupational health, with the objective of promoting a safe and healthy work environment.

Social promotion involves satisfaction of needs, the mobilization of resources, and the establishment of participatory networks. Social research involves the identification, diagnosis, and contextualization of problems and needs. It is essential for the design of programs that restore and maintain well-being and quality of life. Social education is complemented by technology, but it remains imperative to maintain the need for counseling and referral to other resources. The most valued key competencies were initiative, management and achievement of objectives, and effective communication. These competencies are considered vital for identifying, diagnosing and contextualizing problems and needs. The importance of technical knowledge, crisis management, analytical thinking, and teamwork was also underscored.

Although less frequently mentioned, professional ethics, customer focus, and responsibility are considered inherent to the profession. The low rating of decision-making is explained by the participatory approach of social work, which prioritizes self-determination.

Other competencies, such as productivity, were also deemed pertinent. An analysis of social workers' activities in the GTH sub-processes revealed varying levels of understanding of their role.

Despite the prevalence of a general dearth of knowledge, particularly with regard to the integration of individuals (55% of responses exhibited misalignment), the majority of responses pertaining to organization (60%), development (83%), remuneration (62%), and retention (85%) demonstrated congruence with the anticipated activities, as outlined by Chiavenato (2009). The most frequently mentioned activities, which are summarized in Table 2 by sub-process and function, included selection and induction processes (integrating), job classification and career plans (organizing), training and awareness-raising (developing), incentive plans and improving salary conditions (rewarding), and loyalty and well-being activities (retaining). The most frequently employed methodologies encompass psychological first aid, active listening, and mediation. The study's findings indicate a necessity for human resources (HR) professionals to enhance their understanding of HRM and integrate it with their professional practices. The study proposes a professional profile that is founded on HRM competencies and sub-processes (Table 3).

The findings reveal an absence of a unifying concept of the ideal professional profile, with perspectives associating it with activities, roles, or functions. However, a predominant consensus exists that the concept is fundamentally rooted in professional competencies.

Chile The study by Miranda et al. (2020) examined the professional profile of occupational social workers (OSWs) in Chile. The researchers analyzed the skills and knowledge required from the perspective of various organizational actors (OSW professionals, managers, and union representatives). The findings indicated that, while there is a pervasive acknowledgment of the social orientation of OWs and their proficiency in social intervention techniques, such as case intervention, home visits, social interviews, and network management, there are also discrepancies in the supplementary skills and knowledge necessitated. From the perspective of TSO professionals, the primary challenge lies in validating their role within organizations and effectively communicating their work. However, managers and union representatives emphasize the need to strengthen strategic and managerial skills, including human resource management, "happiness" and work performance management, strategic vision, management control, indicator management,

and quantitative data analysis. The necessity for a language that integrates the social dimension with management, employing performance indicators for the purpose of evaluation, is emphasized.

Furthermore, the significance of training in public management is underscored, encompassing such disciplines as public organization theory, political science, and process reengineering. With respect to training needs, stakeholders concur on the pertinence of multidisciplinary training encompassing domains such as economics, projects, technology, law, trade unionism, and social protection systems. The administration of benefits, the monitoring of indicators, the management of change, and the cultivation of interpersonal skills are of particular importance to managers. A dichotomy exists between the conventional social emphasis of the TS and the mounting demand for management competencies among organizations. In conclusion, the professional profile of the TSO in Chile is defined by a combination of social intervention skills, specific to the discipline, and management skills, including strategic management, management control, and effective communication. This coincides, in part, with findings in contexts such as the United States and Anglo-Saxon countries, although with a greater emphasis on management skills in the Chilean case.

6. CONCLUSION

A review of studies on the profile of social workers in GTH in Latin America (Colombia, Ecuador, and Chile) reveals a convergence in the assessment of their social base, highlighting skills in direct intervention, knowledge of the socio-labor context, and promotion of well-being. However, there is an increasing demand for management skills, including strategic management, human resources management, management control, data analysis, budget administration, and effective communication. These skills link social issues with organizational objectives. A discrepancy has been observed between the self-perception of social workers, who prioritize the validation of their role from a social perspective, and organizational expectations, which emphasize management skills with strategic impact.

SWs in GTH fulfill a variety of functions, adapting to organizational requirements and hierarchical levels, ranging from direct intervention to policy formulation and program management. A set of cross-cutting competencies, including leadership, communication, adaptability, critical thinking, people orientation, and professional ethics, have been identified. The socioeconomic and historical context of social work in each country has a significant impact on the profile of social workers in GTH, with a notable emphasis on management in Chile.

There is an evident necessity for metrics to demonstrate the impact of social work, as well as for multidisciplinary training that integrates social skills with knowledge of administration, personnel management, occupational health, labor law, economics, finance, and technology. In summary, the profile of social workers in GTH is that of professionals who, in addition to their social foundation, must possess management skills to contribute strategically to organizational development and workplace well-being.

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