**** Working Draft for Discussion ****

CRO Knowledge, Skills and Attributes

April 2010

Knowledge

"knowledge applies to facts or ideas acquired by study, investigation, observation, or experience" – Merriam Webster

Governance

Stakeholder Engagement

Ethics

Economic Sustainability

Social Sustainability

Environmental Sustainability

Skills

"a learned power of doing something competently" – Merriam Webster

Innovation

Strategic Planning

Change Management (Leadership)

Risk Management

Communications

Attributes

"a word ascribing a quality" – Merriam Webster

Ethical

Open-minded

Proactive and organized

Systematic

Logical

Decisive

Diplomatic

Observant

Perceptive

Flexible

Process focused

People sensitive

Versatile

Tenacious

Self-reliant

Confident

CRO Qualification: Risk Management

Role of the Corporate Responsibility Officer Regarding Risk

The CRO may directly manage, facilitate or participate in processes to reduce the likelihood or negative impact of unplanned future events. The Corporate Responsibility Officer's role is to assist in identifying, assessing, responding and monitoring opportunities and risks to achieve business goals consistent with the organization's shared values.

Risk Management Knowledge

Demonstrates knowledge of risk management concepts and is able to apply these concepts in one or more of areas below. Able to provide specific examples of actual involvement with risk management.

    Assessing Risk
        Conducts Risk Assessments
        Builds Risk Models
        Identifies New Risks

    Managing Risk
        Implements Risk Responses
        Avoiding Risk
        Transferring Risk (Insurance)
        Reducing Risk

    Monitoring Risk
        Develops Risk Reporting Metrics
        Reports on Risks
        Within Context and Internal, External and Short Term and Long Term

    Knowledge of Risks
        Geographic Standards
        Industry Standards
        Discipline Standards

References

ISO 31000:2009 (Risk Management: Principles and Guidelines)

CRO Qualification: Environment

Role of the Corporate Responsibility Officer Regarding Environment

The CRO may directly manage, facilitate or participate in activities to monitor and protect the ecological systems that may be impacted by the organization. The Corporate Responsibility Officer's role is to assist in identifying, assessing, responding and monitoring environmental risks and opportunities in the company.

Environmental Management Knowledge

Demonstrates knowledge of environmental concepts and is able to apply these concepts in one or more of the areas below. Able to provide specific examples of actual involvement with environmental programs and processes.

Environmental stakeholder engagement

Resource use, reuse and conservation

Resource loss and environmental impacts of lost resources

Resources used and lost in the supply chain and logistics

Resources used and lost in product use and end-of-life

Protection of the environment and restoration of natural habitats

Community and other NGO partnerships for environmental protection, mitigation and/or restoration

Other environmental issues (e.g., climate change mitigation and adaptation, water use and community issues, toxic and hazardous materials, ozone depleting substances)

References

ISO 14001:2004 (Environmental Management System Standard)

ISO 26000 Draft (Social Responsibility Guidelines, section on Environmental Responsibility)

CRO Qualification: Innovation

Role of the Corporate Responsibility Officer Regarding Innovation

The CRO may directly lead, manage, facilitate or participate in the development or refinement of new products, services and/or processes within the organization.

Innovation Knowledge

Demonstrates knowledge of innovation concepts and is able to apply these concepts in one or more of the areas below. Able to provide specific examples of actual experience with innovation.

New Product Development Processes, Tools and Metrics

Customer and Market Research

Linkage to Strategy and Planning

Linkage to Teams, People and Organizational Issues

Portfolio Management

Technology and Intellectual Property

References

Product Development Managers Association (PDMA) Body of Knowledge, http://bok.pdma.org

CRO Qualification: Governance

Role of the Corporate Responsibility Officer Regarding Governance

The CRO may directly or indirectly influence the process and structure to oversee, manage and run the organization.

Governance Knowledge

Demonstrates knowledge of governance concepts and is able to apply these concepts in one or more of the areas below. Able to provide specific examples of actual experience with influencing the governance structure of the organization.

Board of Directors & Committees, structure, independence, and competency

Business Practices & Ethics

Legal & Regulatory

Disclosure & Transparency

Enterprise Risk Management

Communication & Trust

Monitoring

References

National Association of Corporate Directors (NACD) (https://secure.nacdonline.org/Source/Meetings/faq.cfm)

Crowe Horwath LLP Corporate Governance Framework

Attribute Definitions

Ethical – fair, truthful, sincere, honest and discreet

Open-minded – willing to consider alternative ideas or points of view; be inquisitive and ask a lot of questions; listens well

Proactive and organized – takes the initiative with issues and is personally organized

Systematic – shows a balanced affiliation for both tasks and people

Logical – makes decisions based on facts and reasoned logic

Decisive – reaches timely conclusions based on logical reasoning and analysis; expedites decisions methodically

Diplomatic – relates to others and shows tact in appropriate situations

Observant – shows the ability to identify both patterns and exceptions in complex situations; actively aware of physical surroundings and activities

Perceptive – instinctively aware of and able to understand situations

Flexible – shows a balanced global and detail focus

Process focused- demonstrates the ability to follow a pre-determined method; sees the interconnections between core product and service processes and the host of supporting processes

People sensitive – is sensitive to and can identify a person's emotional state

Versatile – adjusts readily to different situations

Tenacious – persistent, focused on achieving results

Self-reliant – acts and functions independently while interacting effectively with different types of people in a range of situations and copes with change

Confident – demonstrates certainty and competency and reacts well to a variety of challenges demonstrating calm and poise in such challenging situations.