



Structuring & Staffing Corporate Responsibility

A Guidebook

Work Product of the Corporate Responsibility Officer Association's
Professional Development Committee

2011



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Introduction



Gregg E. Anderson
Director
Crowe Horwath LLP



Bart Alexander
Chief Corporate Responsibility
Officer
Molson Coors



Nathan Atlas
Manager, Membership Services
SharedXpertise



Elizabeth Boudrie
Research Director
SharedXpertise



Veronica Cavallaro
Director - Research and
Measurement
Global Corporate Citizenship
The Boeing Company



Richard Crespin
President
SharedXpertise



Paula Luff
Director of Corporate Social
Responsibility
Hess Corporation



Kevin Moss
Head of Corporate Social
Responsibility
BT Americas



Robert Pojasek
Adjunct Lecturer on
Environmental Science
Harvard School of Public Health



Catherine Stewart
Manager, Corporate Affairs
Cisco

Corporate responsibility (CR) remains a nascent, if fast growing field. For it to grow into a profession, it needs certain attributes including standards of conduct and a recognized body of knowledge. This Guidebook aspires to lay this groundwork by addressing several key questions:

- How can companies organize CR for success?
- What kinds of leaders should hold CR positions?
- What knowledge, skills, and attributes should those leaders possess?

Answering these questions outlines what CR professionals should expect of themselves and their peers and what their business colleagues and society can expect from them. As such, we've outlined a body of knowledge that can become the basis for a professional curriculum, training, and ultimately certification. It also puts us on the path to developing standards of conduct and fulfilling the potential of CR as a profession -- a vital step in maturing the field.

Many of us pioneered this young field, with little to guide us. As pioneers we owe those that follow a map to the proven pathways that avoid pitfalls and lead to success. This Guidebook assembles the wisdom of many of this field's most successful pioneers and, while not setting a standard for the entire practice, lays out the cornerstones of a body of knowledge.

Practitioners should not use this document as a rule book but just as it is titled: a guidebook with practical advice they can adapt to their specific circumstance.

As with all substantive works, this one is the work of many hands. It originated with the inspired vision of the Corporate Responsibility Officers Association's (CROA's) Professional Development Committee. These seasoned practitioners, reflecting on the challenge they had as pioneers in the space, sought to create a roadmap others could follow. The work took shape with their hard work and the input of many CROA members and non-members who contributed their time, energy, and insights. We are especially indebted to those that freely donated their own job descriptions and related documentation and those that volunteered their time to serve as peer reviewers of the work.

While much of the intellectual "meat" of this work came through voluntary contributions, for this work to come to life it took the deliberate work of the CROA's staff, especially its Executive Director Richard Crespin and Research Director Elizabeth Boudrie. They took the ambition and insight of the Committee and volunteers and turned it into the highly functional, well researched document you hold in your hands.

We sincerely hope practitioners will find this Guidebook useful to them as they structure their organizations, staff them, hire leaders, and execute their CR strategies. We welcome your active participation in improving this document and in shaping our profession. Please see "How to Get Involved" for more details on how to do so. In the mean time, put this Guidebook through its paces. We hope it makes you more successful as a professional.

Sincerely,

Committee Chairman Kevin Moss & the CROA Professional Development Committee



Overview

Early in 2010, in cooperation with the NYSE Euronext Exchanges and *CR Magazine*, we sent surveys to every publicly traded company on the Exchanges plus many more, seeking their answers to questions about how they budget, structure, and plan for their Corporate Responsibility Programs. Simultaneously, the CROA's Professional Development Committee engaged in a structured review of how companies organize the function and the responsibilities they delegate to CR professionals. This document brings these two efforts together.

The CROA defines CR as the multi-disciplinary practice of improving the behavior of corporations in society. CR encompasses all aspects of how companies behave as stewards of investment, as employers, and as members of communities, including corporate governance, employee relations, environmental impact, financial performance, human rights, philanthropy, social responsibility, and sustainability. We use that encompassing definition throughout this document whenever we refer to "CR."

Who Should Use this Guidebook

Business and CR leaders, including Chief Executive Officers, Corporate Responsibility Officers and other leaders, heads of Human Resources, and boards of directors.

How to Use this Guidebook

We recommend using this Guidebook at several key moments in the lifecycle of developing and executing a CR strategy:

- Utilize the first three sections on structuring and aligning a program when initially setting up a new program and during reviews of an existing program.
- Use the sections on job descriptions when crafting a new position or when restructuring an existing position.
- Use the sections on knowledge, skills, and attributes when setting up and reviewing performance plans for new and existing staff.

In the pages that follow, you will find:

- Relevant highlights from the CR Best Practices study on how companies currently structure the CR function.
- An "alignment model" built on case examples of how companies currently organize their CR programs and functions to achieve different strategic aims.
- Sample organization charts documenting the different forms currently in use.
- Template job descriptions you can use to build job descriptions of your own for your staff and organization.
- Knowledge, skills and attributes (KSA) profiles for all of the key roles in the various CR areas.



Overview

We've also prefaced this work with commentary from several different perspectives to shed some light on how different people view CR today:

- **The Chief Executive.** Duncan Neiderauer, CEO of the NYSE Euronext Exchanges addresses the importance of CR to the C-Suite.
- **The Professional.** Kevin Moss, head of corporate responsibility for BT Americas and the Chair of the CROA's Professional Development Committee shares his thoughts as a practitioner.
- **The Line Manager.** Edna Conway, Senior Director, Advanced Compliance & Social Responsibility for Cisco's Customer Value Chain Management organization, sheds light on how an operational professional views CR.
- **The Recruiter.** Martin Killeen of Acre provides insights on how the many different companies for which he recruits CR professionals view the function.

This document, while complete at this time, remains a living document. The Professional Development Committee continuously updates it as the field evolves. We encourage you to check back regularly at www.croassociation.org for updates.



Best Practices Research: Structuring and Governing the CR Function





Best Practices Research: Structuring and Governing the CR Function

About the research

In the first quarter of 2010, the CROA commissioned a study by SharedXpertise* on the state of practice in CR among companies around the world. Working in cooperation with NYSE Euronext, SharedXpertise and the CROA developed a data instrument (via electronic survey as well as direct interview) to gather a baseline data set. We sent surveys to every firm traded on the NYSE Euronext Indices as well as the CRO Association's entire database. We had responses from 650 companies, making this the single largest sample size of its kind.

The results provide insights into CR practices at companies in a full range of industries and around the globe. Specifically, we explore

- CR processes
- CR structures and staffing
- CR budgeting
- CEO and board engagement in CR
- CR audiences and benefits
- Future expectations for CR

We have presented key data and findings from that research on the following pages.

In summary, we draw the following conclusions from the research:

- CR is a growing, and increasingly common practice among large, publicly traded firms.
- Companies vary to some degree in how they structure CR programs in terms of the leadership they put in place and where it reports.
- Companies vary widely in how they track and measure the effectiveness of their CR programs.
- CR programs experience uneven leadership from executive leadership and the board.

This work is designed, in part, to help companies close some of these gaps and become more effective practitioners of CR.

*Disclosure: SharedXpertise manages the CROA, publishes CR Magazine, and puts on the CRO Summits and Commit!Forums.

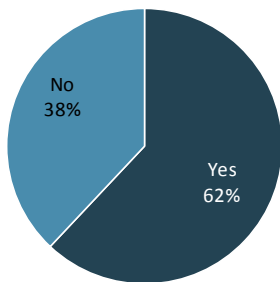
Best Practices Research: Structuring and Governing the CR Function

State of the Art: Current Practices in CR

Several relevant findings jump out from the *CR Best Practices Survey*.

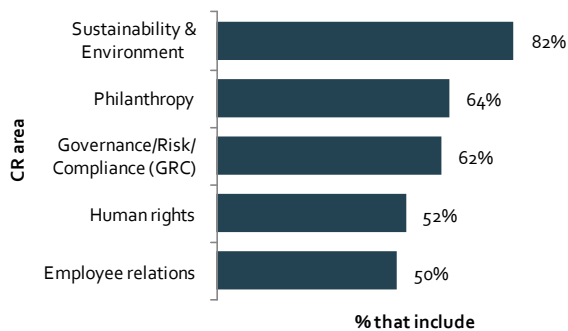
62% of respondents formalize CR

These companies have what they consider a formal CR function, though it may or may not be centralized or managed by a single department or officer.



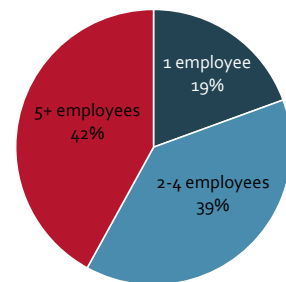
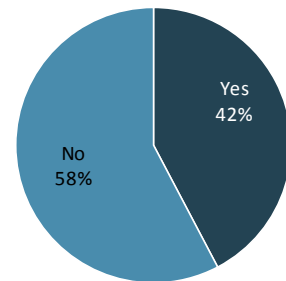
CR includes a spectrum of responsibilities

Respondents vary significantly on which responsibilities they include in CR, but the majority takes a multi-disciplinary view of it.



42% have a single CRO*

These firms have a single designated senior executive overseeing the CR function. Total staffing within the function varies.



*"CRO" is used to refer to a senior executive with these responsibilities. Actual titles vary.

Best Practices Research: Structuring and Governing the CR Function

State of the Art: Current Practices in CR

CR resides in different functions

Among those organizations that formalize CR, while close to one-third have CR set up as its own department, *where* CR resides in the organization varies widely.



41% of respondents have CR report to the CEO

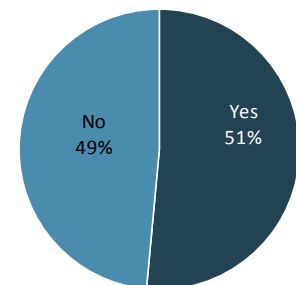
Thereafter it varies widely on to whom it reports.



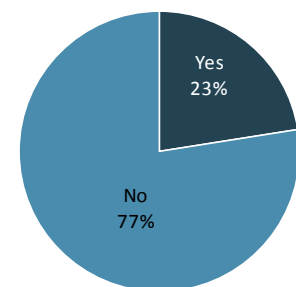
51% of CEOs and 23% of boards actively lead CR-related initiatives

For these firms, the CEO has taken an active role in leading a specific CR initiative. 41% of their boards have designated a director to provide oversight to CR-related initiatives, though 77% say the board has not actively initiated or driven an initiative.

CEO has lead a CR initiative in the last year



Board has lead a CR initiative in the last year





Outcome Alignment Model





Outcome Alignment Model

Our review of the field revealed that successful firms have approached how they align their CR strategy and organization with the overall business strategy and organization based on their desired outcomes. From our review, we've delineated three "archetypes" that represent different spectrums of alignment. We offer these not as a prescription, but as a description of current approaches to the field.

From our review we see transparency as a first order requirement (in other words, you have to get that right before you do anything else). In high performing organizations, we then see a focus on Culture or Big Hairy Aggressive Goals (BHAGs), or both.

Getting Clear About Transparency

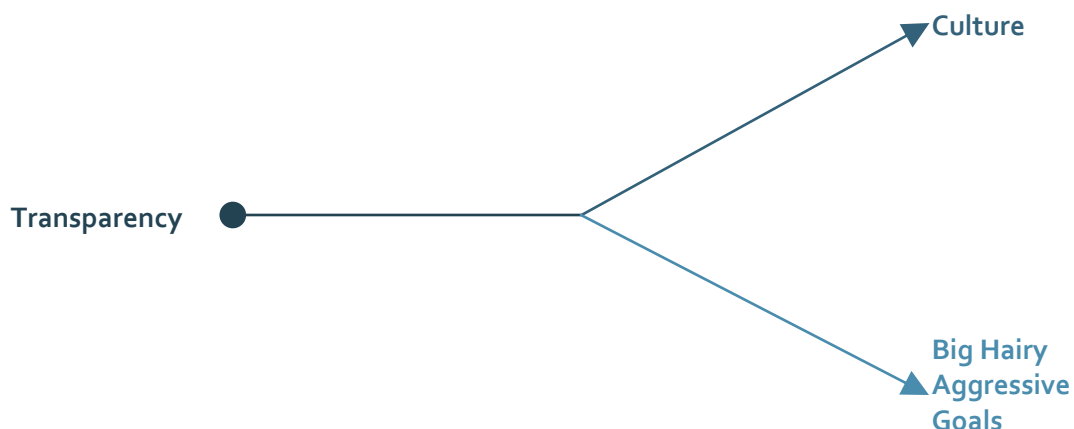
As the firm gets started, it makes a deliberate decision to dedicate resources to improving the ability of stakeholders to hold it accountable by making more information publicly available.

This manifests in its ability to go beyond basic compliance-based reporting to a constructive contribution to the principle of greater accountability: becoming a better corporate citizen through transparency.

Example frameworks/initiatives:

- Adopting one or more third-party transparency-based protocols as a framework, e.g., the Global Reporting Initiative, the Best Corporate Citizens List, the Dow Jones Sustainability Index.
- Publishing the reporting protocol widely throughout the organization, e.g., by posting the criteria to a corporate intranet. Publicly declaring a dedication to it, e.g., by becoming a signatory.
- Incorporating the reporting protocol data elements into existing IT systems and reports, e.g., into the corporate ERP system.

Outcome Alignment Spectrum



Outcome Alignment Model

Culture Focused

Having successfully improved its transparency, the firm chooses to make a direct connection between its commercial interests and CR. CR is seen as core to the “brand promise” or other market leadership goals. As such, it commits itself to aligning its corporate culture and commercial interests with the CR interests of stakeholders (internal & external stakeholders). This manifests internally in a culture of responsibility.

Example frameworks/initiatives

- A beverage company sees water as core to its business and aligns its CR programs around all aspects of water quality, availability, and sustainability.
- A financial services firm looks to raise the financial acumen of its current and future customer base and invests in financial literacy programs. The firm incorporates CR measures into executive, manager and line employee performance plans.
- A high-tech company sees the advantage of wider availability of broadband and invests in helping bring it to under-served communities.

Big Hairy Audacious CR Goals Focused

Again, starting from a foundation of transparency, the CEO or board declares a “Big Hairy Audacious Goal” for the company as a whole. These goals may serve a commercial objective or may be “just the right thing to do.” At the same time, these goals are still tied into the business strategy and should not be confused with “checkbook philanthropy” whereby a firm just writes a big check for a cause that is not

connected to the business strategy. This manifests itself through publicly declared goals which may not even seem achievable at the time they are declared.

Example frameworks/initiatives:

- A government agency declares it will entirely eliminate the environmental impact of its operations.
- A pharmaceutical company dedicates itself to making a specific disease or class of diseases extinct in our lifetimes.
- A consumer package goods company declares that all of its packaging will have zero landfill contribution.



Corporate Responsibility and Executive Management



Corporate Responsibility and Executive Management

Alternate Organizational Structures

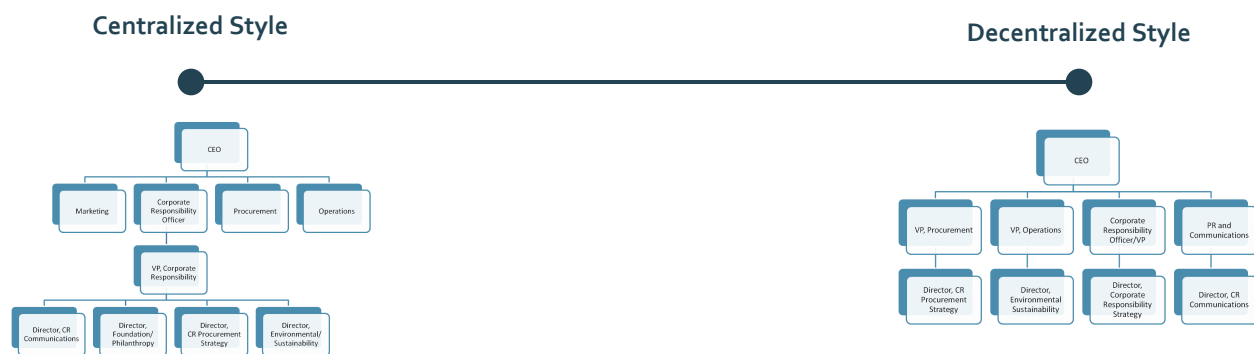
There are a broad range of organizational styles for a CR team, but the most important characteristic is where they fit on the spectrum of centralization. There is no one best answer. The optimum structure will depend on the maturity of CR in an organization, on the issues faced, on the organizational style and culture, and on the personalities involved. Most organizations will change style at various times and may take a different approach for different issues. This is entirely appropriate.

The charts on the following page are simply illustrative of the spectrum. On the one end, the fully centralized organization, where all roles considered part of the CR portfolio report directly to the CRO. Benefits include clear control and coordination of the CR portfolio and budget. Disadvantages include less delegation of responsibility into the business units to see CR as part of their day job.

In the decentralized model, the CR responsibilities are positioned in the lines of business. The CRO has limited management control and has to have impact through influence and encouragement. Budgets and responsibilities may be harder to take a view on. But the responsibility for CR is more clearly positioned as a part of the responsibilities of doing business.

For a mature, dispersed organization, new issues will arise within the central organization, and be evaluated there with a view to determining risk and opportunity. As objectives become clear and best fit in the business is identified they will then move out into the appropriate business unit.

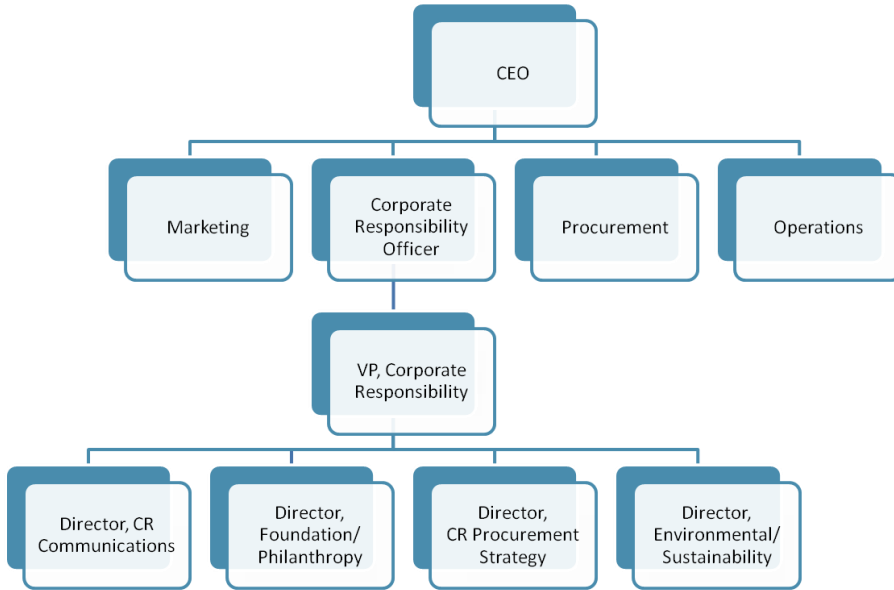
Organizational Structure Spectrum



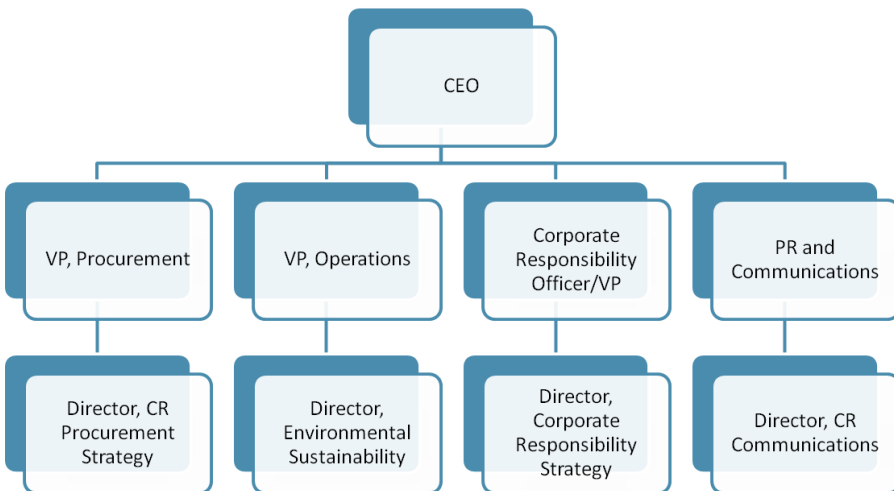
Corporate Responsibility and Executive Management

Sample Organization Charts

Centralized Style



Decentralized Style





Perspectives on Corporate Responsibility



Perspectives on Corporate Responsibility

The View from the C-Suite

Duncan Niederauer, CEO, NYSE Euronext

Corporate Responsibility is about doing well by doing good. It benefits society, economies, and is simply good business. We at NYSE Euronext are focusing on creating a culture where we are not only accountable to each other, but also to the world in which we live and the society in which we operate. Of course, we are doing this in a way that aligns with our broader corporate strategy, because that is the only way that these efforts can become sustainable as well as integral to the way that we do business.

The role of the CEO and the Board of Directors is critical to the success of corporate responsibility. Setting the tone from the top is the only way to convey the commitment needed to achieve results. It is akin to company values. It does not really matter if you have them; everyone has them. It matters how they are articulated, and whether you live by them, and whether you get your team to live by them. If people do not internalize the values, then they are just words on a piece of paper. It is the same thing with CR. Fortunately, most CEOs seem to be taking leadership roles in ensuring that their companies act on their CR principles. The NYSE-CROA 2010 CR Best Practices Survey showed that 64% of CEOs drove a CR-related initiative in the past 12 months and that 41% of boards have a member designated to lead CR-related initiatives.

Here at NYSE Euronext, CR is an integral part of what we do. With more than 4,500 companies from around the world that choose to list on our European and U.S. markets, we are uniquely positioned to play a leadership role in corporate responsibility on a global scale. Because we set the bar high with respect to listing standards and compliance for these companies, we contribute to ensuring that these enterprises fulfill their obligations to good governance, disclosure and transparency. Of the 100 Best Corporate Citizens named by CR Magazine in 2010, 88 are members of our community of listed companies. Although the specific vernacular may have been different, corporate responsibility has been part of our business model for over two hundred years. It is only in the last few years, however, that we have formalized our corporate responsibility efforts. As expectations of employees, shareholders and investors grow, we are working not only to lead by example in our own



operations, but also to leverage the good work of our community of companies to have an even greater impact worldwide.

We are proud of our partnership with the Corporate Responsibility Officers Association, and we hope that this guide will be useful in continuing efforts to professionalize and advance this important field.

Duncan L. Niederauer is Chief Executive Officer and a Director of NYSE Euronext. He is a member of the company's Management Committee. Prior to his current position, Mr. Niederauer was President and co-Chief Operating Officer of NYSE Euronext with responsibility for U.S. cash equities. Before joining NYSE Euronext in April 2007, Mr. Niederauer was Managing Director and co-Head of the Equities Division Execution Services franchise at Goldman, Sachs & Co. His career at GS spanned 22 years. Mr. Niederauer has served on the board of Archipelago Holdings, LLC and Colgate University, and now serves on the board of Operation Hope. His current memberships include the G100, the British-American Business Council International Advisory Committee, the Partnership for New York City, the Committee Encouraging Corporate Philanthropy, the Shanghai International Financial Advisory Committee, the Museum of American Finance, and Fundacao Dom Cabral in Brazil. He earned an MBA from Emory University and a BA from Colgate University. He and his wife have three children and reside in New Jersey.

Perspectives on Corporate Responsibility

The View from the Practitioner's Chair

The Practitioner's Perspective

Kevin Moss, Head of Corporate Social Responsibility, BT Americas



Companies divorced from their environment, the communities they operate in, the shareholders they serve, the employees that work for them – will fail in the long term. And that, at the end of the day, is what we as CR practitioners and CROs are here to do: keep the company connected to the community and the environment writ large. The COO keeps things running, the CFO manages profitability, the CIO brings the data together. The CRO keeps the company connected to the environment and to civil society and maintains the company's license to operate.

CR has many immediate benefits to the business. It identifies external risks, can reduce costs, particularly in the environmental realm where energy efficiency and waste reduction become catalysts for broader efficiency improvements. CR also creates business growth opportunity through, for example, identification of new market opportunities that would otherwise have been overlooked.

But over and above this, the corporate responsibility role is a recognition of the broader role of companies in society, beyond the next quarter's returns. The shareholder imperative for quarterly returns can sometimes overwhelm focus on longer term and harder to quantify societal and environmental wellbeing. Society and environment are the very resources upon which the company depends. I feel that I, as a CR practitioner, am there to help my company get that balance right.

People sometimes tell me that this is a passing phase; we will get the big issues sorted and integrated into the business and then we won't need CR managers any more. It is part of the role of CR practitioners to integrate the principles of CR into the business, but, not surprisingly, I beg to differ that this will mark the end of the role.

Two critical characteristics of the role leave me certain that it is here to stay. The CFO embeds financial appreciation into the business. The financial field evolves, new requirements come along which the CFO and their team interprets, disseminates and integrates

into their reporting accordingly. Just as for the CFO, so it is with the CR field. On the environmental side we saw pollution concerns of the 80's and 90's turn to climate change concerns of this decade, and now rapidly emerging concerns about water scarcity. New issues are going to appear all the time. Companies that remain ahead of this curve will be the ones that remain successful. In my own sector, Information and Communications Technology (ICT) evolving technology and societal priorities result in a dynamic set of social dilemmas such as protection of vulnerable people vs right to free speech, security vs privacy, digital inclusion. Issues evolve, and the CRO's role is to see them approaching from the horizon and ensure the business is prepared to address them holistically and beyond of the baseline of legal obligation

And, while everyone in the business needs to have a basic appreciation for the risks and opportunities afforded by corporate responsibility issues, they need to know when and where to ask for help. Big corporate responsibility decisions, with high levels of risk, need to be considered by experts in the field - CR practitioners—and approved or otherwise at the appropriate level in the organization.

I am confident that the CR practitioner will add ever more value for the business and for society as time goes on.

Kevin Moss has responsibility for BT's corporate responsibility and sustainability activities in North America, a role he has had for four years. The role covers a broad scope of sustainability issues including environment and climate change impact, community investment and business ethics. He has been in the IT and Communications sector for 20 years in marketing, product management and corporate strategy and found ways to weave corporate responsibility into his work in those disciplines.

Kevin sits on the CRO Association's Board of Governors where he founded and chairs the committee for professional development. He also founded and chaired the energy and environment committee of the British American Business Association and was a recipient of the 2009 PR News; CSR Executive of the Year Award. Originally from the UK, Kevin has lived in the USA for the last 15 years. He has a degree in Mechanical Engineering and Industrial Management from Liverpool University. Kevin shares his thoughts about the intersection between business and sustainability on his blog www.csrperspective.com.



Perspectives on Corporate Responsibility

The View from the Inside: A Business Line Manager Weighs In

Social Responsibility in the Value Chain: A means to Quality, Efficiency and Innovation

Edna Conway, Cisco, Senior Director, Advanced Compliance & Social Responsibility for Cisco's Customer Value Chain Management organization



Managing outsourced supply chain operations is an expertise that incorporates many factors, but most companies are universally and yet uniquely focused on quality, cost, efficiency and innovation. As we think through production metrics, six sigma quality yields and manufacturing processes for electronics, social responsibility may not always be top of mind.

Yet, taking a step back and reviewing the four key aspects of social responsibility in the value chain reveals a key connection to value chain success. The four pillars upon which the electronics industry has rallied include:

- Labor Rights, Citizenship and Diversity
- Human, Health and Safety
- Effective Use and Preservation of Natural Resources
- Product Integrity and Security

Collectively, these pillars are robustly addressed throughout a value chain and have proven to help enable:

- worker satisfaction, education and productivity
- worker engagement leading to innovation in manufacturing processes
- enhancements and a consistent excellence in quality

Taken further, educating and mentoring diverse suppliers has produced a long-term partnership, which encourages supplier investment and helps foster a mutually beneficial relationship. A recent mentorship with a diverse logistics partner allowed us to gain:

- Increased visibility of inbound components
- Tightened control of finished products
- Increased consistency and reliability in local pick-up and delivery processes
- Increased on-time delivery with zero loss or damage and
- Reduced transport costs

Positively incenting our manufacturing partners to collaborate with us to creatively reduce GHG emissions, waste and water use, while increasing use of renewable energy and recycling, translated to tangible business success. Reducing and recyclable packaging leads to reduced waste. Efficient product design reduces energy consumption and allows reward for socially responsible innovation.

In short, the spirit and innovation engine of our value chain resides in the people. Adhering to social responsibility practices, which maximize their potential, has proven to bring both human and business success.

Edna M. Conway is Senior Director, Advanced Compliance & Social Responsibility for Cisco's Customer Value Chain Management organization. In that capacity, she oversees teams focused on Cisco's global product compliance, supplier diversity, value chain social responsibility, and value chain business solutions and contracts. As the Strategist for Cisco's Sustainable Value Chain, she is responsible for creating and driving Cisco's Green Supply Chain initiative in alignment with the mission of Cisco's EcoBoard, the cross-functional council setting Cisco's long-term green vision and strategy. Conway also serves as the Executive Sponsor and Chief Strategist for the Product Integrity and Security Program across the value chain; serving on the company's trusted systems and cyber security leadership boards.

Conway has held several business and legal leadership positions at Cisco, including leading business development, product, and technical marketing for Cisco's Global Government Solutions group and serving as the Legal organization's Chief Technology Protection and Licensing Strategist. Prior to Cisco, Conway was a partner in an international private legal practice and served as Assistant Attorney General for the state of New Hampshire. She holds a degree in Medieval and Renaissance Literature and Bio-mechanical Engineering from Columbia University and earned her law degree at the University of Virginia.



Job Descriptions



Job Descriptions

How to Use These Documents

These job descriptions are intended as templates you can use to build your own, customized job description. Each section is modular in design so you can change / delete / add responsibilities, qualifications, or other attributes to each.

Job Descriptions

Corporate Responsibility Officer

Reports to:

Chairman or CEO

Primary purpose of position:

An ambassador, visionary and strategist reporting at the highest levels in the business and serving as steward/champion across the entire CR landscape. Charged with driving commitment to CR within the company and across the company's external stakeholders.

Responsibilities

| Area | Detail |
|--------------------------------|--|
| Strategy | Lead development of an overarching CR approach directly related to the company's long-term business plans |
| Thought Leadership | Broaden and raise the company's understanding of what civil society, customers, employees, investors and other stakeholders expect from it |
| Advocacy | Speak out on behalf of the company to enhance its reputation |
| Policies & Programs | Drive the development and execution of guiding principles and initiatives for the company's CR programs |
| Goals & Measurement | Develop appropriate targets and ways of assessing progress to drive and evaluate the company's performance on CR |
| Reporting | Determine how the company will internally and externally express progress toward accomplishing its CR goals and respond to society's increasing demand for greater transparency |
| Stakeholder Engagement | Build constructive alliances and coalitions with key constituency groups (customers, business, industry and investor groups, management, boards of directors, employees, local, national and international political, social, and environmental leaders, NGOs) |
| Risk Management | Identify risks and opportunities based on stakeholder expectations and design proactive mitigation and response strategies |
| Fiscal Oversight | Through the CR strategic and operational planning process, develop an understanding of the fiscal impact of the company's goals and priorities in this area |

Primary Working Relationships

Internal Working Relationships:

- Main Board
- C-level Executive leadership
- Governing Board Committee
- Investor relations, government affairs

External Working Relationships:

- Community groups, NGOs, policy makers, major investors
- Media, financial and industry analysts
- Professional CR organizations
- Peer counterparts

Job Descriptions

Corporate Responsibility Officer

Qualifications (Required and Preferred)

| AREA | Required/ Preferred |
|--|------------------------|
| C-suite Executive level experience | R |
| A sophisticated understanding of the global CR landscape and best practices | R |
| The kind of individual who is sought out for his or her advice and perspective | R |
| Experience working with and influencing senior company leadership (including the CEO and/or COO, Chairman of the board and board members) on projects that involve the development of new company-wide policies and programs | R |
| Able to work successfully with people of diverse functional and cultural backgrounds | R |
| Demonstrated ability to anticipate trends and issues in business and society | R |
| Excellent written and oral communications skills | R |
| Ability to analyze and interpret data | R |
| Strong business and financial acumen | R |
| MBA or advanced degree in relevant field preferred | P |
| Experience within industry and business experience in a functional role | P |
| International/global experience | P |
| 10 years experience with high-profile organization in a leadership role | P |

Job Descriptions

Vice President, Corporate Responsibility

Reports to:

CRO, CEO or EVP or relevant function

Primary purpose of position:

A senior operational role, overseeing the development of CR strategy, implementing the strategy and managing a team of CR experts.

Responsibilities

| Area | Detail |
|---------------------------------------|---|
| Strategy | Create and implement corporate citizenship strategy and policies |
| Thought Leadership | Provide expert guidance and approval across the business on CR issues |
| Advocacy | Create impactful internal and external communications influencing and inspiring others to take action and ensuring broad-based support for CR |
| Policies & Programs | Lead key CR, sustainability, and citizenship programs to deliver their objectives |
| Reporting | Measure and report CR initiatives and activities |
| Stakeholder Engagement | Represent the company in public forums to improve stakeholder relations and corporate reputation |
| Risk Management | Identify risks and opportunities to the business based on stakeholder expectations and design proactive mitigation and response strategies |
| People & Fiscal Management | Managing the CR team and budget |

Primary Working Relationships

Internal Working Relationships:

- Executive leadership
- CR Board Committee/s
- Business line managers – supply chain, HR, environmental affairs
- Investor relations, government affairs
- Direct reports

External Working Relationships:

- Community groups, NGOs, policy makers
- Media, financial, and industry analysts
- Professional CR organizations
- Peer counterparts

Job Descriptions

Vice President, Corporate Responsibility

Qualifications (Required and Preferred)

| AREA | Required/ Preferred |
|--|------------------------|
| Senior operational manager able to lead a team, balance priorities, & resolve conflicts | R |
| Strategic planner and influencer, creative thinker, innovator, visionary leader, resilient, passion for corporate citizenship, driven, entrepreneurial | R |
| Experience dealing with complex and sensitive issues included under the corporate citizenship umbrella – globalization, sustainability, multi-stakeholder partnerships, community involvement, human rights, sustainable supply chain management, climate change, crisis-management, etc | R |
| Emotional, political and business acumen | R |
| Proven ability to influence across organizational boundaries | R |
| Master's degree | R |
| Experience within industry | R |
| Experience within company | R |
| Specific experience in one of the key disciplines: environment, community relations, supply chain, diversity, etc | R |
| 10 years of experience with high-profile branded organization in a leadership role | P |

Job Descriptions

Director, Corporate Responsibility Communications

Reports to:

VP Corporate Responsibility or VP within relevant function (e.g., Public Affairs, Communications, Corporate Affairs, Government Affairs)

Primary purpose of position:

Responsible for developing and executing a comprehensive, cohesive communications strategy for both internal and external audiences and for the production of the annual CR report. Uses the communications strategy to connect and convey broader reputation and social issues to the commercial objectives of the business.

Working closely with internal groups like PR, HR, Government Affairs, Investor Relations, and Environmental Health and Safety as well as external stakeholders like SRIs, NGOs, customers, etc., this professional plans, develops, and leads the execution of a global CR communications plan, aligned with the company's sustainability goals.

Responsibilities

| Area | Detail |
|---------------------|---|
| Strategy | Advise senior leaders and their key staff on communications needs related to CSR and associated issue areas |
| Thought Leadership | Act as internal knowledge resource on issue of CSR as it pertains to general information dissemination. Monitor key trends, competitive activity, and other issues of interest to the company |
| Advocacy | Serve as the primary spokesperson on CR issues |
| Policies & Programs | Take a leadership role in the development and execution of a CR communications strategy, including driving the production of the annual CR report, and promoting the company's CR vision and accomplishments before internal and external audiences, including building online communities through Web presence, social media and social networking sites and working with PR and analyst relations groups to promote sustainability through these stakeholders |
| Reporting | In collaboration with relevant cross functional groups, drive the development of content for CSR indices including the Best Corporate Citizens, Dow Jones Sustainability Index, Oekom, Risk Metrics, KLD, CDP, etc. Generate data and reports to gauge the effectiveness of print communications channels and media relations activities, and develop insights and recommendations to modify strategies as needed |

Primary Working Relationships

Internal Working Relationships:

- Public relations, HR, Government Affairs, Investor Relations
- Environmental Health & Safety
- Business units, supply chain

External Working Relationships:

- NGOs, government agencies, SRIs, customers, partners
- Press and analysts

Job Descriptions

Director, Corporate Responsibility Communications

Qualifications (Required and Preferred)

| AREA | Required/ Preferred |
|--|------------------------|
| This individual should have proven communications expertise in CR and Sustainability and be well versed in current trends in this discipline | R |
| Additionally, this executive should have proven experience in driving CR communications strategies, aligned to company sustainability goals | R |
| The successful candidate will have strong leadership, communication and presentation skills along with 10 - 15+ years experience in strategic communications, including staff management experience and the ability to build and lead teams consisting of direct reports, consultants and agencies | R |
| Proven track record including successful development and implementation of diverse communications programs that improve visibility and perception | R |
| Course work and/or experience in corporate social responsibility issue area(s) involving writing, public relations and messaging | R |
| Superb writing and editing ability and extensive experience with one or more widely-accepted style guides | R |
| Knowledge of CR communications and media, including leading publications, journalists and trends | R |
| Experience with messaging and communications strategy development, ideally in a CR or non-profit context | R |
| Ability to build and maintain relationships and partnerships with outside organizations and represent company interests | R |
| Strong interpersonal skills and ability to interact with senior executives | R |
| Ability to establish and meet deadlines; ability to establish clear priorities quickly | R |
| Commitment to and passion for CR. | R |
| Excellent reputation for integrity and judgment | R |
| A motivator and facilitator, persuasive, diplomatic, well networked, mental flexibility and integrity, cross functional organizational ability | R |
| An undergraduate degree | R |
| Personal experience in and passion for sustainability and philanthropic initiatives | P |
| Master's degree | P |

Job Descriptions

Director, Foundation/Philanthropy

Reports to:

Vice President,
Corporate
Responsibility

Primary purpose of position:

This individual establishes, leads, and manages, a non-profit charitable foundation, which awards grants annually to a variety of organizations in communities where the company does business. Responsible for overall strategic planning, revenue generation, financial management, organizational development, staff management, and program operations.

Responsibilities

| Area | Detail |
|---------------------|---|
| Strategy | Identify community needs that provide opportunities for innovative philanthropy within the mission. Conduct ongoing strategic planning with relevant Board Committees to evaluate goals, objectives, and priorities of the Foundation |
| Thought Leadership | Facilitate and convene relevant parties, build relationships and new institutional arrangements, around community issues. Initiate ideas, provide policy and procedural information |
| Advocacy | Be the public face and primary spokesperson for the Foundation |
| Policies & Programs | Through the CR strategic and operational planning process, develop an understanding of the fiscal impact of the company's goals and priorities in this area |
| | Review grant requests for relevance to the mission and priorities. Review financial condition and management competency of potential recipients to assure the capability of the recipient organization to meet defined objectives and performance standards. Assure the accurate and timely distribution of authorized funds to grantees |
| Reporting | Manage employee volunteering and gift matching programs |
| | Work with relevant Board Committees to define and prepare ongoing reports to provide the Board with the necessary information to provide effective oversight, including but limited to: <ul style="list-style-type: none"> Consult with the Grants Committee of the Board to prepare Board Meeting agendas, summaries of requests for grant recommendations and analysis relevant to requests and provide reports of the progress of grants Consult with the Finance Committee to provide for the implementation of financial systems required for proper administration. Assist the Finance Committee in preparing and presenting financial reports to the Board. Develop reporting mechanisms for grant recipients to monitor the achievement of grant objectives within financial and programmatic guidelines |
| Fiscal Oversight | Prepare annual budget of the Foundation. Oversee compliance with all relevant laws and regulations to keep the Foundation in good standing and maintain its legal status |

Primary Working Relationships

Internal Working Relationships:

- Foundation board of directors, finance committee, public relations, CR team

External Working Relationships:

- NGOs, local/state/fed officials, press and analysts

Job Descriptions

Director, Foundation/Philanthropy

Qualifications (Required and Preferred)

| AREA | Required/ Preferred |
|---|------------------------|
| Ten years' senior management experience in either the not-for-profit or for-profit environments | R |
| Ability to interact with Senior Management, Board of Directors, & Foundation Board | R |
| Ability to channel and synthesize expectations and needs of multiple constituencies | R |
| Experience in working with an international community of people and organizations | R |
| Knowledge of managing funds | R |
| Knowledge of government regulations for Foundation | R |
| Knowledge of community needs and initiatives | R |
| The ability to prioritize and tackle multiple tasks and see the "big picture" | R |
| Experience in setting strategic direction and driving it | R |
| Excellent negotiation skills | R |
| Conflict resolution skills | R |

Job Descriptions

Director, Corporate Responsibility Procurement Strategy

Reports to:

Vice President Procurement, Vice President Corporate Responsibility

Primary purpose of position:

This is a specialist procurement role focused on CR and Sustainability and includes developing and implementing procurement's strategy and policy on sustainability in relation to suppliers and their supply chains. The role ensures the delivery of a world class procurement service that maintains the company's reputation for leading CR and sustainability best practices.

Responsibilities

| Area | Detail |
|---------------------|---|
| Strategy | Develop and implement procurement support for CR and sustainability strategy |
| Thought Leadership | Act as a source of expertise on environmental and ethical procurement, including staying abreast of the latest developments and representing the company externally as required. Represent procurement internally as required in sustainability forums. Work with peer companies, external bodies, and NGOs to ensure that the company stays engaged with the latest thinking and contributes to the sustainability agenda. |
| Advocacy | Drive social responsibility process throughout value chain via, guidelines, education, audits, and continuous improvement. Develop CR knowledge and expertise across procurement, including the development and delivery of training for buyers globally |
| Policies & Programs | Implement the requirements of environmental legislation in procurement activity, including contract terms, processes and tools as appropriate. Engage with buyers in the evaluation of tenders and the assessment of suppliers. Develop level of engagement on sustainability and ethical supply chains, driving supplier improvement plans with buyers. |
| Reporting | Develop procurement sustainability targets, KPIs, and risk areas. Tack and report on these for the procurement scorecard and the company's sustainability report. Track and report procurement CR risks to the procurement and group CR risk owners. Participate in external reporting initiatives and benchmark the company in these areas as appropriate. |
| Risk Management | Develop and implement early alert system to assure cross-functional analysis of potential social responsibility issues and opportunity to influence industry, governmental organizations and NGOs to implement goals or requirements in a manner consistent with social responsibility goals and our industry realities and trends |

Primary Working Relationships

Internal Working Relationships:

- Corporate CR team, legal, Investor Relations, Public Relations
- HR

External Working Relationships:

- Suppliers, buyers
- International organizations: BSR, Labor Practices, Health & Safety, Brand Protection, Effective Use/Preservation of Natural Resources

Job Descriptions

Director, Corporate Responsibility Procurement Strategy

Qualifications (Required and Preferred)

| AREA | Required/ Preferred |
|--|------------------------|
| Knowledge and expertise in procurement processes and strategy | R |
| High level knowledge of CR and sustainability developments externally and across the company | R |
| Ability to create a unique strategy leveraging initial value chain social responsibility work and present both a platform for the future and the business rationale for the platform | R |
| Ability to manage and direct broad spectrum of internal and external cross-functional partners to achieve value chain social responsibility goals | R |
| BA/BS Required | R |
| Minimum 10 years of supply chain experience | R |
| Proven track record of social responsibility strategy and implementation, preferably in similar or comparable industry environment | R |
| Advanced degree in business administration, supply chain, sustainability or related area a plus | P |

Job Descriptions

Director, Environment, Health and Safety

Reports to:

President, CEO, EVP,
General Counsel, VP
of Corporate
Responsibility, CRO

Responsibilities

Primary purpose of position:

Leads and directs the organization's environmental, health, safety, & sustainability (EHS&S) processes and has corporation-wide responsibility for all EHS&S related functions with accountability for operational, administrative, technical, and financial components. Executes functional business plans and contributes to the development of functional EHS & S strategies. Assesses operational risks that could affect EHS&S and advises senior leadership on constructive plans and mitigation strategies.

| Area | Detail |
|---------------------|---|
| Strategy | Collaborate with management to develop business-driven EHS&S strategies for the Company, including setting goals and tracking/aggregating performance data |
| Thought Leadership | Continual up to date knowledge of EHS & Sustainability related regulations, policies, and management expectations: Works with components of the EHS organization to maintain a working knowledge of the EHS & Sustainability related requirements and how compliance is demonstrated. Partner with key internal stakeholders to address EHS&S issues to ensure complete compliance with all applicable regulatory requirements. |
| Advocacy | Strategic Leadership, Impact and Influence: Leads and develops comprehensive systems and processes that will continuously improve the EHS&S performance and culture consistent with the strategic direction of the Company. Influence activity in the business despite not having direct control over assets and resources. Sees the business as a whole, not from narrow or functional perspectives and develops EHS& S compliance strategies accordingly. |
| Policies & Programs | Design, develop, implement, and oversee the organization's EHS&S programs and procedures to safeguard employees and surrounding communities Ensure the EHS&S department and consultants have the necessary skills to effectively interpret regulatory and Company requirements while working with key stakeholders to develop cost effective business solutions: <ul style="list-style-type: none"> Recruit, manage, and develop staff: set performance and development goals for/with direct reports Work with employee(s) to implement formal and informal training to improve technical and behavioral competencies Monitor achievement of objectives and works with employees on professional and personal development and career planning Manage strategic relationships with contactors and consultants proactively to ensure program scope, objectives, timetables and budgets are achieved |
| Reporting | Interact with Operations, Legal, and other support staffs: Partner with Operations, Corporate Departments, and other key stakeholder organizations to share information on EHS&S performance issues. Network and benchmarks with internal and industry peer groups and share Best Practices from across the industry. Reporting: Contributes to public CR reporting |

Primary Working Relationships

Internal Working Relationships:

- Corporate Responsibility/Sustainability Communications
- Human Resources, Legal, and Operations Communications

External Working Relationships:

- NGOs, government agencies, legal frameworks
- Active participation in professional organizations relating to policies and regulations involving EHS&S strategies and initiatives

Job Descriptions

Director, Environment, Health and Safety

Qualifications (Required and Preferred)

| AREA | Required/ Preferred |
|---|------------------------|
| Bachelor's degree in Safety | R |
| Minimum of 10 years of experience working in EHS&S related programs | R |
| Proven track record including successful development and implementation of EHS&S strategies | R |
| Technical knowledge of EHS&S regulations and risk abatement programs | R |
| Strong interpersonal skills and ability to interact with senior executives | R |
| Ability to establish and meet deadlines: ability to establish clear priorities quickly | R |
| Cross functional organizational ability | R |
| Competency in managing contractors and consultants | R |
| MBA or advanced degree in relevant field | P |
| Personal experience in and passion for EHS&S related initiatives | P |

Job Descriptions

Director, Sustainability

Reports to:

VP of Corporate Responsibility

Primary purpose of position:

Responsibility for developing a comprehensive sustainability strategy across all dimensions of sustainability and delivered through the tools of the practitioner, including issue monitoring, stakeholder consultation, materiality, risk analysis, transparency and reporting.

Responsibilities

| Area | Detail |
|-------------------|---|
| Strategy | Development of sustainability strategy that directly influences and is influenced by the company's material impacts and long term business plans |
| Measurement | Define the metrics which will accurately assess the company's sustainability impact and progress |
| Data | Establish and manage the systems that collect the data required to meet industry standards and company defined sustainability reporting requirements |
| Reporting | Monitor and report progress against the company's defined sustainability goals and issues using industry defined standards such as ISO26000 and AA1000 Provide content input for sustainability report/s |
| Issues Management | Maintain register identifying and assessing risk of key existing and future expected sustainability issues for the business |
| Policy | Propose and seek consensus for company's policy position on key issues |

Primary Working Relationships

Internal Working Relationships:

- All lines of business
- Support functions, e.g. procurement and operations

External Working Relationships:

- Stakeholders – NGO, government, investors, customers, employees and partners
- Analysts
- Peers in same vertical and across sectors

Job Descriptions

Director, Sustainability

Qualifications (Required and Preferred)

| AREA | Required/ Preferred |
|--|------------------------|
| Sophisticated understanding of the global CR landscape and best practice | R |
| Able to work successfully with people of diverse functional and cultural backgrounds | R |
| Demonstrated ability to anticipate trends and issues in business and society | R |
| Excellent written and oral communication skills | R |
| Professional and experienced practitioner in the sustainability/CR space | R |
| Strategic planner and influencer | R |
| Strong Interpersonal skills and ability to interact with senior executives | R |
| Excellent reputation for judgment | R |
| Applicable training in sustainability reporting standards | R |
| Business acumen | R |
| Experience within business | P |
| MBA or advanced degree in relevant field | P |

Job Descriptions

How to Write a Good Job Description



Martin Killeen, US Recruitment Manager, CR, Sustainability & Climate Change

The first step of any recruitment process should be the writing of a clear job description which can help you define the role and will be central to engaging interest from a talented and often very limited pool of candidates.

Each organization should build their own company-wide job description template to ensure consistency and an on-brand representation of the organization's expectations, culture and personality; however it's also of enormous significance to capture the right audience for each individual requirement by providing an honest, insightful and engaging specification.

At Acre, we write CR job descriptions daily and in many cases help to draft them for our clients. We follow basic, but successful rules based on integrity in order to capture and engage the audience.

A great way to start is to put yourself in the position of the jobseeker - think about what would grab your attention and get you to read the job details and click through to the advert. The job description is the first impression the candidate will have of you (the hiring manager, the role, the department and the company) so try and express the culture, rhetoric and passion you share for the organization. This is also your chance to showcase your organization, so emphasize recent successes.

As the world of CR continues to evolve, mature and become increasingly competitive it's important that both the rhetoric you use is up to date, and the duties and responsibilities of the role are clearly defined to attract the talent you desire. Here are a few tips:

- **Title** – This will be what candidates will be searching on so think clearly as to how it will be picked up in internet searches – for example, if it is a specific role such as Ethical Supply Chain Consultant, then try using: *Ethical Supply Chain Consultant (Corporate Responsibility & Sustainability)*

- **Description:** This is the content of your advert and must be easy to read, simple and concise, and most importantly - engaging. It is good to split this content into paragraphs so jobseekers can see at a glance areas that are of interest to them. Make the content easy on the eye and break up the description logically. Organize the duties into order of importance, not every task is of equal importance and need be included in the job description; prioritize three to six things which are crucial to the vacancy
- **Skills & Experience:** It's important to differentiate skills they 'must have' and skills that would be 'nice to have'. If the position requires a candidate with Stakeholder Engagement experience and outstanding NGO partnerships experience, make sure this is clearly stated as a must have
- **Reporting Lines:** This is important to see where the CR role sits within the organisation and what direct and dotted reporting lines are in place
- **Locations / Travel / Salary & Benefits:** Your audience need to know these things
- **Discrimination:** All regions will have slightly different employment laws which are aimed at avoiding discrimination in the workplace; ensure your advert is legally compliant and will encourage diversity and inclusion

View your job description as an advert to attract the right talent for your organisation - job seekers will be reading lots of adverts so make sure yours is clear and concise, gives accurate information on the responsibilities and key functions of the role and what the skills and experience you require. Lastly include a link to your company website so they can find out more about you – and make sure you give them the details of how to apply!

Finally, ensure you have a well defined and practiced process to deal efficiently and professionally with the volume of response your job description will generate.



Knowledge, Skills and Attributes



Knowledge, Skills and Attributes

KSA–Job Description Crosswalk

The purpose of this chart is to aid in communicating the knowledge components and skills necessary for each job description. Each job title is located in the row across and the Harvey Ball indicates the necessity of each Knowledge factor and Skill factor.

| | Job Titles | | | | | |
|------------------------------|----------------------------------|-----------------------------|------------------------------|-----------------------------------|---|--------------------------------|
| | Corporate Responsibility Officer | Director, CR Communications | VP, Corporate Responsibility | Director, Foundation/Philanthropy | Director, Environmental Health & Safety | Director, Procurement Strategy |
| Knowledge | | | | | | |
| Economic Sustainability | ● | ○ | ● | ○ | ○ | ● |
| Social Sustainability | ● | ○ | ● | ● | ○ | ● |
| Environmental Sustainability | ● | ○ | ● | ○ | ● | ○ |
| Governance | ● | ○ | ○ | ○ | ○ | ○ |
| Stakeholder Engagement | ● | ● | ○ | ○ | ● | ○ |
| Ethics | ● | ● | ● | ● | ● | ● |
| Skills | | | | | | |
| Strategy Development | ● | ○ | ○ | ○ | ● | ○ |
| Strategy Execution | ● | ○ | ● | ○ | ● | ● |
| Performance Management | ● | ○ | ● | ○ | ○ | ● |
| Change Management | ● | ● | ○ | ○ | ○ | ○ |
| Communication | ● | ● | ○ | ○ | ○ | ○ |
| Industry and Business Acumen | ● | ○ | ● | ○ | ○ | ● |
| Risk Management | ● | ● | ● | ○ | ● | ○ |

Key

Indicates that the knowledge or skill is critically necessary to complete role

Image



Indicates that the knowledge or skill is preferable, however, not required to fulfill role



Not required





Knowledge, Skills and Attributes

CRO Knowledge and Skills

Knowledge

- Economic Sustainability
- Social Sustainability
- Environmental Sustainability
- Governance
- Stakeholder Engagement
- Ethics

Skills

- Risk Management
- Strategy Development, Execution and Performance Management
- Change Management (Leadership/Influence)
- Communication
- Industry and Business Acumen

Knowledge, Skills and Attributes

CRO Attributes

| | |
|-------------------------|--|
| Courageous* | Advocate for CR; Stands up for decisions that further CR initiatives and ethical business; Comfortable with using his/her visibility to show CR leadership |
| Decisive | Resolute; purposeful; reaches timely conclusions based on logical reasoning and analysis; expedites decisions methodically |
| Ethical* | Fair, truthful, courageous, sincere, and honest |
| Innovative* | Forward-looking, passionate, indirect and direct advocate for the profession, groundbreaking research and/or involvement |
| Logical* | Makes decisions based on fact; focused on achieving results through reasoned logic |
| Open-minded | Worldview; willing to consider alternative ideas or points of view; be inquisitive and show interest in subject matter; listens well |
| Organized | Systematically structure work load and management of subordinates; ability to prioritize; exhibits balanced affiliation for both tasks and people |
| Perceptive* | Shows the ability to identify both patterns and exceptions in complex situations; relates to others and shows tact in appropriate situations; actively aware of physical surroundings and activities; observant; instinctively aware of and able to understand situations and people |
| Proactive | Takes the initiative; minimizes reactions and prepares for foreseeable events |
| 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 |
| Qualified | Demonstrates ability, capacity, and certainty to lead; reacts reasonably to a variety of challenges with poise, especially in challenging situations |
| Self-reliant | Acts and functions independently while interacting effectively with different types of people in a range of situations and copes with change |
| Versatile* | Flexible; shows a balanced global and detailed-oriented a focus; adaptable to changing environments and people; adjusts readily to different situations |

*Attribute deemed critical for success in role as a CRO

SOURCE: Boston College Center for Corporate Responsibility.



Knowledge, Skills and Attributes

CRO Qualification: Social Sustainability

Role

The Corporate Responsibility Officer may directly manage, facilitate or participate in social sustainability activities. The CRO's role is to integrate social responsibility with the company's business strategy and operations. The CRO must ensure that social sustainability actions embrace the wider context, both inside and outside the organization, and the long-term view as well as immediate impacts.

Knowledge

Demonstrates knowledge of social sustainability concepts and is able to apply these concepts in one or more of the following areas:

- Training and Education Program Development
- Community Involvement
- Impact of Companies' Products and Services
- Employment Best Practices
- Worker Health and Safety
- Philanthropic activities
- Anti-Corruption Practices
- Responsible Political Involvement, including Lobbying Efforts
- Fair Competition
- Promoting Social Responsibility in Sphere of Influence
- Respect for Property Rights
- Support and Protection of Human Rights
- Employment Best Practices
- Understanding Customer and Employee Societal Expectations
- Consumer Issues:
 - Fair Marketing, Information, and Contractual Practices
 - Promoting Sustainable Practices and Consumption
 - Dispute Resolution
 - Consumer Data Protection & Privacy
 - Responsible Product Development
 - Health and Safety
 - Environment
 - Supply Chain

References

Global Reporting Initiative Social Performance Indicators

UN Global Compact-Accenture CEO Study 2010

<http://jm.ly/8aeKRG>

ISO 26000: Guidance of Social Responsibilities

AS 8003: Corporate Social Responsibility Standard, Standards of Australia

Knowledge, Skills and Attributes

CRO Qualification: Environmental Sustainability

Role

The CRO may directly manage, facilitate or participate in the environmental compliance and leadership activities. The Corporate Responsibility Officer's role is to assist in identifying, assessing, responding and monitoring environmental risks and opportunities in the company. The CRO's role is ensure that environmental programs and processes embrace the wider context, both inside and outside the organization, and the long-term view as well as immediate impacts.

Knowledge

Demonstrates knowledge of environmental concepts and is able to apply these concepts in one or more of the following areas:

- 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, energy development)

References

ISO 14001: 2004 (Environmental Management System Standard)

ISO 26000: Social Responsibility Guidelines, section on Environmental Responsibility

Global Reporting Initiative – Environmental Indicators



Knowledge, Skills and Attributes

CRO Qualification: Governance

Role

The CRO may directly or indirectly influence the governance structure of the organization. The CRO's role is to ensure that the governance structure embraces the wider context, both inside and outside the organization, and the long-term view as well as immediate impacts.

Knowledge

Demonstrates knowledge of governance concepts and is able to apply these concepts in one or more of the following areas:

- Board of Directors and Committees, Structure, Independence, and Competency
- Rights & Equitable Treatment of Shareholders
- Responsibilities of Shareholders
- Role of Stakeholders in Corporate Governance
- 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

AS 8000: Good Governance Principals, Standards of Australia

Global Reporting Initiative – G3 Guidelines

ISO 26000: Social Responsibility Guidelines

Knowledge, Skills and Attributes

CRO Qualification: Stakeholder Engagement

Role

The Corporate Responsibility Officer may directly manage, facilitate or participate in stakeholder engagement activities. The CRO's role is to use information regarding stakeholder needs and to incorporate it into business processes. The CRO must focus on issues that are important to the broader community in order to provide the company with the appropriate insight and improve CR.

Knowledge

Demonstrates knowledge of stakeholder engagement concepts and is able to apply these concepts in one or more of the following areas:

- Identification of Key Stakeholders
- Data Collection
- Communication/ Information Disclosure
- Response to Stakeholder Needs
- Long Term View – Continuing Relationships and Partnerships
- Ability to Use Experts, Resources, and Technology to Engage Stakeholders
- Integration of Stakeholder Feedback in Timely, On-going Manner
- Policy Advocacy

References

Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets

[http://www.ifc.org/ifcext/enviro.nsf/AttachmentsByTitle/p_StakeholderEngagement_Full/\\$FILE/IFC_StakeholderEngagement.pdf](http://www.ifc.org/ifcext/enviro.nsf/AttachmentsByTitle/p_StakeholderEngagement_Full/$FILE/IFC_StakeholderEngagement.pdf)

The Stakeholder Engagement Manual, Volume 2, *The Practitioner's Handbook on Stakeholder Engagement*, United Nations, Accountability



Knowledge, Skills and Attributes

CRO Qualification: Ethics

Role

The CRO may directly manage, facilitate or participate in the ethics activities of the organization. As a Corporate Responsibility Officer, the individual may come across ethical dilemmas in behavior, decision making and/or guidance for the company. A thorough grounding in ethics is essential to supporting the company in making these difficult decisions. The CRO's role is to that company ethics embraces the wider context, both inside and outside the organization, and the long term view as well as immediate impacts.

Knowledge

Demonstrates knowledge of ethics concepts and is able to apply these concepts in one or more of the following areas:

- Knowledge of the CROA Code of Ethics
- Individual behavioral ethics; integrity, honesty, conflicts of interest
- Practical ethics in decision making
- Ethical compliance requirements specific to location and sector
- Resolution of global ethical contrasts

References

[CROA Ethics Code](http://www.croassociation.org/content/croa-draft-ethics-code) (<http://www.croassociation.org/content/croa-draft-ethics-code>)

[CROA Reports](http://www.croassociation.org/content/reports) (<http://www.croassociation.org/content/reports>)

How Good People Make Tough Decisions; Kidder, Rushworth; 1995.

Nichomachean Ethics; Aristotle.

The Moral Law; Immanuel Kant; mobipocket.com 2005.

Knowledge, Skills and Attributes

CRO Qualification: Economic Sustainability

Role

The Corporate Responsibility Officer may directly manage, facilitate or participate in economic sustainability activities. The Corporate Responsibility Officer's role is to promote economic and growth-sustaining initiatives and incorporate these attributes into the organization's operations and structure, as well as world markets. The CRO must ensure that economic sustainability actions embrace the wider context, both inside and outside the organization, and the long-term view as well as immediate impacts.

Knowledge

Demonstrates knowledge of economic sustainability concepts and is able to apply these concepts in one or more of the following areas:

- Drivers for Creating Long Term Profitability within the Organization
- Wealth Drivers for Shareholders, Employees, and Greater Community
- Development of Local Communities, through Utilization of Local Suppliers and Minority-Owned Firms
- Post-Employment Benefits
- Domestic and Global Economies
- Methods of Collaboration with Government, Including Lobbying and Government Assistance Programs
- Public Policy and Regulation

References

Global Reporting Initiative Economic Performance Indicators

UN Global Compact-Accenture CEO Study 2010

<http://jm.ly/8aeKRG>



Knowledge, Skills and Attributes

CRO Qualification: Risk Management

Role

The CRO may directly manage, facilitate or participate in the risk management process. 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. The CRO's role is to ensure that risk management embraces the wider context, both inside and outside the organization, and the long-term view as well as immediate impacts.

Skills

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

- Assessing Risk
 - Conducts Risk Assessments
 - Builds Risk Models
 - Identifies New Risks
- Monitoring Risk
 - Develops Risk Reporting Metrics
 - Reports on Risks
 - Within Context and Internal, External and Short Term and Long Term
- Managing Risk
 - Implements Risk Responses
 - Avoiding Risk
 - Transferring Risk (Insurance)
 - Reducing Risk
- Knowledge of Risks
 - Geographic Standards
 - Industry Standards
 - Discipline Standards

References

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

Knowledge, Skills and Attributes

CRO Qualification: Strategy Development, Execution and Performance Management

Role

The CRO may directly manage, facilitate or participate in the strategy development, execution and performance management processes. The Corporate Responsibility Officer's role is to integrate CR into the business strategy and evaluate CR's effectiveness within that strategy. The CRO's role must ensure that strategic planning embraces the wider context, both inside and outside the organization, and the long-term view as well as immediate impacts.

Skills

Demonstrates knowledge and actual working examples of strategy development, execution and performance management concepts and is able to apply these concepts in one or more of the following areas:

- Participation in Design, Execution, Oversight and Evaluation of a Strategic Plan within the context of the Organization's Vision and Mission
- Focus on Alignment of Business and CR Strategies
- Ability to set and apply appropriate objectives and direction for staff
- Skill in Assessing Performance

References

Performance Management- Ten Steps to Bridge Strategy and Execution

http://www.super-solutions.com/pdfs/performancemgt_10steps.pdf

Integrating Corporate Social Responsibility with Competitive Strategy

<http://www.reportesocial.com/Eng/Files/Biblioteca/4/Integrating%20CSR%20with%20competitive%20strategy.pdf>

Knowledge, Skills and Attributes

CRO Qualification: Change Management

Role

The Corporate Responsibility Officer may directly manage, facilitate or participate in change management. The Corporate Responsibility Officer's role is to act as an agent for change within the organization. The CRO must ensure that any change management actions embrace the wider context, both inside and outside the organization, and the long-term view as well as immediate impacts.

Skills

Demonstrates change management and is able to apply these skills in one or more of the following areas:

- Focus on the Value Proposition
- Effective Public Speaking Skills
- Conflict Resolution Skills
- Ability to Find Opportunities
- Leadership Skills
- Innovation

References

"CSR Career Planning – Tips on Change Management"

<http://www.justmeans.com/CSR-Career-Planning-Tips-On-Change-Management/15185.html>

"From Challenge to Opportunity"

<http://www.wbcds.org/DocRoot/CZ2dt8wQCfZKX2SowxMP/tomorrows-leaders.pdf>

Knowledge, Skills and Attributes

CRO Qualification: Communication

Role

The Corporate Responsibility Officer may directly manage communication activities, but must be engaged in communication with all stakeholders. The CRO's role is to communicate key issues in order to influence and engage the target audience. The CRO must ensure that social communications embrace the wider context, both inside and outside the organization, and the long-term view as well as immediate impacts.

Skills

Demonstrates recognition of importance of communication with key stakeholders and is able to apply these concepts in one or more of the following areas:

- Medium:
 - Awareness of effective high level communication strategies
 - Advocacy of transparency in communication
- Target Audience:
 - Focus on both internal and external communication
 - Understand which individuals need to be engaged or influenced
- Thought Leadership:
 - Ability to maintain visibility and to influence at the highest level
 - Open Lines of Communication with internal and external stakeholders

References

"Corporate Responsibility and Sustainability Communications: Who's Listening? Who's Leading? What Matters Most?" http://www.edelman.com/expertise/practices/csr/documents/EdelmanCSR020508Final_000.pdf

"Taking Shape – The Future of Corporate Responsibility Communications" http://www.bitc.org.uk/resources/publications/future_of_cr_comms.html

"Ten Questions to Guide the Development of Communications Tactics for Research Projects" http://www.iisd.org/pdf/2006/networks_10q_comm_planning.pdf

"Dating the Decision-Makers: Moving from Communications to Engagement" http://www.iisd.org/pdf/2001/networks_engagement.pdf



Knowledge, Skills and Attributes

CRO Qualification: Industry and Business Acumen

Role

The Corporate Responsibility Officer must demonstrate industry and business acumen. The Corporate Responsibility Officer's role is to link the external business landscape to the company's CR decisions. The CRO must ensure that CR actions embrace the wider context, both inside and outside the organization, and the long-term view as well as immediate impacts, by using industry and business acumen.

Acumen

Demonstrates industry and business acumen and is able to apply these skills in one or more of the following areas:

- General Industry and Business Skills:
 - Ability to See the 'Big Picture'
 - Cost Benefit Analysis Skill
 - Qualitative Logic
 - CR Risk Analysis and Management
 - Ability to Make Profitable Business Decisions Regarding CR
 - Practical Industry Experience

References

"Sharpening Your Business Acumen"
http://www.washingtonspeakers.com/prod_images/pdfs/CharanRam.SharpeningYourBusinessAcumen.03.06.pdf



Resources



Next Steps: Training & Certification

Fulfilling on the potential of CR as a profession requires laying some cornerstones, including outlining a body of knowledge. This Guidebook takes the critical first steps to do so. From here, we plan to set down a path toward refining a professional curriculum and ultimately certification.

At this time, as an Association, we're not sure certification will ultimately be the right destination, but the process of laying that groundwork is, in and of itself, useful and contributes to the maturation of the profession. The next steps will include:

- Surveying prevalence of practice. The knowledge, skills, and attributes outlined in this Guidebook represent the collective knowledge of the cross section of practitioners directly involved in its development and peer review. To determine the state of the practice today, we will next undertake a more far-reaching survey of practitioners to determine the extent to which these practices and KSAs represent current practice.
- Finalizing the overall body of knowledge. With the state of the practice defined, we can then finalize the parameters of the body of knowledge. This isn't the actual material practitioners would study, but rather the subjects, akin to the list of courses required for a degree — not the actual reading list or course descriptions.
- Assessing extant curricula and training resources. Using this outline, we will survey existing educational programs. This will include degree programs, professional education, and other post-graduate programs currently offered by educational institutions and training organizations.
- Finalizing the detailed body of knowledge. Cross-referencing the body of knowledge with the extant curricula to create a detailed body of knowledge -- the specific course of study professionals could undertake to master the body of knowledge.
- Developing a certification exam. With a detailed body of knowledge established, we can design a test for competency that will evaluate an individual's ability to fulfill the role of a CR professional.
- Establishing a certification program. This would involve creating the administration necessary to support, track, and certify professionals as they undertake mastery of the body of knowledge, sit for the exam, and ultimately earn certification.

We have set ourselves on this course and fully intend to complete at least steps 1-4 above. If this ultimately results in a certification program will remain an open question until at least after completion of step one.

How to Get Involved in CR Professional Development

We welcome input and active participation in shaping our profession. There are several ways you can get involved.

Read, Use, & Comment

Put this document to the test. Apply its lessons and tools in your organization. Then share what worked, what didn't, and what you'd change. Submit comments online at <http://www.croassociation.org/content/reports> or send comments via email to research@sharedxpertise.com.

Share

In addition to edits and comments to the existing Guidebook, we're looking for more substantive input:

- Tools & templates. If you have job descriptions, performance evaluations, measurement tools, KSAs, or other relevant documents that you think should become part of this Guidebook or parts of the body of knowledge, please submit them to research@sharedxpertise.com with "CR ProDev Tools" in the subject line.
- Survey respondents. One of the foundational elements of this work was the CR Best Practices Study done in cooperation with NYSE Euronext. For that annual survey we need as broad a sample as possible. To ensure your inclusion in the survey, please email research@sharedxpertise.com with "CRBP Respondent" in the subject line. As referenced in the "Next Steps" section above, we will also conduct a survey of the state of the practice. To participate in that survey, please send an email to research@sharedxpertise.com with "CR State of Practice" in the subject line.

- Case studies. If you have success applying this Guidebook's tools and techniques we want to know about it. Send your case studies to research@sharedxpertise.com with "CR ProDev Case Study" in the subject line.

Lead

This work was conducted under the auspice and guidance of the CROA's Professional Development Committee. The Committee always looks for additional, qualified leaders to contribute to the Committee. To join the CROA please visit www.croassociation.org. Once you're a current member, you can volunteer to serve on the Committee. If there are no open positions at that time, the Committee maintains a list of peer reviewers: qualified practitioners who can review our work products.

Regardless of how you choose to get involved, we want and need your input.

Bibliography & Further Reading

- AS 8000: Good Governance Principals, Standards of Australia
- AS 8003: Corporate Social Responsibility Standard, Standards of Australia
- Corporate Responsibility and Sustainability Communications: Who's Listening? Who's Leading? What Matters Most? (http://www.edelman.com/expertise/practices/csr/documents/EdelmanCSR020508Final_000.pdf)
- CROA Ethics Code (<http://www.croassociation.org/content/croa-draft-ethics-code>)
- CROA Reports (<http://www.croassociation.org/content/reports>)
- Crowe Horwath LLP Corporate Governance Framework
- CSR Career Planning – Tips on Change Management (<http://www.justmeans.com/CSR-Career-Planning-Tips-On-Change-Management/15185.html>)
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- Global Reporting Initiative Social Performance Indicators
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- Integrating Corporate Social Responsibility with Competitive Strategy (<http://www.reportesocial.com/Eng/Files/Biblioteca/4/Integrating%20CSR%20with%20competitive%20strategy.pdf>)
- ISO 14001: 2004 (Environmental Management System Standard)
- ISO 26000: Social Responsibility Guidelines
- ISO 31000:2009 (Risk Management: Principles and Guidelines)
- National Association of Corporate Directors (NACD) (<https://secure.nacdonline.org/Source/Meetings/faq.cfm>)
- Nichomachean Ethics; Aristotle.
- Performance Management- Ten Steps to Bridge Strategy and Execution (http://www.super-solutions.com/pdfs/performance_mgt_10steps.pdf)

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- Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets ([http://www.ifc.org/ifcext/enviro.nsf/AttachmentsByTitle/p_StakeholderEngagement_Full/\\$FILE/IFC_StakeholderEngagement.pdf](http://www.ifc.org/ifcext/enviro.nsf/AttachmentsByTitle/p_StakeholderEngagement_Full/$FILE/IFC_StakeholderEngagement.pdf))
- Taking Shape – The Future of Corporate Responsibility Communications (http://www.bitc.org.uk/resources/publications/future_of_cr_comms.html)
- Ten Questions to Guide the Development of Communications Tactics for Research Projects (http://www.iisd.org/pdf/2006/networks_10q_comm_planning.pdf)
- The Moral Law; Immanuel Kant; mobipocket.com 2005.
- The Stakeholder Engagement Manual, Volume 2, *The Practitioner's Handbook on Stakeholder Engagement*, United Nations, Accountability
- UN Global Compact-Accenture CEO Study 2010 (<http://jm.ly/8aeKRG>)



CROA Professional Development Committee



CROA Professional Development Committee Members



Gregg E. Anderson
Director
Crowe Horwath LLP
gregg.anderson@crowehorwath.com



Bart Alexander
Chief Corporate Responsibility Officer
Molson Coors
bart.alexander@molsoncoors.com



Nathan Atlas
Manager, Membership Services
SharedXpertise
nathan.atlas@sharedxpertise.com



Elizabeth Boudrie
Research Director
SharedXpertise
elizabeth.boudrie@sharedxpertise.com



Veronica Cavallaro
Director - Research and
Measurement
Global Corporate Citizenship
The Boeing Company
veronica.cavallaro@boeing.com



Richard Crespin
President
SharedXpertise
richard.crespin@sharedxpertise.com



Paula Luff
Director of Corporate Social Responsibility
Hess Corporation
pluff@hess.com



Kevin Moss
Head of Corporate Social Responsibility
BT Americas
kevin.moss@bt.com



Robert Pojasek
Adjunct Lecturer on Environmental
Science
Harvard School of Public Health
rpojasek@capaccio.com



Catherine Stewart
Manager, Corporate Affairs
Cisco
castewar@cisco.com