The State of the
CORPORATE
RESPONSIBILITY
PROFESSION

March 2012

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OPENING LETTER

Ann Cramer

Richard Crespin

Dear Colleagues:

With this report we hope to inspire and empower individuals at every level to join us in promoting the development of the field of corporate responsibility.

Our organizations, the U.S. Chamber of Commerce's Business Civic Leadership Center (BCLC) and the Corporate Responsibility Officers Association (CROA), share a common mission. Both organizations strive to improve the role of business in society. This research fits squarely in our shared purpose.

In the pages that follow you will find both today's snapshot of the corporate responsibility (CR) profession and a call to action. We believe that advancing the CR discipline is crucial for helping businesses take on the tough challenges facing our society. We need to work together to create the educational programs, career paths, and leaders that will fulfill on CR's promise to maximize the positive impact of business while minimizing or eliminating the negative.

Improving corporate citizenship will take the deliberate work of not just our organizations but also of individuals like you who are willing to take risks and take action. Armed with data we hope you will join us in this important work.
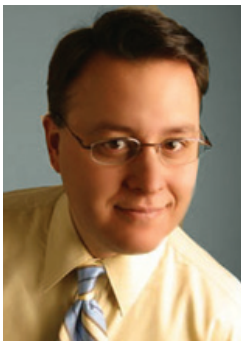
Sincerely,

Ann Cramer
Director, Corporate Citizenship and Corporate Affairs, IBM
Chair, U.S. Chamber BCLC Business and Society Relations Committee

Richard Crespin
Executive Director, CROA

EXECUTIVE SUMMARY

Background

As part of its mission to empower individuals at all levels to improve corporate citizenship, the Corporate Responsibility Officer Association (CROA) launched a three-phase, multifaceted research and development program on the corporate responsibility (CR) profession.* This document analyzes the findings of a specific phase of that program, the final phase, which was commissioned by the U.S. Chamber of Commerce Business Civic Leadership Center (BCLC) and IBM. Summaries of each of the preceding phases of research are provided in the Appendices.

Study Objectives

This study undertakes to formulate a snapshot of where the CR field stands today and to provide suggestions about how to advance the field. It also provides an outline of the related sets of knowledge, skills, and attributes that make up the professional domain.

There are two lenses through which to regard this field. First, the CR field comprises a set of individuals bearing CR-related titles and functions. Second, it is a field within which business leaders need focused training and hands-on experience to succeed. Throughout this study we used both lenses. When using the term "CR profession" we refer to the field of study and practice, encompassing anyone studying or engaged with CR-related issues. When using the term "CR professional" we refer to the distinct set of individuals with CR-related titles and job functions.

Methodology

This research consisted of interviews with CR practitioners and academics. Throughout the summer and early fall of 2011 we conducted interviews, a survey of CR practitioners about the demand for a professional credential, a survey of academic institutions on their CR curricula, and a review of related documents and prior studies.

*The CROA defines CR as maximizing the positive impact of business on society and the natural environment while minimizing or eliminating the negative. Issues like sustainability, the environment, philanthropy, social responsibility, human rights, governance, etc. are all subsets of CR.

Findings

1. CR remains a nascent profession.

2. CR is not yet fully established as a deliberate career path.

3. The future CR role looks more like the chief financial officer than the e-commerce officer; the practice of the corporate responsibility officer (CRO) as a silo will end.

4. A dearth of educational capacity exists, with no clear leaders.

5. Fulfilling CR's promise requires leadership education.

6. CR professionals should be willing to take risks.

7. Many CROs are ambivalent about the development of their own profession.

8. Some CROs are disturbingly apathetic.

9. It will take deliberate, collective action to mature the profession.

Conclusions

The CR profession is stuck in a chicken-and-egg conundrum: before employers establish a CR career path, CR needs a defined curriculum; before educational institutions invest in a defined curriculum, they need to see a clear demand for CR professionals. CROs need to be more engaged in shaping the future of their profession through deliberate, collective action. One immediate way to contribute is by helping to refine the body of knowledge. Having an accepted body of knowledge will help mature the profession and provide the structure educators need to contribute to the pipeline of professionals.

Next Steps

Fulfilling CR's promise as a field and profession requires dedicating resources and taking deliberate action to build a consensus within the field itself and about the field in society. We see three distinct next phases of work:

1. Complete the body of knowledge and map the essential tools CROs need.

2. Conduct a prevalence study.

3. Raise awareness about the field and profession.

THE STATE OF CR RESEARCH

Introduction

Under any name you call it, the corporate responsibility field is young as a formal discipline – maybe 30 years old, if that. A product of the business sector's increasingly complex external environment, exactly what roles, skills and knowledge are encompassed within this field is still up for debate.

The complexity of the corporate responsibility field for today's businesses is one of the reasons the U.S. Chamber of Commerce's Business Civic Leadership Center is interested in analyzing the state of the profession and why it commissioned this research. The more that we can map and prioritize the issues facing the CR field, the more we can create systems, solutions, tools, and techniques that make it easier and simpler for businesses to manage them.

Stephen Jordan

This study is the first part of a joint effort between BCLC and CROA. We aim to codify the field's roles, skills, and knowledge; explain the current state of practice; and develop a set of recommendations to advance CR as a management discipline.

Several factors drive the explosive growth of the CR field, including the increasing importance of balancing a company's values, stakeholders, and the social and environmental impact of business practices.

Individual companies are increasingly conscious that their values are a strategic asset, the core of their brands, and a substantial factor in defining and knitting their employees together into cohesive teams. Values help to safeguard companies against scandals, provide a sense of common purpose among employees, and frame how companies approach complex problems.

Managing corporate values has inherent difficulties. Many companies produce codes of conduct, issue vision and mission statements, arrange team-building retreats, and so forth, but it is hard to measure what is in an employee's heart and character. Similarly, it is tough to measure the extent to which employees buy into and abide by a company's values and codes of conduct.

Furthermore, in the era of globalization a multinational company's global values must acclimate to local customs and cultures. The intangibility of this sub-discipline is challenging.

Stakeholder growth is another force driving increased attention of CR management. For example, in 1980, 250,000 nonprofit organizations existed in the United States. Today, there are more than 1.5 million. The rise of civil society organizations has been even more spectacular in other countries, albeit from a smaller base. The stakeholder pool becomes even more complex considering the rise of the Internet and social media. As of December 2010, more than 250 million websites existed. Social media networks numbered more than 200, and counting. How a company presents itself to the public has never been more important.

Companies are increasingly recognizing that their external social and environmental conditions can have

a huge impact on their internal operations. A community's configuration – including its schools, health care system, transit, housing, arts, culture, environment, and more – can significantly affect a company's competitiveness and productivity. These "externalities" require careful attention and understanding.

None of these are simple issues. Handled well, all of these elements contribute to business success. Handled badly, they can expose the enterprise to huge risks.

This study is an excellent survey of the current situation, but it is just a first step. Much more needs to be done. These issues will not be solved by any single individual, research report, or organization. Rather, they affect a wide body of individuals, issues, and organizations and, as such, will need to be addressed in a similar manner, as we build a consensus about what needs to be done.

I encourage readers of this report to send us their feedback and to help us continue to move this field forward.

Stephen Jordan
Founder and Executive Director
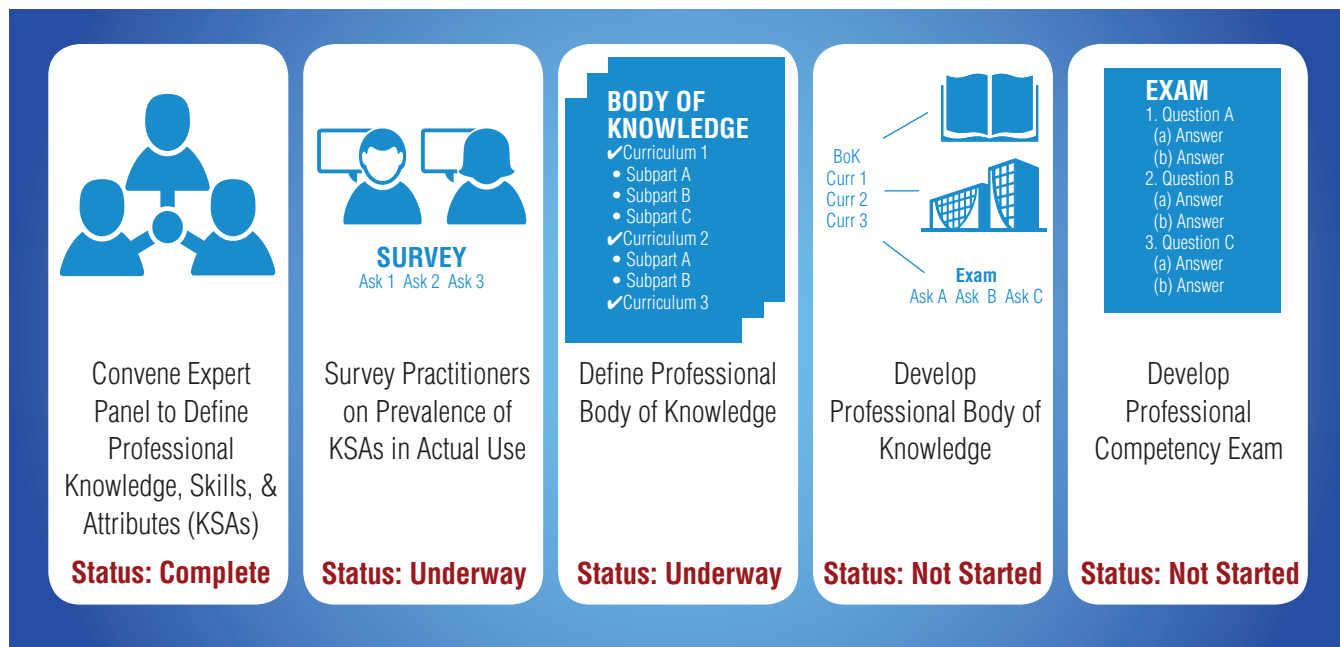U.S. Chamber Business Civic Leadership Center

Background

As part of its mission to empower individuals at all levels to improve corporate citizenship, CROA has overseen a multilayered, three-phase research and development program on the corporate responsibility profession.

The first phase of that program involved convening a working group of CR practitioners under the auspices of the CROA's Professional Development Committee. This group articulated the knowledge, skills, and attributes of the CR practitioner organized into distinct job categories and descriptions. They also documented organizational models in current use. This work was published in 2011 in the CROA's *Guidebook on Structuring & Staffing the CR Function* (see Appendix A).

Following the conclusion of the first phase, the CROA set a vector goal of developing a CR credentialing program. The steps involved in creating such a program would provide value to the CR field even if the CROA ultimately decided not to grant a credential.

Steps to Creating a CR Credential:

1. Find the Baseline State of the Practice

2. Define the Body of Knowledge

3. Develop the Body of Knowledge

4. Create a Competency Exam

Convene Expert Panel to Define Professional Knowledge, Skills, & Attributes (KSAs)	SURVEY Ask 1 Ask 2 Ask 3 Survey Practitioners on Prevalence of KSAs in Actual Use	BODY OF KNOWLEDGE ✔Curriculum 1 • Subpart A • Subpart B • Subpart C ✔Curriculum 2 • Subpart A • Subpart B ✔Curriculum 3 Define Professional Body of Knowledge	BoK Curr 1 Curr 2 Curr 3 Exam Ask A Ask B Ask C Develop Professional Body of Knowledge	EXAM 1. Question A (a) Answer (b) Answer 2. Question B (a) Answer (b) Answer 3. Question C (a) Answer (b) Answer Develop Professional Competency Exam
Status: Complete	**Status: Underway**	**Status: Underway**	**Status: Not Started**	**Status: Not Started**

In 2011, the CROA began the effort to find the baseline of the state of the practice. This phase was underwritten in part by the U.S. Chamber of Commerce BCLC and IBM. This document summarizes the findings of the research to date. This work will continue into 2012, with the fielding of a Job Analysis Prevalence Study (see details on p.19) in conjunction with the American Society for Quality (ASQ).

Study Objectives

The specific study that resulted in this report undertakes to formulate a snapshot of where the CR field stands today and how to mature it. The study also presents an outline of the related body of knowledge entailing the knowledge, skills, and attributes that comprise the professional domain and drive its development.

There are two lenses through which to regard this field. One is as a separate and distinct class of individuals bearing CR-related titles and functions; and the other is as a field with which business leaders need some level of proficiency. Consider the finance field: it has distinct professionals *yet* every business leader must have some financial acumen.

In this study we used both lenses. When referring to the "CR profession" we mean the area of study and practice, encompassing anyone studying or working on CR-related issues. When we refer to the "CR professional" we mean the distinct set of individuals with CR-related titles and job functions. This mirrors the CROA's own membership structure which recognizes *general members* (those interested in the field) and *practicing members* (those with job responsibilities in CR).

Study Approach

This phase of research consisted of the following:

Interviews with CR Practitioners and Academics. Throughout the summer and early fall of 2011 we conducted interviews with CR practitioners and academics. When possible we conducted these interviews over the phone. In a few cases interviews were conducted by email. A full list of interviewees can be found in the appendix (see Appendix B).

Survey of CR Practitioners on the Demand for a Professional Credential. With the help of ASQ we fielded an electronic survey of CR professionals on their perceptions of the market demand for a CR professional credential. The survey was in the field during the spring and summer of 2011 and followed a standard survey design provided by ASQ. Excerpts from the final report can be found in the appendix (see Appendix C).

Survey of Academic Institutions on their CR Curricula. We sent an electronic survey to a set of leading business schools to inquire how they structure their CR-related courses. Detailed survey responses can be found in the appendix (see Appendix F).

Document Review. We consulted various other sources including other CROA research, various studies on the development of professions, the ProQuest database on academic theses, and other related sources. A list of resources can be found in the appendix (see Appendix E).

Findings

1. CR remains a nascent profession.

A mature profession has certain characteristics which are currently lacking or underdeveloped for the CR profession.

When considering the distinct set of professionals with related titles or job functions, we find that the CR profession currently lacks:

Characteristics of a Profession	State of CR Profession
Applied research	◔
Accepted body of knowledge	◔
Societal recognition	◑
Recognized professional society	◑
Ethics code	◔
Professional credential	○

Recognition by Society. CR partially meets this characteristic. Some people recognize CR as a distinct field and defer to professionals on CR-related issues. While titles vary, there is some agreement regarding recognized roles, responsibilities, and titles, including:

Corporate Responsibility Officer

- Vice President of Corporate Responsibility
- Director of CR Communications
- Director of Foundations/Philanthropy
- Director of CR Procurement Strategy
- Director of Environment, Health, and Safety
- Director of Sustainability

> "Corporate Responsibility really hasn't become a distinct profession at this point."
> – CR Practitioner

An Accepted Body of Knowledge. There is a growing set of unique knowledge and skills related to CR. Below is an excerpt from the CROA's *Guidebook on Structuring & Staffing the CR Function*, which shows the baseline body of knowledge identified through this research. It is clear that its acceptance and broad use remains limited, though.

	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	🔴	🔴	🔴	⚪	🔴	🔵

🔴 Indicates that the knowledge or skill is critically necessary to complete role
🔵 Indicates that the knowledge or skill is preferable, however, not required to fulfil role
⚪ Not required

Applied Research Related to the Body of Knowledge. The scope of CR-related academic research generally and applied research specifically remains limited (see the educational capacity finding on p.13).

A Recognized Professional Society. While several nongovernmental organizations cover CR, only the CROA claims to represent the individual professional; however, it currently has a small membership.

An Ethics Code. While individual companies and organizations have drafted ethics codes, there has not been one adopted by the CR profession as a whole. The CROA has developed a draft ethics code, and put it out for public comment (see Appendix D). In focus groups only a very small percentage of CR professionals say they are prepared to sign such a code.

A Professional Credential. Although the CROA has teamed up with the American Society of Quality to develop a credential, a lot of work remains.

2. CR is not yet fully established as a deliberate career path.

> "People come to CR through a variety of different avenues, but the characteristics required are very different from a grant maker, volunteer/event organizer, or someone who can demonstrate a building is LEED certified." - CRO
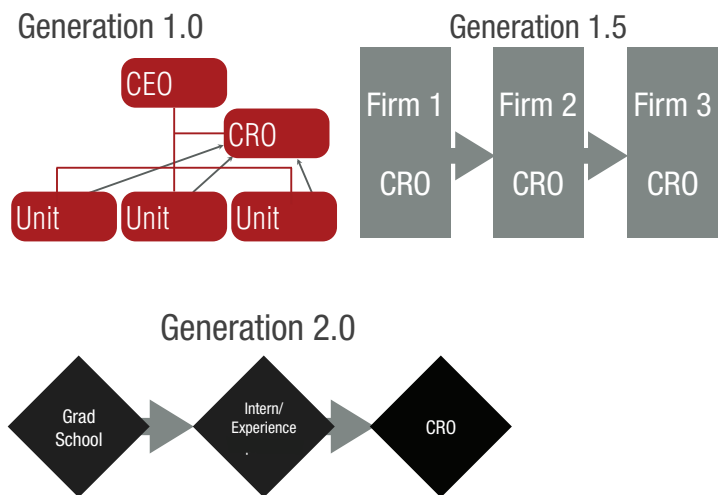
To date, few have entered this profession via a deliberate career path, although this has been evolving over time.
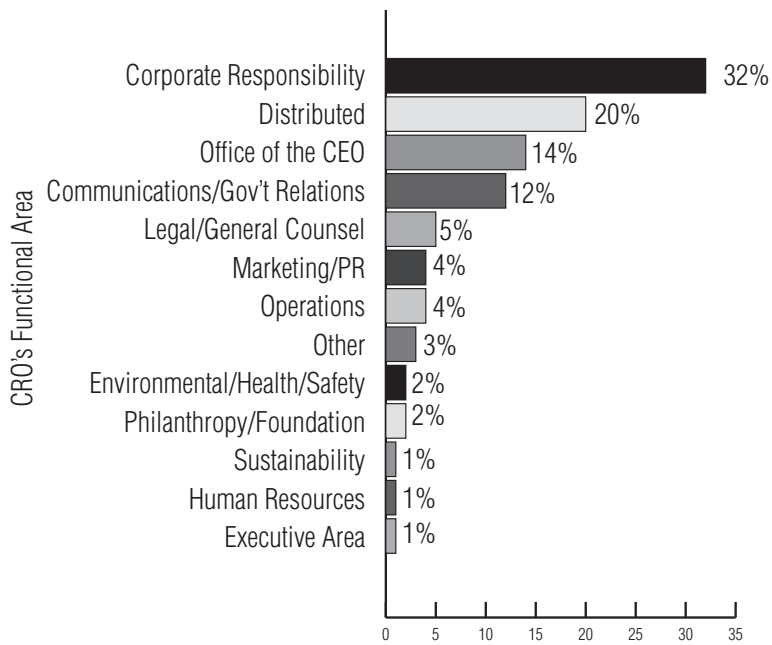
As the CR profession emerged in the 1990s, we witnessed Generation 1.0 of this career path where people got these newly formed jobs without any formal training or experience in the field, often coming from related but narrower disciplines such as environmental health and safety, compliance, or corporate philanthropy.

Generation 1.5 of this career path, begun during the past decade, exhibited lateral transfers of CROs from one company to a similar role at another, in recognition that these roles encompassed a transferable skill set. In one well-known case, Dave Stangis led CR for Intel before taking the same role at Campbell Soup.

This process of creating a career ladder in CR skill-sets and expertise opened up a whole new realm of job options and career possibilities for professionals looking to expand and grow their experience.

Generation 1.0

CEO
CRO
Unit Unit Unit

Generation 1.5

Firm 1 CRO Firm 2 CRO Firm 3 CRO

Generation 2.0

Grad School → Intern/Experience. → CRO

Recently, Generation 2.0 leaders have emerged, with formal education and work experience in the field prior to obtaining manager- or executive-level CR positions. For example, a director of sustainability for a leading software and technology services company earned a dual master's degree in business and natural resources and environment, completed an internship through the Environmental Defense Fund's Climate Corps Fellowship, then returned to that company following graduation as a CR practitioner.

CRO's Functional Area

- Corporate Responsibility — 32%
- Distributed — 20%
- Office of the CEO — 14%
- Communications/Gov't Relations — 12%
- Legal/General Counsel — 5%
- Marketing/PR — 4%
- Operations — 4%
- Other — 3%
- Environmental/Health/Safety — 2%
- Philanthropy/Foundation — 2%
- Sustainability — 1%
- Human Resources — 1%
- Executive Area — 1%

(axis: 0 5 10 15 20 25 30 35)

Source: CROA's Guidebook on *Structuring & Staffing Corporate Responsibility: A Guidebook*

Even as this field has developed into one with more substantial and diverse career opportunities, people seeking to advance still have to largely make their own way without the benefit of a clear career path. The CR function can be located in any number of places within a company – ranging from the CEO's office to communications/ marketing to the legal division – and can be called anything from "reputation management" to "citizenship" to "environmental risk," which makes it a difficult landscape to navigate.

Since there are no prerequisite qualifications to enter this field, hiring managers consider formal education and experience along with other transferable skills, related content knowledge, and a demonstration of a long-term interest and commitment to the field. This can make it hard for a rising CR professional to stand out; however, those interviewed for this study did identify a core set of attributes that a successful CR practitioner should emulate, reflected in the chart below.

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 focus; adaptable to changing environments and people; adjusts readily to different situations

Source: Boston College Center for Corporate Citizenship

As the CR community remains relatively small, job seekers have the opportunity to more quickly build their network, their reputation, and develop familiarity with current issues than in more established fields. Note though, that many of the Generation 1.0 leaders are not always helpful or supportive in clearing that path since they themselves did not have this when getting started. In large part, they see no problem with people continuing to come into these roles from diverse backgrounds.

> "I don't think [CR] is a specialized or certified profession. The best people have diverse backgrounds in different areas of the business." – CRO

3. The future CR role looks more like the chief financial officer than the e-commerce officer; the practice of the CRO as a silo will end.

> "The future of CR is going to look different in different industries, but it will probably end up being in the CFO model." –CRO

Some see CR rising as a direct response to recent events, sun-setting as a formal function once it is embedded throughout companies and management decision-making. This would have the CRO take a path similar to that of the e-commerce officer, a position which sprang up at the beginning of the Internet boom as products and services began to be bought and sold online. Over time, "e-commerce" became just "commerce" and the need for an e-commerce officer faded away.

Most of the CROs we interviewed work in centralized CR functions responsible for strategy and reporting, with distributed responsibility for implementation and execution. The overwhelming consensus was that this model would persist; that is, that the CRO would follow a path more like that of the chief financial officer.

Finance has both a formal function/officer and embedded decision-making at all levels of the company. A CFO understands the critical financial elements and how they affect the business, serves as a champion and key advisor to the CEO, and ensures strategic leadership and accountability for the financial function.

Even as the CR function increasingly becomes the responsibility of many around a company, and CR more thoroughly penetrates management decision-making, centralized responsibility will likely continue. The function of the CRO will become increasingly sophisticated, working hand-in-hand with people across the company's key functions and business units.

Centralized Strategy & Reporting

CEO — CRO — Unit / Unit / Unit — Responsibility

> "Even as [CR] eventually becomes embedded into a company, we will still need leadership by a small core." – CRO

CFO   CRO   eCO

"I don't see many CR specialties or concentrations in business schools. It also needs a pipeline of PhDs that could actually teach these programs." – Academic

A mature academic field has certain characteristics, currently lacking for the field of CR, as follows:

Pipeline of Educators. Training future leaders necessitates training today's educators. There are only a few PhDs graduating each year in this field. The academics interviewed for this study deemed the number insufficient for leading academic institutions to support the maturation of the field. A clear indicator of this is the number of CR-related dissertations year-over-year which has remained flat or declined since 2001, hovering around 25% of the number of dissertations in finance-related fields.

Attributes of a Professional Education	State of CR Education (1-10)
Pipeline of educators	◓
Program specialties & sub-specialties	◔
Academic research & publishing	◑
Graduate programs	◔
Core curriculum	◑
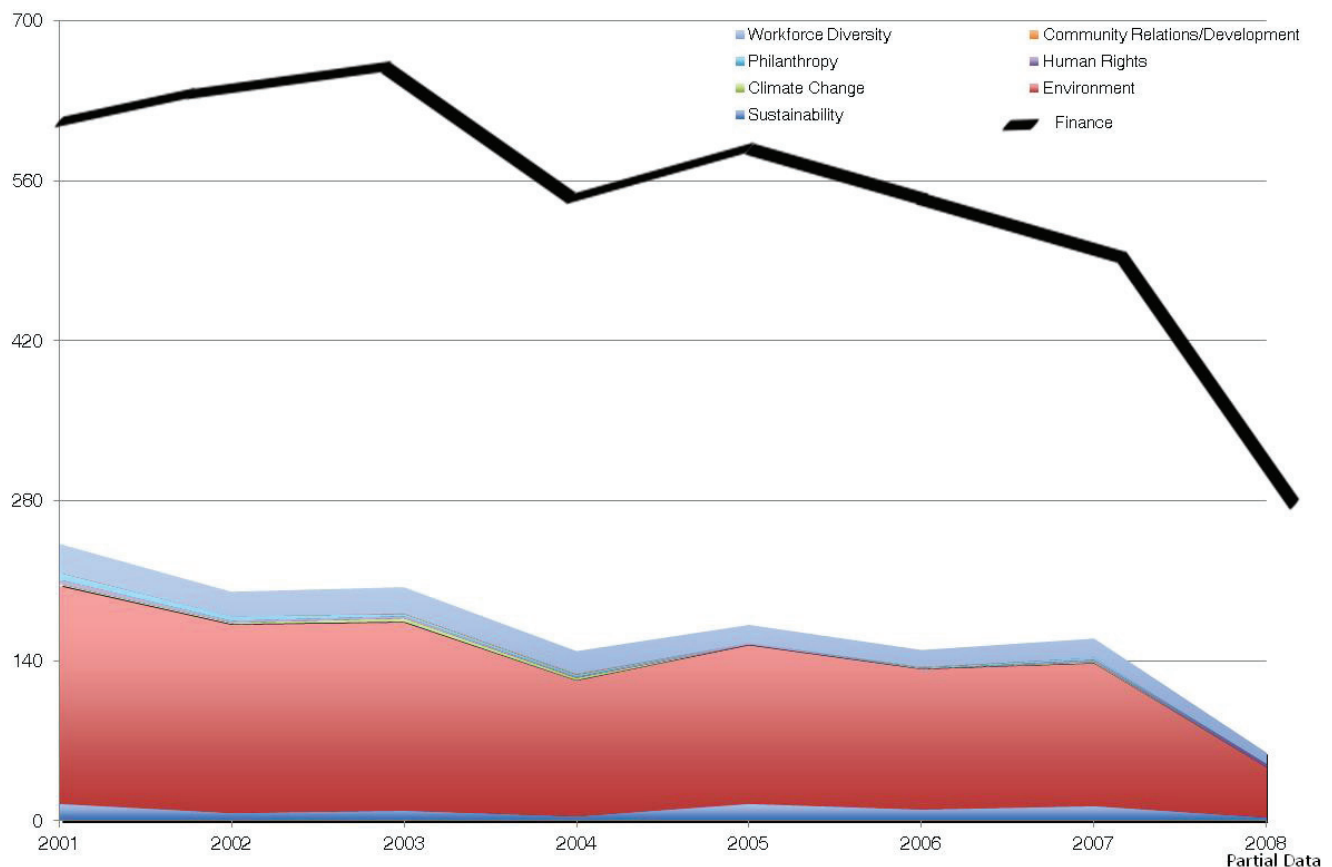
Source: ProQuest Dissertations & Theses Database

Program specialties and sub-specialties. We could find little to no evidence of academic institutions fielding programmatic specialties and sub-specialties in the study of CR.

Academic research and publishing. There is no academic journal dedicated to CR. While several business and social science journals accept papers on related topics, the academics interviewed considered them to be of limited value.

Graduate-level programs. Many of the institutions interviewed and surveyed for this report had some courses dedicated to these topics, but only a few in the United States had certificate-level programs and none had degree-granting programs. One interviewee indicated there are a number of UK- and EU-based schools that have fielded respected programs. At the same time, there is an effort ongoing under the auspices of the UN Principles for Responsible Management Education (PRME) Program to organize graduate-level education in this field.

A Core Curriculum. No recognized CR core curriculum exists, and CR-related issues are not currently incorporated into the business school curriculum in a uniform way. For example, some business schools have a required ethics course, while others have attempted a more integrated approach. Some business schools have various courses that address the central knowledge and skill areas of a CR practitioner, but there are no schools with a comprehensive course selection to address all of them (see Business School Survey Results in Appendix F).

Regardless of whether CR persists as a distinct function, without educators and a curriculum future business leaders will not have the conceptual frameworks, hard data, and proven practices they need. Putting these pieces in place will help advance the field and embed CR into business thinking.

5. Fulfilling CR's promise requires educating future leaders.

"Solid business people with an interest in CR ought to be plying their trade rather than be pigeonholing themselves…in the operations area, Six Sigma holds tremendous opportunities for reducing environmental footprint but it's not new, it's something that has been around and should be applied to this area."
– Business School Dean

Improving the role of business in society is predicated on improving the effectiveness of the discipline of management; the ability of business leaders to integrate CR principles and stakeholder approaches into mainstream strategy. This is true for leaders coming from a number of different business disciplines, including operations, marketing, finance, and organizational behavior. Doing this will result in CR initiatives directly linked to business goals as well as the measurement of the extent to which a company's performance improves as a result.

Similar to how business leaders need CR integrated into their education, CR professionals need a strong business foundation integrated into their

Course Topic	Offered
Environmental sustainability	100%
Ethics	100%
Economic sustainability	>85%
Social sustainability	>85%
Governance	>85%
Risk management	>85%
Stakeholder engagement	>70%
Strategy development	>70%
Communications	>70%
Non-profit management	>70%
Finance/accounting	>70%
Change management	>60%
Strategy execution	>60%
Performance management	>60%
Corporate philanthropy	<50%
Building business cases	<50%

core curriculum for them to be successful, with a sufficient focus on execution. The leading business schools interviewed understand this, though they have taken different approaches.

While all have continued to add CR-related program offerings, often driven by the student's demand, some have done this in an effort to build CR as a unique discipline or department, while others have developed a CR center of excellence that frames the solutions to complex, multidisciplinary business issues and serves as a hub for the generation and dissemination of critical knowledge and related research.

> "There is a need for business school programs and undergraduate programs to not view CR as a job, but rather view it as a responsibility and as an inherent part of the business phenomenon."
> – Academic

6. CR professionals should be willing to take risks.

> "Most CR practitioners can talk about the good stuff their companies are doing but don't have to be accountable for the bad stuff." – CRO

In a mature profession, professional's feel greater allegiance to the profession than to their specific employer, which empowers them to do what they feel is best in the name of the profession. This is, for example, what enables accountants to confidently alert authorities to accounting fraud by their employers or allows in-house counsel to blow the whistle on unethical activity.

Without the cohesion and definition that comes with a mature profession, today's CR professionals are unable to rely on this same sort of backing so may be afraid to confront their employers on the tough issues. This may be why one of the CROs interviewed underscored how CR practitioners are currently being held accountable only for the "good stuff" that they can directly affect and not for the "bad stuff" that their company may be involved in that does not fall within their direct purview.

> "We need a greater level of accountability – not just for CROs but for leadership at all levels."
> – CRO

## 7. Many CROs are ambivalent about the development of their own profession.

> "I don't really know if this is a profession with a future." – CRO

The majority of CROs interviewed were of two minds about the future of their profession: they like their jobs but are uncertain about the profession's future. Some have adopted a "wait and see" attitude while others want to take deliberate action to help mature the field but are unsure of what steps to take. There is no clear consensus on how to move the profession forward.

This was also evidenced in the CR Certification Market Demand Survey analyzed by ASQ, where there was a lack of agreement around whether there is a need for credentialing in this field.

Do you think the market is mature enough for a CR certification (i.e., there is an accepted body of knowledge that is identifiable and accessible)?

- **54.3% No**
- **45.7% Yes**
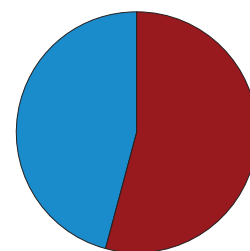
This was partly due to a division on whether the CR field was mature enough and partly due to uncertainty around whether employers would find value in such a certification.

Certified Corporate Responsibility Professional Certification
in Order of Agreement

	Strongly Agree	Agree	Disagree/ Strongly Disagree
A certification to ensure competency/validate expertise in CR would be of value to me as an employer	29.5%	38.5%	32.1%
North American need for a CR certification	29.5%	28.2%	42.3%
Industry-wide need for a CR certification	28.2%	40.0%	31.8%
In the future, I would consider CR certification as part of my preferred hiring requirements	27.2%	34.6%	38.3%
World-wide need for a CR certification	22.4%	36.5%	41.2%
Employers would value a CR certification	22.1%	37.2%	40.7%
My management would financially support my expense for a CR certification	19.2%	25.6%	55.1%
I would be willing to pay my expenses related to a CR certification	15.7%	24.1%	60.2%

8. Some CROs are disturbingly apathetic.

"There is not much growth possible for people in [CR] roles at a company because it is not the core competency, the number of roles are quite limited" – CR Practitioner

As touched on above, some – though certainly not all – Generation 1.0 CROs seem unwilling to actively help build the CR profession. They remain unconvinced that a profession even exists or that it's worth investing time or effort in developing.

9. It will take deliberate, collective action to mature the profession.

The "traditional" professions – doctors, lawyers, educators, police, soldiers – came into being because the state reserved for them special powers that it restricted for the rest of us. Later professions – finance and HR most notably – arose through a combination of state action and advocacy. Governments either licensed some parts of these professions (e.g., accountants) or required complex regulatory reporting resulting in the need for specialized skills (e.g., bookkeeping and employment-related filings). At the same time such professionals and their societies actively worked for recognition.

This lends important insight for how CR can become a true profession. The preconditions already exist and are growing for government-required reporting in this area. What is missing is active advocacy and deliberate action by professionals and a recognized professional society. The CROA could serve as the professional society advocating on behalf of the profession, utilizing effective communications campaigns to various stakeholders including corporations, NGOs, academics, policymakers, the media, and the general public.

Interviewees Weigh In: Educational Programs

This graphic depicts the business school programs that were mentioned by the interviewees as leading providers in CR education. The most widely recognized programs are indicated by three thumbs up, whereas two thumbs up represents those programs referenced on multiple occasions, and one thumbs up denotes those programs that received one mention.

We found little to no consensus on the standout leaders in CR education. Moreover, educators do not yet clearly understand the level of demand or how best to respond to it.

Program	Recognition
Boston College	👍👍👍
Duke	👍👍👍
Notre Dame	👍👍👍
Harvard	👍👍
Michigan	👍👍
Babson	👍
Georgetown	👍
George Washington	👍
MIT	👍
Stanford	👍
University of California, Berkeley	👍
University of Chicago	👍

Interviewees Weigh In: Conferences and Publications

Conferences and publications represent another source of knowledge and skills. While we again found little consensus on the leading conferences and publications amongst the CROs interviewed, almost all of them noted conferences and publications as an important professional development resource for CR practitioners, especially useful for staying current on the issues surrounding this evolving profession.

Interviewees highlighted the following conference and publication providers as sources for continuing professional education resources, none of which received more than three mentions:

Business for Social Responsibility (BSR)
Boston College Center for Corporate Citizenship (BCCCC)
Business Civic Leadership Center (BCLC)
Committee Encouraging Corporate Philanthropy (CECP)
Ceres
CR Magazine's COMMIT!Forum
CR Magazine
Council on Foundations
NetImpact
Public Affairs Council

Conclusions

Maturing this field won't happen on its own. The CR profession is stuck in a chicken-and-egg conundrum: before employers establish a CR career path, CR needs a defined curriculum; before educational institutions invest in a defined curriculum, they need to see a clear demand for CR professionals. Many of the people we interviewed want to see the field mature but are unsure of what steps should be taken or how they can help. Here are some ideas:

Break the Chicken-and-Egg Conundrum

Companies, NGOs, and individuals need to commit to building the CR profession. More than that, they need to telegraph their commitment. They need to make it clear to jobseekers, future business leaders, and academic institutions that CR knowledge and skills are valuable and part of what they want to see in future employees. Conversely, jobseekers need to communicate that a "responsible DNA" is part of what they seek in future employers. If that happens, then academic institutions will invest in and support the future development of CR as a field.

Take an Active Role in Helping the Profession to Mature

Many of the CROs we interviewed expressed great optimism for the future of the field and profession. At the same time, many were unsure how they could contribute to advancing the field. A few could not really conceive of it as a profession or really see beyond their own job. In the modern economy professions do not mature on their own; they're made. People interested in seeing this field flourish will need to take deliberate action to move it forward.

One way of doing so would be to consolidate support around a professional society like the CROA. If not the CROA specifically, motivated people need to rally around some institution and empower it with the mandate and resources to make a difference.

Refine the Body of Knowledge

Another immediate way to contribute to the field is by helping to refine the body of knowledge. Having an accepted body of knowledge will mature the profession and provide the structure educators need to contribute to the pipeline of professionals. Academics and practitioners should work together to complete this work.

Capture the Value-Add

There are reasons why the field of corporate responsibility has exploded in recent years, but clearly the professional development side has not kept up. More work needs to be done to help quantify the bottom-line value of CROs – whether it's because they increase worker productivity, help companies manage risks and increase their reputations, or contribute to the brand.

The more that the financial value of CROs is captured, the more resources will undoubtedly be devoted to cultivating best practices in the field.

Next Steps

This work does not end here. The CROA, BCLC, and many companies are dedicated to advancing the field. Fulfilling CR's promise requires dedicating resources and taking deliberate action to build a consensus within the field itself and about the field in society as a whole.

We see three distinct next steps which will inform the future phases of this research:

Map the Essential Tools CROs Need

While the body of knowledge will always be a work in progress, we need to work with professionals and academics to complete a baseline. This foundation will form the basis for a core CR curriculum that educators can build upon, enable professionals to develop a clear career path, and allow individuals to identify the knowledge and skills they need so they can take action to improve corporate citizenship. This work is under way now, but needs additional experienced volunteers and underwriting in order to be completed.

Conduct Job Analysis Prevalence Study

In order to mature the profession we need to understand the degree to which specific knowledge and skills are in use today. This study, done in conjunction with ASQ, is scheduled to go into the field in the first quarter of 2012. It will ask CR practitioners to evaluate how frequently they use knowledge and skills related to the CR profession in their own work and how important that knowledge and those skills are to their effectiveness on the job.

Raise Awareness about the Field and Profession

In order to advance the CR profession, there needs to be a recognized professional society that can serve as its voice and advocate. Individuals interested in improving the status of the CR field need to rally around a professional society and empower it to advocate on their behalf. If not the CROA, then some society needs to achieve breakthrough velocity as *the* recognized professional society. This will require effective communications campaigns to various stakeholders including corporations, NGOs, academics, policy makers, the media, and the general public.

Appendices

A) Contents of the CROA's *Guidebook on Structuring & Staffing the CR Function*

B) List of Interviewees

C) Excerpts from the CR Professional Certification Market Demand Survey Results

D) The CROA Draft Ethics Code

E) Professional Development Resources

F) Business School Survey Results

A) Contents of the CROA's *Guidebook on Structuring & Staffing the CR Function*

- Introduction
- Overview
- *CR Best Practices* Research: Structuring and Governing the CR Function
- Outcome Alignment Model
- Corporate Responsibility and Executive Management
    - Alternate Organizational Structures
    - Sample Organization Charts
- Perspectives on Corporate Responsibility
    - The View from the C-Suite
    - The View from the Practitioner's Chair
    - The View from the Inside: A Business Line Manager Weighs In
- Job Descriptions
    - How to Use These Documents
        - Corporate Responsibility Officer
        - Vice President, Corporate Responsibility
        - Director, Corporate Responsibility Communications
        - Director, Foundation/Philanthropy
        - Director, Corporate Responsibility Procurement Strategy
        - Director, Environment, Health and Safety
        - Director, Sustainability
    - How to Write A Good Job Posting
- Knowledge, Skills and Attributes
    - KSA–Job Description Crosswalk
    - CRO Knowledge and Skills
    - CRO Attributes
    - CRO Qualification: Economic Sustainability
    - CRO Qualification: Social Sustainability
    - CRO Qualification: Environmental Sustainability
    - CRO Qualification: Governance
    - CRO Qualification: Stakeholder Engagement
    - CRO Qualification: Ethics
    - CRO Qualification: Risk Management
    - CRO Qualification: Strategy Development, Execution and Performance Management
    - CRO Qualification: Change Management
    - CRO Qualification: Communication
    - CRO Qualification: Industry and Business Acumen
- Resources
    - Next Steps: Training & Certification
    - How to Get Involved in CR Professional Development
    - Bibliography & Further Reading

The complete *Guidebook* can be downloaded at: http://www.croassociation.org/content/structuring-staffing-corporate-responsibility-guidebook

B) List of Interviewees

The CR professionals and academics interviewed for this report include the following:

- Akhtar Badshah, Senior Director of Global Community Affairs, Microsoft Corporation
- Michael Carren, Director of Employee Engagement and Volunteerism, Global Philanthropy, JPMorganChase
- Ann Cramer, Director Americas of Corporate Citizenship and Corporate Affairs, IBM
- Barbara Dyer, President & CEO, Hitachi Foundation
- Manuel Escudero, Special Advisor, UN PRME and Director General, Deusto Business School
- Aaron Frank, Director of Environmental Affairs, The Walt Disney Company
- Brad Googins, Associate Professor, Management and Organization, Caroll School of Business, Boston College
- Doug Guthrie, Dean of the School of Business, George Washington University
- Kathy Hannan, National Managing Partner – Diversity and Corporate Social Responsibility, KPMG
- Evan Hochberg, National Director of Community Involvement, Deloitte Services LP
- Bob Langert, Vice President of Corporate Social Responsibility, McDonald's
- David Logan, Co-founder, Corporate Citizenship
- Rick Martella, Vice President of Corporate Affairs, ARAMARK
- Mark Murphy, Assistant Vice President of Corporate Affairs, Cargill, Inc.
- Kathy Pickus, Divisional Vice President of Global Citizenship and Policy, Abbott Laboratories
- Chris Pinney, Senior Fellow, Business & Society Program, Aspen Institute
- Mary Ellen Rodgers, Corporate Responsibility Officer & US Managing Partner Workplace Services, Deloitte LLP
- Mary Rucci, Director of CSR Communications, ARAMARK
- John Ruggie, Berthold Beitz Professor in Human Rights and International Affairs and Former UN Assistant Secretary General, Harvard University
- Daniel Sweeney, Director of the Institute of Enterprise and Ethics, University of Denver
- L. Joseph Thomas, Dean of the Johnson School, Cornell University

C) Excerpts from the CR Professional Certification Market Demand Survey Results
86 Total Respondents

Prepared by the ASQ Market Research Department (September 2011)

Data Overview

- The four statements most agreed (9 - 10) upon by respondents:
  - 29.5% – A certification that is designed to ensure competency or validate expertise in Corporate Responsibility would be of value to me as an employer.
  - 29.5% – There is a North American need for a CCRP certification credential.
  - 28.2% – There is an industry-wide need for a CCRP certification credential.
  - 27.2% – In the future, I would consider a CCRP certification as part of my preferred hiring requirements.
- The four least agreed (9 - 10) upon statements are:
  - 15.7% – I would be willing to pay my expenses related to a CCRP certification.
  - 19.2% – Management in my organization would financially support my expenses for examinations related to a CCRP certification.
  - 22.1% – Employers would value a CCRP certification.
  - 22.4% – There is a world-wide need for a CCRP certification credential.
- 30.2% felt that it made sense for this certification to be granted by CROA and 28.0% for the CCRP certification to be administered by ASQ.

- 30.8% of respondents agreed that ASQ certifications have value in the marketplace. In addition to that, 23.6% agreed that a CCRP certification from ASQ has value to individuals in the marketplace.
- Overall, 51.3% of individuals thought that having an ASQ certification as a CCRP would help improve the overall operation, cost savings, and quality of world-wide. However, 54.3% did not think the market for a Certified Corporate Responsibility Professional certification was mature enough.
- About 83% of respondents believe that it will take three years or more for this certification to become important in the field.
- More than half of the survey participants felt that there is enough material in the field for adequate training and referencing for exam questions.
- The five requirements most valuable to respondents were:
  - 72.1% - Number of years working in some segment of Corporate Responsibility.
  - 52.5% - Leadership and management experience.
  - 47.5% - Level of education.
  - 45.9% - Number of years overall work experience.
  - 45.9% - Major project experience.
- In terms of the exam format, the four most pertinent to testing CR knowledge, skills and abilities were:
  - 67.9% - Written exam that includes multiple choice questions.
  - 53.6% - Written exam that includes essay questions.
  - 48.2% - Committee review of a portfolio experience.
  - 48.2% - Interactive case studies.

D) The CROA Draft Ethics Code

This code provides a set of requirements to which CROA members adhere.

The code reflects the unique role of the CR practitioner to:

- Represent the interdependency between a thriving business, a thriving and trusting community and a sustainable environment.
- Practice in the space beyond compliance, recognizing that "legal" does not in itself define "good".

Specific to the CR role, the CR practitioner will, at a level consistent with their role in the organization:

- Develop an understanding of the potential outcomes that result from the impact of the business on society and the impact of the business on the environment.
- Develop an understanding of the wellbeing of society and environment on the business.
- Ensure that those interdependencies are articulated back into the business and accounted for in all business decisions in which the CR practitioner is included.
- Ensure that employees in business functions are aware of and account for the impact of their activities on society and the environment as appropriate to their functional role.
- Articulate and advocate for the needs of civil society and the environment when a business decision has a consequence in either or both spheres and take a balanced outlook between need for the business to thrive and need for the community and environment to thrive.
- Maintain a knowledge of the business in which they operate and a knowledge of social and environmental issues in the short and long term
- Recognize and account for the interrelationship between economic, social and environmental issues.
- Drive for a governance and transparency model that supports a sustainable business.

As an exemplar of the aspiration of the profession the practice the practitioner will:

- Maintain the highest professional standards of Integrity, honesty and ethical behavior
- Advance knowledge in the profession and advocate for the profession

- Avoid any actual, potential, or perceived conflicts between my personal and business responsibilities, and promptly disclose and resolve any issues that may arise.
- Be transparent about any special relationship, business interest or conflict of interest.

More available at: http://www.croassociation.org/content/croa-draft-ethics-code

E) Professional Development Resources

Resources Consulted for this Report

- The CROA *Guidebook on Structuring & Staffing Corporate Responsibility* – http://www.croassociation.org/content/structuring-staffing-corporate-responsibility-guidebook
- ProQuest Dissertations & Theses Database (PQDT) – http://www.proquest.com/en-US/catalogs/databases/detail/pqdt.shtml

Additional Resources Noted by Interviewees and Survey Respondents

- A Strategic and Tactical Approach to Global Business Ethics by Lawrence A. Beer
- Better Work – http://www.betterwork.org
- Boston College Center for Corporate Citizenship (BCCCC) – http://www.bcccc.net/index.cfm
- Business Civic Leadership Center (BCLC) – http://bclc.uschamber.com
- Business & Human Rights Resource Centre – http://www.business-humanrights.org
- Business for Social Responsibility (BSR) – http://www.bsr.org
- Cause Marketing Forum – http://www.causemarketingforum.com
- Ceres – http://www.ceres.org
- Committee Encouraging Corporate Philanthropy (CECP) – http://www.corporatephilanthropy.org
- *Confessions of a Radical Industrialist* by Ray Anderson
- Corporate Responsibility Officer Association (CROA) – http://www.croassociation.org
- Council on Foundations – http://www.cof.org

E) Professional Development Resources (Cont.)

- *Cradle to Cradle* by William McDonough and Michael Braungart –http://www.mcdonough.com/cradle_to_cradle.htm
- *CR's* COMMIT!Forum – http://www.commitforum.com
- *CR Magazine* – http://www.thecro.com
- *Ecology of Commerce* by Paul Hawken
- Ethical Trading Initiative – http://www.ethicaltrade.org
- Global Reporting Initiative (GRI) – http://www.globalreporting.org
- *Green to Gold* by Daniel Esty & Andrew Winston – http://www.eco-advantage.com/book.php
- Greenbiz – http://www.greenbiz.com/
- Greenhouse Gas Protocol Initiative – http://www.ghgprotocol.org
- Harvard Business Review – http://hbr.org
- Impact Reporting & Investment Standards (IRIS) – http://iris.thegiin.org
- International Labour Organization (ILO) – http://www.ilo.org/global/lang--en/index.htm
- Natural Capitalism – http://www.natcap.org
- Net Impact – http://netimpact.org
- Public Affairs Council - http://pac.org
- *Strategy for Sustainability* by Adam Werbach –http://www.strategyforsustainability.com
- *The Civil Corporation: The New Economy of Corporate Citizenship* by Simon Zadek
- *The Four Dimensions of Sustainability* by Kevin Moss – http://csrperspective.com/wp-content/uploads/2011/02/Four-Dimensions-of-Sustainability.pdf
- The Market for Virtue by David Vogel
- *The Necessary Revolution* by Peter Senge
- Triple Pundit – http://www.triplepundit.com
- United Nations Global Compact – http://www.unglobalcompact.org
- United Nations Millennium Development Goals – http://www.un.org/millenniumgoals/index.shtml
- United Nations Principles for Responsible Management Education (PRME) Program – http://www.unprme.org
- United States Council for International Business (USCIB) – http://www.uscib.org
- University of California Berkeley, Haas Business School Center for Responsible Business – http://www.haas.berkeley.edu

F) Business School Survey Results

	Economic Sustainability	Social Sustainability	Environmental Sustainability	Governance	Stakeholder Engagement	Ethics	Strategy Development	Strategy Execution	Performance Management	Change Management	Communication	Non-Profit Management	Risk Management	Corporate Philanthropy	Building Business Cases	Finance/ Accounting
Baruch College	✔	✔	✔	✔	✔	✔	✔	✔	✔		✔	✔	✔		✔	✔
Benedictine University Center for Values-Driven Leadership	✔	✔	✔	✔	✔	✔	✔	✔		✔			✔			✔
Berkeley Center of Responsible Business		✔	✔			✔					✔	✔		✔		✔
Columbia University	✔	✔	✔	✔	✔	✔	✔		✔	✔		✔	✔	✔		
Cornell University	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔			
Georgia State University	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔		✔	✔			
Georgetown University	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔			
Harvard Extension School	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔		✔	✔
Kansas State University		✔	✔	✔	✔	✔	✔	✔				✔	✔	✔	✔	✔
University of Denver Daniels College of Business	✔	✔	✔	✔	✔	✔	✔	✔			✔	✔	✔		✔	✔
University of Maryland	✔	✔	✔	✔	✔	✔	✔		✔	✔	✔	✔	✔	✔		✔
Villanova University	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔			✔
Wisconsin School of Business	✔	✔	✔			✔									✔	✔

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