

# CSR & Sustainability Career Pathways



UNIVERSITY OF  
**ST. MICHAEL'S COLLEGE**  
IN THE UNIVERSITY OF TORONTO

CERTIFICATE IN CORPORATE  
SOCIAL RESPONSIBILITY

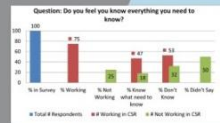


## CSR/Sustainability CAREER PATHWAYS

Take your career & impact to the next level...

### 1. KNOW WHAT YOU NEED TO KNOW

53%



In a national survey of Sustainability & Corporate Social Responsibility Professionals - 53% said they didn't know what they needed to know to be effective.

### 2. GO WITH THE GROWTH IN CSR & SUSTAINABILITY CAREERS



According to a 2012 ECO Canada Study - Canadian jobs in sustainability & CSR will grow significantly in the next 3 to 5 years.

3,800  
New Jobs



### 3. UNDERSTAND REQUIRED COMPETENCIES

Studies show that key *Impact Competencies* include:

- Engage with Stakeholders
- Influence & Persuade
- Plan & Develop Strategy
- Measure & Report Impact
- Manage Projects



### 4. CONDUCT YOUR GAP ASSESSMENT

- Choose job areas of interest
- Examine competencies required
- Target your competency development areas

Competencies

- Leadership
- Risk Management
- Supply Chain Management
- Environmental Management
- Measurement & Reporting
- And More...



### 5. IDENTIFY YOUR LEARNING PATHWAYS

- Formal - College or University, Mentorship, Assessment, Credential
- Informal - Networks, Conferences, Webinars, Reading, Coaching
- Non Formal - Short Courses, Workshops, No Assessment, Internship



### 6. CREATE A PLAN TO MAKE A DIFFERENCE WITH A CAREER IN CSR & SUSTAINABILITY



You are a champion, change maker and intrapreneur in the movement toward an environmentally and socially responsible world.

Future Generations Thank You



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Make your Calling a Career!



www.csr-stmikes.ca

# CSR/Sustainability Professional Development Gap Assessment Tool

NAME : \_\_\_\_\_

## Instructions

1. Choose the job areas of interest.
2. Examine the competencies required and identify target competency areas for development.
3. Identify formal, informal and non-formal actions for professional development.



Competency Description	Job Linkage	Target Competency for Development (v)	Development Action Plan (Formal, Informal, Non Formal)
<p><b>Leadership, Champion and Change Management</b> Ensuring leaders are committed to Corporate Responsibility, demonstrated through corporate culture, symbols and vision. Equipping leaders with the capability to sustain and improve the business and its culture using change management processes.</p>	All	<input type="checkbox"/>	
<p><b>Governance &amp; Risk Management</b> Analysing, reviewing and developing formal management systems and structures, including risk management and ethical frameworks, and risk analysis including scenario planning, sensitivity analysis and mitigation in the event of risk realisation.</p>	RM, CSR	<input type="checkbox"/>	
<p><b>CSR &amp; Sustainability Management</b> Demonstrating familiarity with global and local, economic and scientific issues, by describing key trends, impacts, frameworks, principles and perspectives relevant to sustainability.</p> <p>Examining applicable regulatory trends and policies as they relate to sustainability (e.g. whistle blower, Sarbanes-Oxley, ESA, RoHS, WEEE, EuP, Montreal Protocol, IPCC). Examining sustainability claims, eco-labels and certifications such as EPEAT, Energy Star, LEED, etc.</p> <p>Examining different models for CSR/Sustainability implementation and conducting a gap assessment of your company against one. Discussing CSR/Sustainability implementation challenges at the executive and Board level.</p>	CSR	<input type="checkbox"/>	

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Identifying material issues and the relevant key indicators, specific metrics and targets. Creating and implementing a sustainability management system.			
<b>Sustainability &amp; CSR Strategy Development &amp; Implementation</b> Reviewing, developing and implementing an overarching strategy for the business (or business unit). Developing a high level, long- term sustainability road map. Articulating the business case. Articulating a long term vision of sustainability for the organization and a strategy to achieve it. Creating an overarching project framework to support the implementation of the strategy.	CSR	<input type="checkbox"/>	
<b>Stakeholder Engagement</b> Mapping, understanding and engaging with business stakeholders. Developing a strategy and means of engaging with each priority stakeholder. Implementing procedures for engaging and communicating with internal and external stakeholders (e.g. senior management, functional leads, government, NGOs). Building relationships across organizational functions. Preparing communications with input from and for key stakeholders. Facilitating cross-boundary collaboration and networks.	SE	<input type="checkbox"/>	
<b>Sustainable Supply Chain Management</b> Integrating CSR / sustainability sourcing policies and procurement processes. Enhancing the company's capacity to anticipate new challenges in supply chains through robust environmental scanning. Encouraging the participation of suppliers in the development of codes of conduct or other documents to enhance the applicability, legitimacy and efficacy of policies and practices. Select suppliers and agree to targets. Create score cards, evaluate and develop suppliers. Informing suppliers as to whether expectations are met. Developing an organizational capacity to learn, and develop transparency and accountability. Continually improve practices through iterative communication and measurement.	SCM	<input type="checkbox"/>	
<b>Community Investment</b> Community Investment strategy development and implementation including: assessing community need, surfacing corporate-community alignment & goals, developing a collaborative action plan, building mutually beneficial partnerships, and measuring community impact.	CI	<input type="checkbox"/>	

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Also includes, engaging companies and their employees to work collaboratively in communities. Enabling drivers of collaboration and effectiveness for employee volunteer giving programs composed of the six practices that generate community and company impact such as: 1. Cause-effective Configuration 2. Strategic Business Positioning 3. Sufficient Investment 4. Culture of Engagement 5. Strong Participation 6. Actionable Evaluation			
<b>Environmental Management</b> Engaging business to take action on climate change and other environmental issues. Identifying relevant trends, technologies, and approaches related to common sustainability initiatives (e.g. energy reduction and production, life cycle assessment, life cycle costing, bioremediation, GEMI, CDP, etc.) Developing and implementing environmental management systems. Managing and monitoring environmental regulations. Demonstrating expertise in GHG inventorying and its relationship in areas such as buildings, transportation, and materials.	EM	<input type="checkbox"/>	
<b>Marketing</b> Integration of Corporate Responsibility/ Sustainability practices into marketing. Applying and explaining life cycle analysis. Examining, applying and explaining sustainability claims, eco-labels and certifications such as EPEAT, Energy Star, LEED, etc. Integrating the principles of sustainable consumption in practices.	CMI	<input type="checkbox"/>	
<b>Measuring and Reporting</b> Measuring and reporting Corporate Responsibility /Sustainability performance, including benchmarking, devising SMART metrics, calculating baseline data, identifying obstacles to measuring long term impacts and externalities, etc. Identifying the most common metrics shared across industries and regions, applying the Balanced Score Card and its application to TBL metrics. Applying life cycle costing principles. Identifying material issues and applying prioritization techniques. Understanding how to determine and create baselines for key indicators. Distinguishing between and appropriately applying leading	All	<input type="checkbox"/>	

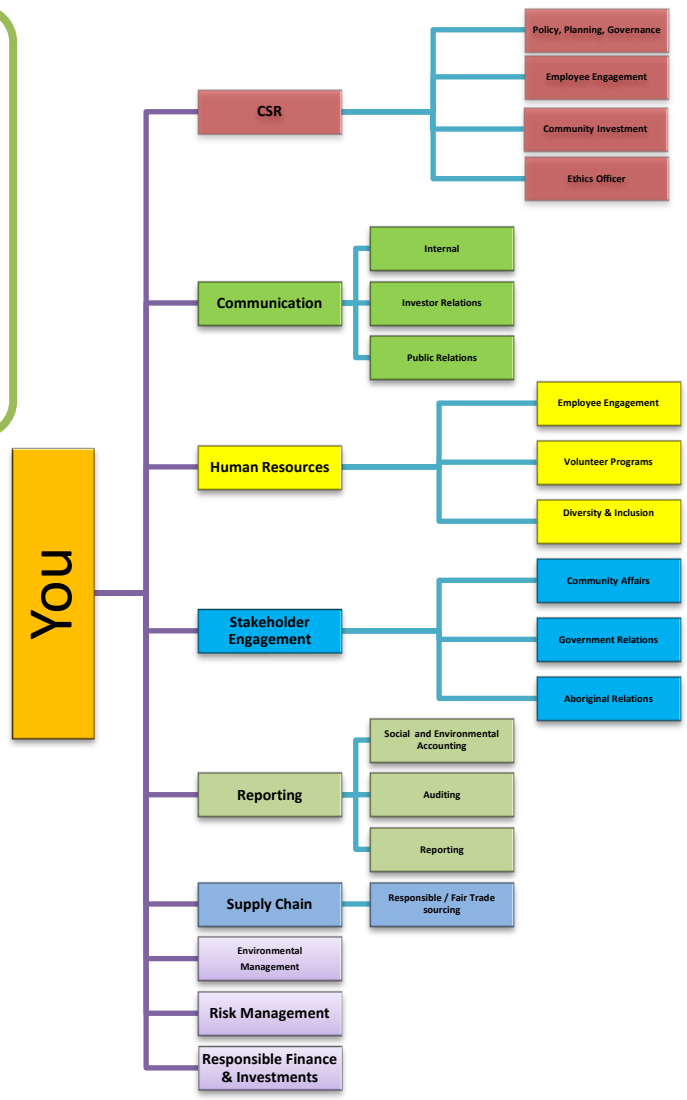
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<p>and lagging indicators. Identifying the relationship to and application of emerging accounting practices including natural and social capital accounting.</p> <p>Conducting validity &amp; reliability studies based on data compiled from comparable organizations. Designing dashboards with leading, lagging, qualitative and quantitative metrics. Applying concepts of materiality, transparency, context, completeness to measures and reports.</p> <p>Selecting, interpreting and reporting on sustainability key performance indicators. Preparing defensible, readable and accessible reports. Demonstrating understanding of widely accepted reporting formats like CDP, GRI, SASB, IIRC.</p>			
<p><b>Communications – Internal</b> Communicating and raising the profile of Corporate Responsibility within the business. Facilitating employee engagement and ambassadorship.</p>	CMI	<input type="checkbox"/>	
<p><b>Communications - External</b> Communicating and raising the profile of Corporate Responsibility outside the business including to stakeholders, peers and government. Produce and control communications, create communications plan, identify communication methods by applying current models for effective communication.</p>	CMI	<input type="checkbox"/>	

# CSR/Sustainability Professional Development Gap Assessment Tool

**CSR/Sustainability Job Roles**  
*Jobs titles and roles in Corporate Social Responsibility and Sustainability continue to evolve. Here are a few examples.*



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