
Overview

This standard is about managing Corporate Social Responsibility (CSR), aligning your organisation's values and behaviour with the expectations and needs of its stakeholders, not just its customers and investors, but also its employees, suppliers, communities, regulators, special interest groups and society as a whole.

This standard is for managers and leaders who have the specific responsibility for managing CSR for their organisation.

This standard links closely with *CFAM&LBB4 Ensure compliance with legal, regulatory, ethical and social requirements* and with *CFAM&LEB4 Manage the environmental and social impacts of your work*.

**Performance
criteria**

- You must be able to:*
- P1 Engage people within your organisation and other key stakeholders in reviewing and developing your organisation's CSR policy and objectives.
 - P2 Evaluate the impact of your organisation on the environment, the local community and society as a whole and ways in which its impact can be more beneficial.
 - P3 Ensure your CSR policy and objectives reflect your organisation's vision and values and its legal, ethical, social and environmental responsibilities.
 - P4 Communicate to people within your organisation and other stakeholders your CSR policy and its benefits both to your organisation and society.
 - P5 Ensure your organisation's normal business activities – particularly employment, selection of collaborators/suppliers, use of resources, health and safety – comply with your CSR policy.
 - P6 Support initiatives which create shared value for your organisation, the community and the wider social and physical environment.
 - P7 Monitor compliance with your CSR policy and progress towards its objectives and take appropriate action.
 - P8 Provide advice, guidance and support towards achieving CSR objectives, when required.
 - P9 Report achievement of, and progress towards, your CSR objectives to stakeholders, encouraging their feedback.
 - P10 Review your organisation's CSR policy and objectives, in the light of results, feedback from stakeholders and any significant changes in the operating environment.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and other stakeholders in CSR.
- K2 How to measure the impact of your organisation on the environment, the local community and society.
- K3 The principles and methods of effective communication, and how to apply them.
- K4 The principles and methods of effective negotiation, and how to apply them.
- K5 Consensus-building principles, methods and techniques.
- K6 Corporate social responsibility (CSR) principles, methods, tools and techniques.
- K7 How to monitor compliance with the CSR policy.
- K8 How to provide people with the advice, guidance and support they need.
- K9 How to evaluate the effectiveness of a CSR policy.
- K10 How to report achievement of, and progress towards, CSR objectives.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K11 Legal, regulatory and ethical requirements in your sector.

You need to know and understand:

Context specific knowledge and understanding

- K12 Individuals within your area of work, their roles, responsibilities, competences and potential.
- K13 Your organisation's legal, ethical, social and environmental responsibilities.
- K14 Your organisation's activities.
- K15 Your organisation's operating environment.
- K16 Your organisation's stakeholders, their interests and expectations.
- K17 Your organisation's values.
- K18 Your organisation's vision.

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Seize opportunities presented by the diversity of people
- 2 Recognise changes in circumstances promptly and adjust plans and activities accordingly
- 3 Identify people's preferred ways of communicating
- 4 Use communication media and styles appropriate to different people and situations
- 5 Make time available to support others
- 6 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 7 Identify and raise ethical concerns
- 8 Monitor the quality of work and progress against plans and take appropriate corrective action, where necessary
- 9 Communicate clearly the value and benefits of a proposed course of action
- 10 Work towards win-win solutions
- 11 Acknowledge differing points of view and seek to build consensus
- 12 Seek to influence the climate and culture of the organisation
- 13 Recognise stakeholders' needs and interests and manage these effectively
- 14 Take and implement difficult and/or unpopular decisions, where necessary

Skills

When performing to this standard, you are likely to demonstrate the following skills:

- Assessing
- Balancing competing needs and interests
- Building consensus
- Communicating
- Consulting
- Evaluating
- Influencing
- Inspiring
- Involving others
- Leadership
- Monitoring
- Networking
- Persuading
- Presenting information
- Reporting
- Reviewing
- Setting objectives

CFAM&LBB3

Manage corporate social responsibility (CSR)

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