



Profile of the Profession

Key findings

Corporate citizenship leaders for today and tomorrow

People who need people



For most of the professionals surveyed, their corporate citizenship duties are a full-time job with relationships inside and outside the company at the core of their work. Building internal partnerships with other departments (86.3 percent), and building relationships with external stakeholders (84.2 percent), are the two functions most frequently cited as part of their job responsibilities.

Community at core

Volunteering and philanthropy remain important parts of corporate citizenship positions. Almost 75 percent of respondents list implementation of parts of those programs among their responsibilities. Beyond implementation, establishing strategy for programs is among the responsibilities of most professionals surveyed, though more (70.5 percent) are involved in community involvement strategy than in corporate citizenship strategy (50.2 percent)

Career changers

Corporate citizenship professionals are the kind of people who are not afraid to explore new frontiers. The wide majority of those surveyed (93 percent) have a background in some other field or position. Appropriate for a position where building relationships is key, communication-related fields were a stop for almost half of the respondents (44.6 percent), who cited experience in public relations (24.2 percent), corporate communications (22.6 percent) or marketing (23.9 percent).

Learning the ropes

With most survey respondents coming to their positions from other fields, it is little surprise that they have taken steps to educate themselves in this one. More than two-thirds (69.6 percent) have some formal training in corporate citizenship and just over half (52.7 percent) have participated in a seminar or course from an outside organization. Almost one-fifth (19.9 percent) have a certificate related to community involvement/corporate citizenship.





Leading the way

Excelling as a corporate citizenship professional requires the ability to lead. The top three skills cited by respondents as the most critical to success were the ability to influence, leading/motivating others, and network building. These findings align with what Boston

College Center researchers found when examining the competencies required by corporate citizenship professionals. Among the abilities identified in the Center's leadership competency model for corporate citizenship professionals are the talent to "combine vision with the persistence and drive to mobilize people around a higher purpose," and an aptitude for leveraging "organizational awareness to influence others to commit to corporate citizenship."

Up to the challenge

Responses from professionals about satisfaction with their job give the impression that they approach it like a mission that, though not always easy, has rewards beyond those you can put a dollar figure on. The top two reasons cited by respondents for staying on their jobs were "challenging/interesting projects," and "impact on community/society, both cited by 68.6 percent.



On the other hand, it is apparent that while they are dedicated to their work the professionals surveyed don't see it as a way to climb the corporate ladder or burnish their resumes. The lowest-rated reason among those that respondents could select for staying in their jobs was "career advancement," cited by just 7.3 percent. This perspective held true from respondents at all seniority levels.

It is corporate citizenship professionals who provide the perspective required for companies to identify the opportunities and risks that can build value or threaten assets, long before their impacts show up on a spreadsheet.

It's not such a small world

The majority of respondents (64 percent) do not have global responsibilities although 61 percent work at companies with global operations. Even among those in senior or executive positions, the majority have responsibilities of a local or national scope.

Gender disparities

Among survey respondents, women outnumber men by a 3-to-1 margin. While women dominate the field as a whole, the percentage of the men in the survey who work at a senior or executive level (49.7 percent) is almost twice the rate of women in higher level positions (26.9 percent). Likely due to their greater likelihood of holding senior or executive jobs, the median salary range of the men surveyed is \$100,000 to \$109,999, while the median salary of women is \$80,000 to \$89,999.