

ISSP Sustainability Professional Certification

Candidate Handbook



INTERNATIONAL SOCIETY OF
SUSTAINABILITY
PROFESSIONALS

March 27, 2017

© International Society of Sustainability Professionals

Table of Contents

ISSP Sustainability Professional Certification	1
Levels of ISSP Certification	2
ISSP Certification Requirements	2
ISSP-SA.....	2
ISSP-CSP	2
Registering for an Exam	3
ISSP-SA Registration	3
ISSP-CSP Registration	4
Eligibility Criteria.....	6
ISSP Sustainability Associate (ISSP-SA).....	6
ISSP Certified Sustainability Professional (ISSP-CSP)	6
Assessment & Examination Process (Testing Process).....	7
Preparing for the Exams	7
Exam Format.....	7
Taking the Exams.....	7
Test Security.....	8
Grading and Scoring	8
Exam Concerns and Feedback	8
Registration Fees	9
ISSP-SA.....	9
ISSP-CSP	9
Refund Policy	9
Appeals Policy and Procedure	9
Re-examination	10
Confidentiality of Candidate Information	10
Certification Award.....	10
Certification Maintenance and Renewal.....	11
Special Consideration	11
Lapsed Certification	12
Revocation of Certification	12
Audits.....	12
Exam Content Outline.....	13
Agreements.....	23
ISSP Sustainability Professional Code of Ethical Practice and Values.....	23
ISSP Certification Non-Disclosure Agreement.....	24

ISSP Sustainability Professional Certification

Since ISSP was formed in 2007, the field of sustainability has attracted thousands of people from a variety of backgrounds who claim the title “sustainability professional.” While the field has been enriched and informed by this diversity of expertise, it has also seen inconsistency in practice and definition. In order for the field and its professionals to be taken seriously and be granted due credibility, there needs to be some definition and standardization of the competencies employers and seekers of consultants can come to expect.

Working towards this goal, ISSP has completed the following:

- In 2010, published the results of its research on the core competencies of a sustainability professional
- In 2013, published the job task analysis that is the basis for the certification scheme, reflecting the input of ISSP members and other sustainability professionals from around the world
- In the spring of 2014, surveyed over 800 sustainability professionals which revealed that 70% were in favor of creating a certification

At its November 2014 meeting, the ISSP Board of Directors voted unanimously to create a certification for sustainability professionals in order to:

- Bring cohesion and definition to the emerging profession of sustainability
- Provide credibility for employers and assurance of a standard level of competency of the sustainability professional
- Impart practitioners in the field evidence of competency, furthering their credibility, influence and career advancement opportunities
- Provide clear guidance and direction to educators and organizations creating sustainability courses, training programs, and ongoing professional development opportunities for sustainability practitioners

The ISSP Sustainability Professional Certification has been designed by sustainability practitioners, for sustainability practitioners, through global collaboration and expertise, delivered through a not-for-profit organization committed to advancing the practice of sustainability. It has been designed following the internationally recognized ISO 17024 standard, which sets out criteria for an organization's certification program for individual persons. Adhering to the ISO 17024 standard will ensure that the ISSP Certification is a global benchmark for sustainability professionals, providing industry-recognized credentials that can be carried across national borders.

Levels of ISSP Certification

There are two levels of ISSP Certification available to sustainability practitioners. Maintaining the Certification at either level will require ongoing professional development activities.

Sustainability Associate (ISSP-SA): Individuals who are new to the field of sustainability but have sufficient education and training to pass a test on basic knowledge and understanding of key sustainability concepts. The ISSP-SA is a pre-requisite for the ISSP-CSP.

Certified Sustainability Professional (ISSP-CSP): Experienced sustainability practitioners who demonstrate a combination of sustainability-related work experience and formal education.

ISSP Certification Requirements

ISSP-SA

1. Register for and schedule the ISSP-SA exam. By registering for the ISSP-SA exam, candidates agree to abide by the [Candidate Nondisclosure Agreement](#) and [ISSP Code of Ethics](#).
2. Pass the exam.

ISSP-CSP

1. Attain the ISSP-SA certification.
2. Provide evidence of a bachelor's degree or global equivalent and one of the following:
 - At least 5 years of sustainability-related professional experience within the last 10 years; or
 - At least 4 years of sustainability-related professional experience within the last 8 years and an additional year of sustainability-related education or training; or
 - At least 3 years of sustainability-related professional experience within the last 6 years and an additional 2 years of sustainability-related education or training.
3. Provide three references attesting to your work as a sustainability professional.
4. Register for and schedule the ISSP-CSP exam. By registering for the ISSP-CSP exam, candidates agree to abide by the Candidate Nondisclosure Agreement and ISSP Code of Ethics.
5. Pass the exam within one year of applying.

Registering for an Exam

The ISSP-SA and ISSP-CSP exams use online registration processes and are delivered on a year-round, rolling basis. Candidates must first create a Webassessor account [here](#), or by visiting the [Application page](#) on ISSP's website. They will then be able to register for an ISSP exam. Only candidates who have successfully attained the ISSP-SA credential will be allowed to apply for the ISSP-CSP credential.

ISSP-SA Registration

Creating a Webassessor Account

First-time visitors to ISSP's [Exam Center](#) will need to create an account by clicking "Create New Account" at the top of the page.

Registering candidates will be required to provide contact information stating which address is to be used for correspondence. Your name will be entered on Certification Documents exactly as it is entered when creating the account. Exam results and Certification Documents will be sent to your email address. We also request other demographic information that helps us improve the exam and its delivery.

Candidates who have already created an account in ISSP's Exam Center can login on the Exam Center homepage by clicking "Login" at the top of the page.

Registering for an Exam

Once logged into the Exam Center, a candidate will be able to purchase an ISSP-SA exam by clicking "Register for an Exam" in the blue menu bar.

By registering for an ISSP exam, candidates agree to abide by the Candidate Nondisclosure Agreement and ISSP Code of Ethics.

Payment

Payment for the ISSP-SA exam is completed through Webassessor's e-commerce system. Credit card and PayPal are acceptable methods of payment. Payment is required at the time of registration.

Scheduling Onsite or Online

Once a candidate has registered for the ISSP-SA exam, they will be prompted to schedule an exam either at an onsite testing center or via online proctoring. An external webcam is required for the online proctoring option. Exams can be scheduled year-round on a rolling basis.

Support

In the Exam Center, click the "Help" link at the top of the page to see a list of which problems can be addressed by ISSP and which must be addressed by Kryterion, the exam platform host. To contact ISSP, please send an email to certification@sustainabilityprofessionals.org.

Special Accommodations

In situations where a Special Accommodation is required (ie. a reader, enlarged text, etc.), candidates must contact the Kryterion Testing Network (KTN) Support Team at ktnsupport@kryteriononline.com at least 30 days before a scheduled exam.

ISSP-CSP Application and Registration

Prior to registering for and taking the ISSP-CSP exam, candidates must be approved by ISSP via an application process that verifies their eligibility. There is nonrefundable application fee that must be paid before an application will be reviewed. Once the application has been reviewed and approved, the candidate will be allowed to register for the exam. These two steps are described below.

Submitting the Application

ISSP-CSP candidates must submit an application attesting to their eligibility in order to be allowed access to the credential exam. Please see the ISSP Certification Requirements section above for more information on the application's contents. The application and accompanying reference form are available from the [Apply for Exam](#) page on ISSP's website.

Candidates must download and fill out the application and three (3) copies of the reference form, then submit them AFTER paying the application fee at the link above. The application fee is nonrefundable. Individuals should review the Eligibility Criteria carefully prior to applying for the ISSP-CSP exam. By applying for the ISSP-CSP credential, candidates agree to abide by the Candidate Nondisclosure Agreement and ISSP Code of Ethics.

Please note that the three (3) copies of the reference form which accompany the application must include recommendation letters from individuals familiar with the candidate's sustainability expertise. Be sure to allow time to obtain the recommendation letters as the application will not be considered without them.

Once complete, the application, reference forms, and all attached materials must be combined into **one** PDF with the name "Last Name-First Name-ISSP-CSP Application," filled with the candidate's first and last names (please refer to [this article](#) for instructions on combining PDFs). The application must then be submitted to certification@sustainabilityprofessionals.org with a subject line that matches the file name as instructed above.

A candidate's application will NOT be considered or kept on file if the candidate has not paid the application fee.

Only information contained in the application PDF will be reviewed. No information in the email text or in documents not attached to the application will be considered – as stated above, all pieces of the application must be included in a single PDF.

ISSP-CSP applications will be reviewed by a committee of credentialed ISSP-CSPs. Candidates will be informed as to whether they have been accepted within two weeks of submitting their application.

Registering for the Exam

Once an ISSP-CSP candidate has been accepted to take the exam, they must log into the Exam Center. The candidate will be able to purchase an ISSP-CSP exam by clicking "Register for an Exam" in the blue menu bar. The exam will only be available to accepted candidates. If you do not see the ISSP-CSP exam listed on the Exam Registration page, please confirm your ISSP-CSP application has been accepted.

Payment

Payment for the ISSP-CSP exam is completed through Webassessor's e-commerce system. Credit card and PayPal are acceptable methods of payment. Payment is required at the time of registration.

Scheduling Onsite or Online

Once a candidate has registered for the ISSP-CSP exam, they will be prompted to schedule an exam either at an onsite testing center or via online proctoring. An external webcam is required for the online proctoring option. Exams can be scheduled year-round.

Support

In the Exam Center, click the "Help" link at the top of the page to see a list of which problems can be addressed by ISSP and which must be addressed by Kryterion, the exam platform host. To contact ISSP, please send an email to certification@sustainabilityprofessionals.org.

Special Accommodations

In situations where a Special Accommodation is required (ie. a reader, enlarged text, etc.), candidates must contact the Kryterion Testing Network (KTN) Support Team at ktnsupport@kryteriononline.com at least 30 days before a scheduled exam.

Eligibility Criteria

ISSP Sustainability Associate (ISSP-SA)

The ISSP Sustainability Associate certification (ISSP-SA) is awarded to those practitioners who agree to the ISSP Ethical Code of Practice and Values and can demonstrate sufficient education and knowledge of sustainability concepts and issues by passing the ISSP-SA exam.

The ISSP-SA exam covers the material in Section 1. Core Sustainability Concepts of the Exam Content Outline included at the end of this handbook.

ISSP Certified Sustainability Professional (ISSP-CSP)

The ISSP Certified Sustainability Professional certification (ISSP-CSP) is awarded to those practitioners who demonstrate sufficient education and knowledge of sustainability concepts and issues by passing the ISSP-CSP exam as well as competence in the tasks and responsibilities required of people working in the field. ISSP-CSP applicants must meet the following criteria:

1. Pass the ISSP-SA exam
2. Submit an application providing evidence of eligibility for the ISSP-CSP exam, including:
 - Evidence of a bachelor's degree or global equivalent and one of the following:
 - a. At least 5 years of sustainability-related professional experience within the last 10 years; or
 - b. At least 4 years of sustainability-related professional experience within the last 8 years and an additional year of sustainability-related education or training; or
 - c. At least 3 years of sustainability-related professional experience within the last 6 years and an additional 2 years of sustainability-related education or training

Note: Each year of education and training must be the equivalent of 30 credit hours. Education and training must be within the last 6 years
 - Three references attesting to your work as a sustainability professional.

ISSP-CSP candidates must submit an application documenting their eligibility, which must be reviewed and accepted before they may register for and take the credential exam. Please see the ISSP-CSP Registration section of the handbook above for more information.

The ISSP-CSP exam covers the material in Sections 2 through 6 of the Exam Content Outline included at the end of this handbook.

Assessment & Examination Process (Testing Process)

You should review the Exam Content Outline section of this document to determine your knowledge and readiness to sit for the exams. The ISSP-SA exam covers Section 1: Core Sustainability Concepts. The ISSP-CSP exam covers Sections 2 through 6 of the Exam Content Outline.

Preparing for the Exams

ISSP has developed Study Material for each of the Certification exams. Visit www.sustainabilityprofessionals.org for more information.

Candidates are also encouraged to sign up for a test preparation course offered by an ISSP Education Partner. Find a directory of Education Partners [here](#).

Exam Format

The exams are computer-based, closed-book, multiple-choice tests and must be taken without the use of any online or hard copy reference documents or any assistance from another individual.

- The ISSP-SA examination requires successful completion of 75-item random multiple choice questions and must be completed within 2 hours.
- The ISSP-CSP examination requires successful completion of 100-item random multiple choice questions and must be completed within 2.5 hours.

Taking the Exams

Exams are based in ISSP's online [Exam Center](#) hosted by Kryterion's Webassessor system. All ISSP exams are proctored. Candidates can schedule an exam at an onsite testing center or via online proctoring.

When taking an exam at a testing center please arrive up to 15 minutes early, and provide the proctor with the Test Taker Authorization Code. **You must bring your Test Taker Authorization Code or the proctor will not be able to load your assessment.** You will be required to provide the Exam Proctor two (2) forms of identification (one must be a Government issued photo ID). A credit card, bank debit card, or employee identification card can serve as secondary identification. A United States Social Security card is *not* an acceptable form of identification.

When taking the exam using online proctoring, a **detached web camera is required**. For detailed instructions on how to set up online proctoring, please see Kryterion's [Test Taker Guide](#). When being taken via online proctoring, ISSP-SA and ISSP-CSP exams can be completed from any location with a reliable internet connection. We strongly recommend working in a quiet, secluded place where you are unlikely to be interrupted, as the time window cannot be paused. Turn off all cell phones, music, radios, TVs, etc.

Exam questions and answer options are displayed in a web browser. The Exam Center records your responses and times your exam. Within the time limit, you are able to change your answers, skip questions, and flag questions for later review.

The exams are available in English only.

Test Availability

ISSP credential exams are available on a year-round rolling basis, and can be scheduled at a candidate's convenience. Please refer to www.sustainabilityprofessionals.org for more information.

Test Security

To maintain the integrity of the ISSP exams you are required to agree to a non-disclosure agreement upon registration. The agreement protects the confidentiality of the exam questions and answers.

Grading and Scoring

The ISSP-SA and ISSP-CSP exams include both scored and unscored questions. All questions are delivered randomly throughout the exam and candidates are not informed of a question's status, so candidates should respond to all the questions on the exam. Unscored questions are used to gather performance data to inform whether the question should be scored on future exams.

Participants will be notified of their exam results via email as soon as the exam is completed.

Exam Concerns and Feedback

If you believe you were impaired from successfully completing the exam, your concerns must be raised, in writing, within three (3) calendar days of taking the exam.

Registration Fees

ISSP-SA

The registration fee for the ISSP-SA certification is \$175 for ISSP Members, \$250 for ISSP partners (see the [Fees page](#) for more details), and \$350 for non-members.

ISSP-CSP

The total fee for the ISSP-CSP certification is \$250 for ISSP Members, \$350 for ISSP partners (see the [Fees page](#) for more details), and \$450 for non-members. A portion of this fee is a nonrefundable Application Fee, broken down in the table below:

	Application Fee	Exam Fee	Total
ISSP Members	\$75	\$175	\$250
ISSP Partners	\$100	\$250	\$350
Nonmembers	\$150	\$300	\$450

Refund Policy

Once an exam is scheduled, candidates will be able to reschedule at no charge or cancel for a full refund of the Exam Fee as long as they do so at least 72 hours before an onsite exam or 24 hours before an online exam. Within the 72/24 hour window, a fee will be charged to reschedule or cancel an exam.

Appeals Policy and Procedure

If an applicant has been deemed ineligible to meet the ISSP-SA or ISSP-CSP criteria, they have the right to appeal. This must be submitted within 5 calendar days of receiving the notification. The appeal is an opportunity to clarify any elements that did not meet the requirements. Additional information is only permitted to be provided that further supports information already submitted. **No new information will be accepted that should have been provided at the time of application.**

The appeal must be submitted via email to certification@sustainabilityprofessionals.org.

Appeals that are deemed ineligible due to missing information or misrepresentation will not be reviewed.

Outcomes of appeals will be provided in writing within four (4) weeks of the initial appeal submission.

Re-examination

Candidates who fail either credential exam must wait three (3) months in order to reschedule it. Candidates must register and pay for an exam each time they take it.

If a candidate is retaking the ISSP-CSP exam more than one (1) year after they first submitted an application, they must re-apply with updated documentation. This policy applies even if the candidate has attempted the ISSP-CSP several times within that year.

Confidentiality of Candidate Information

ISSP maintains a public list of all ISSP-CSP's and ISSP-SA's whose certification is current and valid. The list is kept on the ISSP web site and is publicly available. The purpose of this list is to ensure that there is an official record of certified professionals for reference and verification that can be easily accessed to confirm claims of being professionally certified

ISSP does not divulge an applicant's test scores, account profile, or reasons for ineligibility to anyone but the applicant. In addition, ISSP does not release any personal information except as described in the [ISSP Privacy Policy](#).

Official statistics regarding the ISSP exams, including all item performance data, individual data, and demographic data, will be considered confidential.

Certification Award

Once a candidate has successfully met the requirements for certification (i.e. passed the exam for the ISSP-SA level or passed both exams and garnered acceptance of the documentation for work education/work experience for the ISSP-CSP), ISSP will issue a Certification Document in PDF format.

This certification is valid for a period of two years during which time the certified individual may represent him/herself as a certified ISSP Sustainability Associate (for the ISSP-SA certification) or as an ISSP Certified Sustainability Professional (for the ISSP-CSP certification). The ISSP-SA or ISSP-CSP designation can be used in electronic signatures or displayed on resumes, business cards, web sites and public profiles. The credential is to be displayed as either:

- ISSP Sustainability Associate or ISSP-SA for the ISSP-SA credential or
- ISSP Certified Sustainability Professional or ISSP-CSP for the ISSP-CSP credential

Any other representation is incorrect and not allowed.

Certification Maintenance and Renewal

The ISSP-SA and ISSP-CSP credentials are valid for two years and renewable upon submittal of evidence of professional development activities. These activities must have been performed since obtaining your most recent ISSP certification.

Guidance for what constitutes a professional development activity is outlined below. A renewal application must incorporate a combination of activities.

Professional Practice & Participation

Paid professional sustainability related projects. This can include employment in the sustainability field, membership in a professional association related to sustainability, or attendance at a sustainability conference.

Education or Training

Must be sustainability-related and from an accredited institution or ISSP Educational Partner.

Development of the Profession/Volunteering

Participation in the sustainability field and volunteering at sustainability-related organizations, including ISSP. This can include a leadership position in a non-profit organization or authoring peer reviewed publications.

For more detailed information, see the ISSP Credential Maintenance Program Policy document available at www.sustainabilityprofessionals.org.

ISSP recommends that you commence tracking your professional development activities right after you have obtained your initial certification so it is easy to submit your renewal. A Professional Development Activity form, currently under development, will allow you to easily document relevant activities.

The expiration date of both the ISSP-SA and ISSP-CSP is noted on your certification documentation. Renewal is available from the start of the second year of your certification. You will be notified three (3) months prior to the end of your certification period if you have not commenced the renewal process. You have until the expiration date to renew the certification.

Note: participants in the Beta test of the ISSP-SA and ISSP-CSP have *three* years from the date of issue on their Certification Documents before their certification expires initially. Following that renewal, all credentials expire on a two year schedule.

Special Consideration

If for any reason personal circumstances prevent an ISSP member from meeting the renewal criteria outlined in this Handbook, please submit an application in writing 30 days prior to expiration of the certification. ISSP will review each request on a case by case basis.

Lapsed Certification

If more than two years passes without renewal of the original certification, the entire certification process, including submittal of documentation of education and experience and passing the examination and any fees must be repeated.

Revocation of Certification

ISSP retains the right to revoke the credential awarded to any individual should sufficient evidence of professional misconduct be reported and verified. Misconduct is defined as a violation of any of the terms or conditions of the ISSP Code of Ethical Practice and Values or Candidate Nondisclosure Agreement. This includes submitting false or misleading information to ISSP related to any applications or renewals.

A lapse or revocation of an ISSP certification requires that the individual agree to discontinue the use of all claims to certification that contain reference to the certification body or certification upon suspension or withdrawal of certification. This includes the return of any certificate(s) issued by the certifying body and the discontinued use of the ISSP-SA or ISSP-CSP designation.

Audits

ISSP can undertake an audit at any time. Any information provided to ISSP may be the subject of an audit.

Exam Content Outline

The ISSP certification exams are based upon the Job Task Analysis that was derived from ISSP's competency research project conducted in 2010 and generated through a multi-stakeholder process in 2013. The diagram to the right illustrates the six core competency areas required of the job of a "sustainability practitioner." At the center is a fundamental understanding of the issues, principles and concepts related to sustainability. The ISSP Sustainability Associate (ISSP-SA) Certification focuses on this core competency. The ISSP Certified Sustainability Professional (ISSP-CSP) must demonstrate knowledge and related experience in the other five categories in addition to the core conceptual knowledge area.



Sustainability Strategy and Management

Each of the six competencies is further broken into specific related job tasks. These tasks and the associated knowledge required to perform them comprises the exam content outline. While not a comprehensive study guide, it does convey to certification applicants the knowledge areas covered on the exam portion of the certification scheme.

NOTE: The resources provided here do not represent an exhaustive list of the references or sources needed to gain the necessary knowledge or competencies nor do their study guarantee successful completion of the ISSP certification exam.

1

Core Sustainability Concepts

Demonstrated familiarity with the core issues, trends, concepts and frameworks of sustainability.

Job Task	Related knowledge and competencies
<p>1.1 Explain ideas, concepts and importance of sustainability to various audiences</p>	<ul style="list-style-type: none"> - Demonstrate familiarity with global and local, economic and scientific issues, by describing key trends, impacts and perspectives relevant to sustainability. For example defining sustainable development, Limits to Growth theory, LOHAS trends, I=PxAxT equation, steady state or circular economy models. - Explain sustainability frameworks and principles such as the Triple Bottom Line, - Identify issues of social justice and social impacts - Explain and apply systems thinking. - Summarize historically significant events related to sustainability such as Brundtland Commission, Kyoto Protocol, Agenda 21, the various COP's - Describe current trends in and interplay among various sustainability issues such as waste, water, pollution, social impact, etc. - Explain the importance of sustainable practice and how it can contribute to social, environmental, and business objectives
<p>1.2 Choose and customizing appropriate third-party sustainability resources</p>	<ul style="list-style-type: none"> - List applicable regulatory trends and policies as they relate to sustainability (e.g. whistle blower, Sarbanes-Oxley, ESA, RoHS, WEEE, EuP, Montreal Protocol, IPCC). - Demonstrate expertise in GHG inventorying and its relationship in areas such as buildings, transportation, and materials. - Define sustainability claims, eco-labels and certifications such as EPEAT, Energy Star, LEED, etc. - Describe key aspects of the landscape and architecture/hierarchy of global institutions, frameworks and standards relevant to the organization, its sustainability issues and its stakeholders. For example, GRI, Earth Charter, Hannover Principles, and Kyoto Protocol - Identify relevant trends, technologies, approaches related to common sustainability initiatives (e.g. energy reduction and production, life cycle assessment, life cycle costing, bioremediation, GEMI, CDP, etc.)

Resources for Core Sustainability Concepts

- ISSP Glossary of Sustainability Terms
- Meadows, D (2008). Thinking in Systems, A Primer. Chelsea Green: VT
- Global Issues website - <http://www.globalissues.org/issue/168/environmental-issues>

- Cook, D (2004). The Natural Step, Green Books Ltd: UK
- Hawkin, P., Lovins, A., Lovins, H. (1999). Natural Capitalism, Little Brown and Company: NY
- UN Millennium Development Goals - <http://www.un.org/millenniumgoals/>
- UN Millennium Eco Assessment - <http://www.unep.org/maweb/en/index.aspx>

2

Stakeholder Engagement

Skills and knowledge related to collaboratively working with stakeholders to forward a mutually satisfactory beneficial agenda

Job Task	Related knowledge and competencies
2.1 Identify, map and prioritize stakeholders and their primary interests or concerns	<ul style="list-style-type: none"> - Define stakeholder and the critical attributes that relate to your organization using tools and models like the stakeholder influence and importance matrix and stakeholder influence diagram - Define the importance and utility of engaging stakeholders in your sustainability efforts - List the critical steps or activities involved in facilitating stakeholder groups - Identify driving forces behind stakeholder motivations - Prioritize stakeholder needs and concerns - Identify ethical frameworks and filters for stakeholder interaction
2.2 Develop a strategy and means of engaging with each stakeholder	<ul style="list-style-type: none"> - Analyze and evaluate key person(s) within each stakeholder group - Define the stages of stakeholder engagement. - Create stakeholder engagement assessment matrix: classify stakeholders as: unaware, resistant, neutral, supportive, leading - Identify points of leverage with stakeholder groups - Select appropriate organizational planning techniques and strategies appropriate for each stakeholder - Access, engage, and include stakeholders, influencers, and trusted advisors in dialogue - Advise employees of stakeholder identities and needs - Create stakeholder register: identification information (name, organization, etc.), assessment information (major requirements, expectations, potential influence on project, etc.), stakeholder classification (internal/ external, supporter/neutral/resistor). - Describe strategies for behaviour change management

<p>2.3 Implement and institutionalize procedures for engaging and communicating with internal stakeholders (e.g. senior management, functional leads, line employees)</p>	<ul style="list-style-type: none"> - Discuss company sustainability opportunities in communications - Build consensus and support among diverse stakeholders - Describe strategies for engaging with hostile stakeholders - Explain the relevance of sustainability to all employees to give them guidance around opportunities for them in their jobs.
<p>2.4 Implement procedures for engaging and communicating with external stakeholders (e.g. suppliers, industry partners, NGO's community members)</p>	<ul style="list-style-type: none"> - Describe suitable approaches and considerations for managing multi-stakeholder engagements - Build consensus and describe strategies for engaging with hostile stakeholders
<p>2.5 Build relationships across organizational functions</p>	<ul style="list-style-type: none"> - Create sub-groups of engaged employees - Build and nurture leadership and support from key stakeholders - Enlist support of employees and functional leads.
<p>2.6 Prepare communications with input from key stakeholders</p>	<ul style="list-style-type: none"> - Produce and control communications, create communications plan, identify communication methods applying current models for effective communication

Resources for Stakeholder Engagement

- Atkisson, A. (2008). ISIS Agreement, Earthscan: London
- Zadek, S., (2007), The civil corporation (2nd ed.), Earthscan, London.
- Andriof, J., S. Waddock, B. Husted and S. Sutherland (2002). Unfolding stakeholder thinking: Theory, responsibility and engagement, Greenleaf, Sheffield.
- United Nations Environment Programme (2005). From Words to Action: The Stakeholder Engagement Manual. Volume 2: The Practitioner's Handbook on Stakeholder Engagement. <http://www.accountability.org/about-us/publications/the-stakeholder.html>
- Business for Social Sustainability (BSR), (November 2011). Stakeholder Mapping, <http://gsvc.org/wp-content/uploads/2014/11/Stakeholders-Identification-and-Mapping.pdf>
- McKenzie-Mohr, D and Smith, W (1999) Fostering Sustainable Behavior, Gabriola Island, BC: New Society Publishers
- Doppelt, Bob (2010). Leading Change Toward Sustainability, Sheffield, UK: Greenleaf Publishing, p249
- Husted, B., J.S. Waddock and S. Sutherland, 2003, Unfolding stakeholder thinking 2: Relationships, communication, reporting and performance, Greenleaf, Sheffield.
- A Guide to the Project Management Body of Knowledge (PMBOK GUIDE) 5th edition, Project Management Institute, ISBN 978-1-935589-67-9

3

Plan Sustainability Strategies

Create a comprehensive, long-term and inclusive approach to the systematic implementation of sustainability vision and initiatives

Job Task	Related knowledge and competencies
3.1 Develop a high level, long- term sustainability road map	<ul style="list-style-type: none"> - Describe strategic frameworks and planning models (e.g., backcasting, SWOT) and approaches to implementing them - Identify key contributors to the planning process - Relate sustainability vision to core purpose and define a sustainable version of the organization - Establish base line metrics or baseline performance - Apply appropriate tools (e.g. impacts assessment, resource flow diagrams) to identify critical aspects and impacts; inputs and outputs - Distinguish between a sustainability framework and common sustainability standards. - Describe different approaches to developing a plan for an organization (e.g. ADDIE model, hierarchy of competencies)
3.2 Articulate the business case for sustainability	<ul style="list-style-type: none"> - Identify business aspects that benefit financially from the application of sustainability principles and practices - Distinguish between Green and Sustainable practices - Short term return vs long term return - Define the relationship between risk and sustainability - Articulate how sustainability links to business strategy - Identify an organization's key priorities and risks and communicate in business language - Conduct a cost benefit analysis - Recognize and account for externalities - Conduct life cycle costing - Present business case to senior management & obtain approval - Developing an understanding of the context for the organization to which sustainability will be applied
3.3 Articulate a long term vision of sustainability for the organization and a strategy to achieve it	<ul style="list-style-type: none"> - Identify critical aspects of a sustainability plan that must be met. Distinguish between what is necessary to be sustainable from what is currently feasible - Overcome constraints of current thinking; establish BHAG's - Identify alignment of producer and consumer

	<ul style="list-style-type: none"> - Design transmaterialization strategies - Distinguish between vision, goals, strategy, indicators - Identify key benefits that will attract employees to participate
<p>3.4 Create an overarching project framework to support the higher level framework, that can be operationalized and implemented</p>	<ul style="list-style-type: none"> - Design cyclical process for managing a sustainability plan - Identify existing organizational systems that could be leveraged to create a SMS (e.g. HR, strategic planning, budgeting, training)
<p>3.5 Identify material issues and the relevant key indicators, specific metrics and targets</p>	<ul style="list-style-type: none"> - Devise SMART metrics - Calculate baseline data - Identify obstacles to measuring long term impacts, externalities, etc. - identify the most common metrics shared across industries and regions - Familiarity with Balanced Score Card and its application to TBL metrics - Explain life cycle costing principles - Identify material issues and apply prioritization techniques - Understand how to determine and create baselines for key indicators - Appropriately design/choose TBL metrics. Distinguish between and appropriately apply leading and lagging indicators; Qualitative and quantitative metrics - Understand the processes, key terms, standards and approaches to conducting greenhouse gas inventories and audits - Identify the relationship to and application of emerging accounting practices.
<p>3.6 Identify the critical components of an SMS</p>	<ul style="list-style-type: none"> - Define the PDCA cycle - Identify the key attributes of an SMS (e.g., cyclical/iterative) - Understand that implementation is an embedding process and the key elements are training, communication, SOP's and documentation - Check - monitor progress and system so need metrics and audit process and implement a corrective action mechanism - Act - top level strategic and regular revisiting of the whole plan and process - Plan and understand importance of the Management Review

Resources for Planning Sustainability Strategies

- UNESCO (2014) UNESCO Roadmap for Implementing the GAP on ESD.
- The Natural Step backcasting process
- Hitchcock, D and Willard M. The step by step Guide to Sustainability Planning
Willard, B. The New Sustainability Advantage, Sustainability Champion's Guidebook
- Deming, E
ISO standards 14000, 26000
Blackburn, W. The Sustainability Handbook
- Wackernagle, Ecological Footprint
- Kaplan and Norton, The Balanced Score Card

4

Implement Sustainability Strategies

Managing the ongoing activities related to successful integration and fulfilment of sustainability goals

Job Task	Related knowledge and competencies
4.1 Establish effective support and governance structures for the implementation of sustainability strategies and initiatives	<ul style="list-style-type: none"> - Understand governance models, processes, decision frameworks
4.2 Implement an SMS in alignment with accepted standards and protocols	<ul style="list-style-type: none"> - Understanding of the benefits of standardized SMS's - Familiarity with continuous improvement standards and protocols (e.g. ISO series of standards) - Apply PDCA model and strategies
4.3 Integrate sustainability principles into organizational functions, policies and practices	<ul style="list-style-type: none"> - Define the phases of implementation of sustainability - Change management theory; strategies and barriers to change - Describe the basic approach to life cycle assessment
4.4 Manage complex projects	<ul style="list-style-type: none"> - Define the different process groups of a project (Initiating, Planning, Executing, Monitoring and Controlling, Closing). - Classify the project into the project management knowledge areas (integration, scope, time, cost, quality, human resource, communication, risk, procurement, stakeholder). - Analyze and select the appropriate process model components (Inputs, Tools & Techniques, Outputs). - Manage the project per project requirements and plan.

<p>4.5 Communicate sustainability plans and concepts and choose strategies for buy-in from all members and levels of an organization</p>	<ul style="list-style-type: none"> - Plan Communications: who needs it ; when is it needed; where should it be stored; what format; how to retrieve it; any barriers to overcome such as language, time zones, cultural, etc. - Familiarity with the strategies and concepts of community based social marketing - Communications Management Plan: - Wilhelm, K, Making Sustainability Stick - Manage Communications: Determine and limit who will communicate with whom and who will receive what information - Control communications: the process of monitoring and controlling communications throughout the entire project life cycle to ensure the information needs of the project stakeholders are met. - Ensure optimal information flow among all communication participants, at any moment in time. - Analyze Communication dimensions: <ul style="list-style-type: none"> o Interactive and technology based o Internal and external o Formal and informal o Vertical and horizontal o Push and pull communications
<p>4.6 Launch and support teams and work groups</p>	<ul style="list-style-type: none"> - Launch and charter teams - Build commitment among team members - Facilitate groups through decision making - Hold teams accountable for results - Lead teams through the stages of team development - List the critical steps in building consensus in groups
<p>4.7 Drive innovation, improvement and continuous learning</p>	<ul style="list-style-type: none"> - Innovation Theory - motivators for adoption, barriers to adoption, etc. - Familiarity with product stewardship, LCA's - Understanding of the theory of double loop learning
<p>4.8 Distribute communication and determine process for gathering feedback</p>	<ul style="list-style-type: none"> - Ensure two-way communication and assure line manager acceptance

Resources for Implementing Sustainability Strategies

- A Guide to the Project Management Body of Knowledge (PMBOK GUIDE) 5th edition, Project Management Institute, ISBN 978-1-935589-67-9
- Duckworth, A. and Moore, R (2010). Social Responsibility: Failure Mode Effects and Analysis, CRC Press
<http://www.crcpress.com/product/isbn/9781439803721>
- Whiteley, A., 1995, Managing change: a core-values approach, Macmillan Education, Australia.
- Benn, S., D. Dunphy and A. Griffiths, Organizational Change for Corporate Sustainability (3rd ed.), Routledge, New York.
- US Environmental Protection Agency
- Kotter, John (1996). Leading Change, Harvard Business School Press: Cambridge
- See Husted, B., J.S. Waddock and S. Sutherland, 2003, Unfolding stakeholder thinking 2: Relationships, communication, reporting and performance, Greenleaf, Sheffield.
- Fleischer, D. GREEN TEAMS: Engaging Employees in Sustainability, GreenBiz.com
- Available at <http://www.neefusa.org/pdf/greenbiz-reports-GreenTeams.pdf>
- GMIC Guide to Forming a Green Team, Green Meeting Industry Council
- McKenzie-Mohr, Doug and Smith, William (1999). Fostering Sustainable Behavior, Gabriola Island, BC: New Society Publishers.
- Willard, B The New Sustainability Advantage
- McDonnough, W. and Braungart M. (2002). Cradle to Cradle, New Point Press: NY
- Doppelt, B. ((2010). Leading Change Toward Sustainability, Greenleaf Publishing: Sheffield, UK
- Rogers E., Diffusion of Innovation
- Wilhelm, K (2014). Making Sustainability Stick, Pearson Education: New Jersey
- Hitchcock, D. and Willard, M (2015). The Business Guide to Sustainability, Taylor and Francis: London

5

Evaluate and Report Sustainability Efforts

Collect, analyze and report the results of sustainability metrics

Job Task	Related knowledge and competencies
5.1 Conduct an impact assessment of organizational or community inputs, operations, outputs and stakeholder relationships	<ul style="list-style-type: none"> - Apply impacts assessment models and strategies - Perform cost-benefit analysis & employee motivational studies - Manage supply chains

5.2 Design, implement and maintain data systems for collecting accurate, timely and reliable data (maximally integrated with other data collection systems of the organization).	<ul style="list-style-type: none"> - Conduct validity & reliability studies based on data compiled from comparable organizations. - Design TBL dashboards with leading, lagging, qualitative and quantitative metrics - Determine materiality of metrics and reporting requirements - Perform and review greenhouse gas inventories and audits - Apply prevailing standards for measuring and managing social, environmental and economic impacts.
5.3 Analyze data and draw conclusions about progress.	<ul style="list-style-type: none"> - Apply concepts of materiality, transparency, context, completeness to measures and reports - Selecting, interpreting and reporting on sustainability key performance indicators
5.4 Gather data, case studies, examples, and logically compile and order them	<ul style="list-style-type: none"> - Prepare defensible, readable and accessible reports - Demonstrate understanding of widely accepted reporting formats like CDP, GRI, SASB, IIRC

Resources for Evaluating and Reporting Sustainability Efforts

- CDP
- GRI
- IIRC
- SASB

6 Adjust plans
Continuously review efforts and adjust to meet emerging needs and opportunities

Job Task	Related knowledge and competencies
6.1 Maintain and continuously refine management systems	<ul style="list-style-type: none"> - Conduct regular reviews of SMS, plans, strategic priorities, threats and opportunities - Perform annual SWOT & cost-benefit analysis
6.2 Prioritize action based on context, analysis and set targets	<ul style="list-style-type: none"> - Use accredited project management concepts - Recognize and incorporate new and emerging opportunities that have the potential to enhance uptake of sustainability initiatives

Resources for Adjusting Plans

Agreements

ISSP Sustainability Professional Code of Ethical Practice and Values

As Sustainability Professionals, we recognize that we not only serve our organizations but also act as stewards of decisions that impact the good of society, the environment and the greater economy.

As a condition of certification as a sustainability professional, I hereby agree to the following code of ethical professional practice, upholding the highest professional ethical norms and values implied by our responsibility toward multiple stakeholders:

Be Innovative. Endeavour to be an innovative, systems thinker in the pursuit of long-term environmental, social, and economic sustainability.

Be Objective. Support and promote sustainable actions and challenge unsustainable actions, based upon facts, figures, reasonable judgement and professional expertise.

Continuous Learning. Pursue, develop and maintain standards of professional competence and knowledge through a combination of training, learning and practical experience, and through the support of others.

Be Honest and Fair.

- To uphold the standards of professionalism, be honest in all professional interactions, and strive to report practicing sustainability professionals deficient in character or competence, or engaging in fraud or deception, to appropriate entities.
- To ensure that professional judgment is not influenced by a conflict of interest and, where such a conflict may exist, proactively reveal to all relevant parties.

Be Responsible.

- To exercise impartiality, diligence, and objectivity in my professional work; promoting and striving for high standards and best practices in sustainability
- To understand and accept the consequences of my actions, and in giving advice, make the relevant person(s) aware of the potential consequences of actions
- Consider the environmental, social, and economic implications of determinations and recommendations

Be Respectful. Treat others as I would wish to be treated.

Be Fortright. Acknowledge my limitations of competence and not undertake work that I know is beyond my professional capabilities and honestly represent the scope of the certification that I have been granted.

ISSP Certification Non-Disclosure Agreement

This Non-Disclosure Agreement (the “Agreement”) is made by and between the International Society of Sustainability Professionals, Inc. (ISSP), and you, the test taker (“Candidate”). In consideration for the right to take the ISSP Certification Exam, the Candidate agrees to the following:

1. I certify that I am the person whose name and address appears on the ISSP Certification Exam registration information. I also certify that I am taking the ISSP Certification Exam in order to receive professional certification from ISSP and for no other reasons.
2. I understand and agree that the ISSP Certification Exams, the questions, and answers are Confidential Information owned by ISSP and protected by the laws of the United States and elsewhere, including but not limited to copyright laws. I agree that I will not discuss, or disclose the ISSP Certification Exams including questions and answers, in whole or in part in any form or by any means (orally, in writing, in any other media, in any internet forums or otherwise) to any third party or provide any third party access to the ISSP Certification Exams nor use the ISSP Certification Exams except as required to take the test.
3. I shall notify ISSP immediately upon discovery of unauthorized use or disclosure of Confidential Information or any breach of this Agreement, and shall cooperate with ISSP in every reasonable way to assist ISSP in mitigating the consequences of such use or disclosure and preventing further unauthorized use or disclosure.
4. I have read, understand, and agree to the terms and conditions described in the ISSP Candidate Handbook including without limitation, those related to the ISSP Certification Exam fees, retake and other testing policies and test cancellations for irregularities and inappropriate conduct.
5. I understand and agree if I provide false information or if I violate any ISSP Certification Exam rules or procedures, which include, but are not limited to, cheating; sharing information about ISSP Certification Exams in any way to any third party, and attempting to get advance information about the ISSP test from any source; then any one or more of the following may happen:
 - The ISSP Certification Manager may immediately dismiss me from the online test platform;
 - My ISSP Certification Exam may be canceled, without a refund;
 - I may be prevented from retaking the ISSP Certification Exam; and
 - I may face civil or criminal prosecution.
6. I understand that ISSP makes no representations or warranties as to the accuracy or completeness of any Confidential Information disclosed, and I agree that neither ISSP nor any of its officers, directors, Candidates, agents, members or attorneys will have any liability to me arising from my use of the Confidential Information.
7. To the fullest extent permitted by law, all of the covenants and agreements contained in this Agreement will survive indefinitely. I also understand that the obligation not to use or disclose Confidential Information shall survive the completion of Testing Period, for so long as the information remains Confidential Information. I further understand that this Agreement extends to, and shall be binding upon, my heirs, successors and assigns.
8. This Agreement will be governed by and construed according to the laws of the State of Oregon, USA (excluding the choice of laws rules thereof). Candidate hereby consents to the jurisdiction of the courts of the State of Oregon, USA. Any suit brought hereon must be brought in the state or federal courts sitting in the State of Oregon, USA, the parties hereto hereby waive any claim or defence that such forum is not convenient or proper.