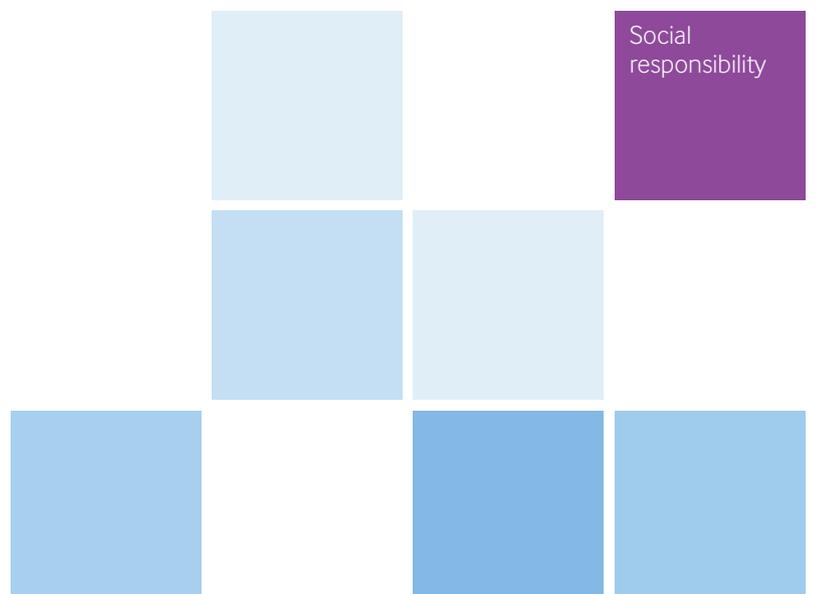


Community liaison officer team management toolkit

Tool 3

Job description templates



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Acknowledgements

This document was prepared by IPIECA's Community Engagement and Indigenous Peoples Task Force under the auspices of the Social Responsibility Group. IPIECA gratefully acknowledges the contribution of Clare Bebbington of Audire Consultants and Emma Wilson of ECW Energy, the principal authors, in its development.

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Job description templates

IPIECA

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Purpose of this tool

This tool is used to help managers draft job descriptions for community liaison officers (CLOs) prior to hiring. The templates should be used as a guide only. They provide a general idea of the attributes and experience required for CLO roles in the development and operations phases.

It is assumed that the majority of CLOs will be hired at competency Level 2 or Level 3 (the different levels of competency are laid out and explained in [Tool 2: Competency framework](#)).

Before recruiting CLOs, managers will need to develop specific job descriptions which reflect the project/asset, company and societal needs, and consider which of the attributes and experience listed here are required to deliver the desired objectives. For advice on how candidates might demonstrate the listed attributes and experience, see [Tool 4: Recruitment planner](#).

After hiring, it is recommended that managers consider any skills gaps that may remain, and make adjustments to team structure, training, development plans and internal interfaces as necessary. It is also recommended that managers identify any risks and opportunities that may emerge from hiring decisions.

The job description templates

This tool offers a selection of job description templates:

- Template 1: Development phase CLO, Competency Level 2
- Template 2: Development phase CLO, Competency Level 3
- Template 3: Operations phase CLO, Competency Level 2
- Template 4: Operations phase CLO, Competency Level 3

DEVELOPMENT PHASE CLO ROLES

The development phase CLO roles are the most varied and likely to require regular review and updating in light of project developments and external factors. They require the CLO to understand not only the local context but also the project itself, and the potential and actual environmental and social impacts. The ability to communicate these aspects in an accessible way and build a two-way dialogue with local stakeholders is also necessary. The entry-level CLO role (Level 2) presupposes less responsibility in terms of representing corporate viewpoints and influencing decision-making, while grievance resolution is limited to lower-level grievances. The experienced CLO (Level 3) has greater authority both within the company and in the community.

OPERATIONS PHASE CLO ROLES

The operations phase CLO roles will also require regular review and updating in the light of project developments and external factors, but the project developments are likely to be less significant and more predictable. As with the development phase CLO role, this role requires the CLO to understand the local context, the project, and the potential and actual environmental and social impacts, although impacts are also likely to be less significant and more predictable. The role requires the CLO to maintain a two-way dialogue with local stakeholders. The difference between entry-level and experienced CLO roles is similar to the development phase. It will obviously be an advantage if an operations phase CLO has previously worked as a development phase CLO.

Job description template 1

Development phase CLO Competency Level 2

Position title:	Community Liaison Officer (CLO)
Team/function:	The CLO sits in the [xxx] team, made up of [xxx] members
Direct reporting:	The CLO reports to [xxx]
Also works with:	[e.g. HSSE, HR, contractors, security, etc.]
External interfaces:	[e.g. community members, elected local officials, nominated community representatives]
Grade:	Competency Level 2
Location:	The CLO(s) will be based (i.e. live and primarily work) in [a project-affected community], or will be based in [another community] and will be expected to visit [a project-affected community/communities] on a regular basis.

Organigram:

[Insert organigram here to include the CLO team, the related teams within the company, and the contractors and consultants that also have community-facing responsibilities.]

PURPOSE OF THE ROLE

The role of the CLO is to provide professional support for the management of relations with local community stakeholders living close to the project site. The CLO acts as a key point of contact to enable community members to engage with [the company] and plays an integral role in implementing [the company's] community relations strategy at the local level. The position exists to enable [the company] and the local community/communities to:

- build relationships based on trust and mutual respect;
- represent community concerns and grievances to the company;
- ensure that issues are resolved promptly, fairly and consistently; and
- secure and maintain broad and long-term community support for the company's activities.

During the development phase, a key objective is to ensure that construction is completed on time, to a high quality, without causing harm to the environment, local livelihoods or society, while building mutually beneficial relationships with local community members.

In all cases the objective of the CLO role is to support sustainable development and the protection of human life, health and the environment, and to add value to the local communities.

MEASUREMENT OF SUCCESS

The CLO role is vital in enhancing community relations, securing and maintaining broad community support and building long-term trust between [the company] and the community. Performance measures will reflect both corporate and community interests. Performance will be judged based on the overall outcome, as well as on the delivery of performance targets, relating to the nine core responsibilities and nine discretionary responsibilities listed below. These targets will be developed together between the CLO manager and the CLO and will form the basis of a regular individual performance appraisal.

CORE RESPONSIBILITIES

The following responsibilities are core to all CLO roles:

- **Community insight**
 - Understanding community expectations, needs, interests, concerns and levels of influence.
 - Understanding how project activities might affect community well-being and community dynamics.
 - Recording and reporting on insights, and discussing them with colleagues.
- **Community stakeholder mapping**
 - Understanding and mapping various community stakeholders and their needs, interests, concerns and levels of influence in a way that can be used for project decision-making.
 - Discussing the results of stakeholder mapping with colleagues.
- **Information sharing**
 - Ensuring that information about the project is shared with the community in an effective, appropriate and timely manner.
 - Discussing project-related information with community members.
 - Using basic information-sharing tools, including verbal communication, pamphlets, posters, media announcements, and common social media platforms, such as Facebook.
 - Recognizing whether community members have sufficient access to information, and reporting to managers on any barriers to community information access.
- **Community engagement**
 - Regular engagement with community stakeholders, including local leaders, civil society organizations, landholders and land/resource users, households and vulnerable groups, with the aim of building the trust and respect of the community.
 - Explaining the goals and aspirations of the project, and discussing potential project impacts and opportunities with community members.
 - Advising landholders and land/resource users in advance of planned interventions that might affect them directly, and the timings and extent of such activities.
 - Supporting community meetings by preparing information packages, arranging venues, posting advertisements and collecting feedback forms.
 - Identifying and respecting the needs of different stakeholder groups, especially vulnerable groups, and modifying engagement approaches as appropriate.

- **Community consultation**
 - Supporting the preparation of targeted information packages for community consultation.
 - Supporting information gathering for consultation purposes, including questionnaire surveys and community meetings, and supporting the management of community responses.
 - Accurately recording community views and concerns to input into consultation processes.
 - Supporting the management of consultation responses by organizing information according to defined categories (e.g. stakeholder group, topic of interest, level of influence).

- **Community grievance and dispute management**
 - Supporting the community grievance mechanism, by recording and reporting on grievances and their resolution.
 - Explaining to community members how to use the grievance mechanism.
 - Discussing issues and grievances with community members and resolving low-level issues and disputes, as required.
 - Bringing larger grievances and disputes to the attention of the right people to resolve them.
 - Responding sensitively at all times and bringing calm to tense situations.

- **Crisis management**
 - Supporting incident and crisis response activities, as required.
 - Participating in incident and crisis response training.
 - Explaining issues relating to safety, security and emergency risk to community members.
 - Engaging with community members in a crisis, as required, explaining the situation clearly and passing on advice from the company on steps they should take.

- **Reporting and documentation**
 - Reporting to the line manager regarding own activities and the day-to-day situation in the community.
 - Reporting against key performance indicators (KPIs).
 - Reporting on major and minor incidents and emerging issues in the community.

- **Implementing standards and managing scrutiny**
 - Following company policies and procedures in community work and all professional conduct.¹
 - Applying international standards in local contexts.
 - Supporting internal and external scrutiny exercises by providing information in an accurate and timely fashion.

¹ Everyone has a duty and the authority—without fear of reprisal—to report or actively halt any work by any company employee, contractor or third party if they believe it is unsafe and may potentially cause harm, or represents a future risk of harm, to colleagues or community residents.

DISCRETIONARY RESPONSIBILITIES

The following responsibilities are considered to be discretionary for CLO teams for two reasons:

- a) some of the responsibilities may or may not be relevant to the project (e.g. resettlement); and
- b) the responsibilities may be carried out by other teams apart from the CLO team.

As such, the decision about whether or not to include them in CLO job descriptions is dependent on specific corporate, project and societal needs.

Discretionary responsibilities include:

- **Baseline data gathering**
 - Gathering of basic baseline data.
 - Using basic community survey techniques, including household questionnaire surveys and structured interviews using a set of questions.
- **Monitoring**
 - Monitoring of community feedback about the project and the effectiveness of community relations work using basic techniques, such as questionnaire surveys, structured interviews and one-to-one or small group meetings.
 - Monitoring against KPIs.
- **Negotiation**
 - Supporting negotiation processes between the company and the community relating to compensation, benefit sharing and/or FPIC, by gathering information, preparing participants, providing notice and making sure that people are aware of what is happening.
- **Land claims and resettlement**
 - Providing basic assistance with land claims or resettlement processes that involve community members, including sharing information on land rights and project plans and supporting community meetings on land issues.
 - Recording and reporting on grievances related to land claims or resettlement processes.
 - Effective communication with external expert teams implementing land claims and/or resettlement programmes
- **Indigenous rights**
 - Identifying and mapping indigenous groups living within the direct and indirect zone of project influence.
 - Providing basic assistance with indigenous rights programmes and Indigenous People's development planning, including sharing information on indigenous rights and project plans, and supporting community meetings on Indigenous People's issues.
 - Effective communication with external expert teams implementing an Indigenous People's programme.
 - Recording and reporting on grievances related to Indigenous People's issues.

- **Community issues management in conflict situations**
 - Supporting alternative community engagement approaches, as required in the context of specific conflict situations.
 - Recognizing the need for expert conflict management, mediation or dispute resolution in the community, and seeking expertise to resolve the situation as quickly as possible.
- **Local hiring**
 - Contributing to hiring decisions by providing insights about skills and expertise available within communities.
 - Supporting community members with information on project job opportunities, and gathering insights on the potential training needs of the local workforce.
- **Worker welfare**
 - Regular basic monitoring of labour welfare issues, including provision of water, food and accommodation.
 - Assistance in resolving local labour issues, by engaging regularly with local workers, and by recording and reporting on labour grievances.
 - Working with the health, safety, security and environment (HSSE) department to address any HSSE issues that arise in the course of regular monitoring of worker welfare.
- **Social investment**
 - Supporting the project's social investment (SI) programme by: providing information to the community on the goals and objectives of the programme; supporting community meetings; and advising community members on how to apply to the programme.
 - Eliciting feedback from community members on the effectiveness of the SI programme to feed into programme assessment and decision-making.

GENERAL RESPONSIBILITIES

All CLOs will be expected to:

- assist in the day-to-day management of community liaison activities (support for technical, logistical, financial and/or legal processes, as required);
- take decisions in line with agreed delegations of authority;
- undergo regular training aimed at enhancing the ability to perform this role, as appropriate for his/her skills requirements and the evolving nature of the role (this includes mandatory HSSE, project induction and ethical training);
- undergo regular appraisals and catch-ups with line managers; and
- safely use equipment necessary for the fulfillment of his/her role.

PERSONAL ATTRIBUTES

In CLO roles, personal attributes are more important than specific skills and experience. The six key personal attributes listed below are required for all CLOs, and have been recognized by CLOs themselves as being of particular importance.

All CLOs should:

- **Inspire respect**
 - Inspire respect and trust with community leaders and the wider community.
 - Be accepted and recognized by the community.
 - Inspire broad community confidence in the project.
 - Inspire respect with colleagues and line managers.
- **Be resilient**
 - Deal with difficult issues, often over long time frames.
 - Be self-motivated and work independently with minimal supervision in challenging circumstances, and work at a distance from the line manager, if required.
 - Manage high levels of stress, find coping strategies, communicate when difficulties arise.
 - Deal with setbacks and criticism.
 - Cope with unconventional work patterns.
- **Be empathetic**
 - Understand the challenges, needs and concerns of others, even while not agreeing with them.
 - Share and understand community and corporate values and concerns.
 - Understand issues of gender and diversity in the community and in the workplace.
 - Have and show empathy, while also remaining objective and impartial.
- **Have a high degree of personal integrity**
 - Represent and work with affected communities while also being a project/company representative.
 - Interact professionally within the company and community, to balance business goals and social development priorities, and balance the interests of the community and the company, even in challenging situations.
 - Recognize, address and report on ethical dilemmas and conflicts of interest in a responsible and open way.
- **Be calm under pressure**
 - Remain calm and authoritative in situations with an element of disagreement or conflict.
 - Demonstrate concern and responsiveness while maintaining the company position.
- **Be patient**
 - Allow people time to express their views or come to a decision.
 - Deal with changes in plans.
 - Review and work with detail, particularly in dynamic and complex situations.

SKILLS

CLOs may be recruited from a variety of backgrounds, but certain skills are essential at the time of hiring. Other skills may be desirable but could be learned on the job, or through training and development.

The following skills are essential at the point of hiring:

- **Local language skills**
 - Ability to speak at least one language that is spoken fluently by the local population.
- **Interpersonal skills**
 - Ability to get on well with diverse representatives of the local community.
 - Ability to work as a team; respect and support colleagues.
- **Verbal communication skills**
 - Ability to communicate effectively with diverse audiences from different social groups.
 - Ability to explain basic procedures (e.g. grievance mechanism or emergency response procedure) to local community members.
 - Ability to present opinions and community insights to colleagues.
- **Reporting skills**
 - Ability to report on own activities to the line manager.
 - Ability to report verbally on key community events and insights to colleagues, highlighting the key points.
 - Ability to identify major and minor incidents and emerging issues.
- **Information-sharing skills**
 - Ability to verbally disclose and discuss important information with people from different social groups.
 - Have an understanding of basic information-sharing tools, including pamphlets, posters, media announcements and common social media platforms such as Facebook, with experience in some, if not all.
 - Ability to identify appropriate forms of information sharing for different community members.
- **Community engagement/consultation skills**
 - Ability to engage with different stakeholder groups, using appropriate engagement techniques.
 - Ability to assist with formal consultation processes, by supporting meetings, taking meeting notes and organizing information.
- **Analytical skills**
 - Ability to analyse data and verbal and written communication to inform activities.

Tool 3: Job description templates

Job description template 1 • Development phase CLO, Competency Level 2

- **Problem-solving skills**

- Ability to use a range of problem-solving techniques to resolve low- to medium-level issues among community members, and seek assistance from colleagues in a timely fashion if required.

- **Organizational skills**

- Ability to prepare information packages, arrange meeting venues, post advertisements, and collect feedback forms.

The following skills are desirable but not essential at the point of hiring; they become essential within 3–6 months after appointment:

- **Foreign language skills**

- A good working knowledge of the project language.

- **Written communication skills**

- Ability to write in a concise and accurate manner in the project language.

- **Stakeholder mapping skills**

- Ability to identify and map stakeholders, their needs, interests and concerns, and discuss the results with colleagues.
- Ability to identify and map indigenous groups living close to the project site, if required.

- **Issues management skills**

- Ability to resolve issues between community members and diffuse potentially tense situations.

- **Monitoring and evaluation skills**

- Ability to assess performance, issues and risks against KPIs.

KNOWLEDGE

A CLO with the right attributes and skills should be able to acquire relevant knowledge to do his or her job well. This would include knowledge of the industry, company, project, the social and environmental context, relevant policies, standards, laws and regulations.

The following knowledge is desirable but not essential at the point of hiring; it becomes essential within 3–6 months after appointment:

- **Knowledge of the local community/communities**
 - A good understanding of community expectations, needs, interests, concerns and levels of influence.
 - Knowledge of the key figures in the community.
 - Understanding of local socio-economic and political matters.
 - Familiarity with local geography; some knowledge of local history.
 - Understanding of local views on the industry and industrial development in the country/region.
- **Knowledge of the industry**
 - Knowledge of the oil and gas industry and/or other types of industrial or construction projects and their potential socio-economic, cultural, environmental and political impacts on local communities.
 - Understanding of various industry functions, including the role of contracting, and how security operates.
- **Knowledge of the company**
 - Awareness of the company's activities in the country/local region.
- **Knowledge of the project**
 - Understanding of the goals and aspirations of the project, and the potential community impacts and opportunities.
 - A good understanding of how community expectations, needs, interests and concerns might affect project operations.
- **Legal/regulatory knowledge**
 - Knowledge of local/national land rights, human rights, social policies, government plans and programmes and how they are implemented locally.
 - Awareness and understanding of international standards relating to human rights and other aspects of oil/gas industry-related social performance.

EDUCATION

The majority of CLOs are educated to at least degree level. At the time of hiring, it is therefore desirable but not essential that a CLO is educated to:

- **Degree level or higher**
 - The qualification should preferably be in a subject that reflects knowledge and awareness of social, community and/or development issues. This might be a subject such as socio-economic development, human geography or anthropology.
 - Additional knowledge and qualifications relating to an environmental sustainability topic are also desirable.

WORK EXPERIENCE

CLOs come from a variety of backgrounds. Work experience in one or more of the following areas is desirable but not essential at the point of hiring:

- **Industry**
 - Experience working within the industry or on comparable industrial/construction projects in a social/community-related position or other position (e.g. related to the environment or engineering).
 - Experience of working within an organization that operates to a Code of Conduct or similar framework, as well as other corporate regulations.
 - Experience of preparing and training for an emergency response protocol.
- **Corporate**
 - Work experience in one of the company's activities in the country/region and/or in other countries/regions.
 - Experience working with the company in a social/community-related position or (less desirable) another position.
- **Community development organizations**
 - Experience working with community development programmes or related work (such as teaching), preferably in the local area.
 - Recognized knowledge of community socio-economic and political matters.
 - Experience of community planning processes.
- **International organizations**
 - Experience working with international development organizations or international financial institutions.
- **Civil society organizations**
 - Experience working with civil society organizations, the most relevant being those that relate to worker rights, land claims, resettlement, participatory decision-making, and health/society/environmental groups.
- **Local government**
 - Care should be taken, from an ethical perspective, when considering recruitment of CLOs who have served as elected officials. However, experience of representing local interests is relevant to the role and may be considered.

Job description template 2

Development phase CLO Competency Level 3

Position title:	Community Liaison Officer (CLO)
Team/function:	The CLO sits in the [xxx] team, made up of [xxx] members
Direct reporting:	The CLO reports to [xxx]
Also works with:	[e.g. HSSE, HR, contractors, security, etc.]
External interfaces:	[e.g. community members, elected local officials, nominated community representatives]
Grade:	Competency Level 3
Location:	The CLO(s) will be based (i.e. live and primarily work) in [a project-affected community], or will be based in [another community] and will be expected to visit [a project-affected community/communities] on a regular basis.
Organigram:	

[Insert organigram here to include the CLO team, the related teams within the company, and the contractors and consultants that also have community-facing responsibilities.]

PURPOSE OF THE ROLE

The role of the CLO is to provide professional support for the management of relations with local community stakeholders living close to the project site. The CLO acts as a key point of contact to enable community members to engage with [the company] and plays an integral role in implementing [the company's] community relations strategy at the local level. The position exists to enable [the company] and the local community/communities to:

- build relationships based on trust and mutual respect;
- represent community concerns and grievances to the company;
- ensure that issues are resolved promptly, fairly and consistently; and
- secure and maintain broad and long-term community support for the company's activities.

During the development phase, a key objective is to ensure that construction is completed on time, to a high quality, without causing harm to the environment, local livelihoods or society, while building mutually beneficial relationships with local community members.

In all cases the objective of the CLO role is to support sustainable development and the protection of human life, health and the environment, and to add value to the local communities.

MEASUREMENT OF SUCCESS

The CLO role is vital in enhancing community relations, securing and maintaining broad community support and building long-term trust between [the company] and the community. Performance measures will reflect both corporate and community interests. Performance will be judged based on the overall outcome, as well as on the delivery of performance targets, relating to the nine core responsibilities and nine discretionary responsibilities listed below. These targets will be developed together between the CLO manager and the CLO and will form the basis of a regular individual performance appraisal.

CORE RESPONSIBILITIES

The following responsibilities are core to all CLO roles. Those which apply specifically to Level 3 are indicated; the others apply to both Level 2 and Level 3:

- **Community insight**

- Understanding community expectations, needs, interests, concerns and levels of influence.
- Understanding how project activities might affect community well-being and community dynamics
- Recording and reporting on insights, and discussing them with colleagues.

Level 3:

- Understanding how community expectations, needs, interests, concerns and levels of influence might affect project activities.
- Understanding how project activities might affect community well-being and community dynamics.
- Analysing community insights in light of their potential impact on project development.
- Explaining community insights and potential project impacts to managers and auditors.

- **Community stakeholder mapping**

- Understanding and mapping various community stakeholders and their needs, interests, concerns and levels of influence in a way that can be used for project decision-making.
- Discussing the results of stakeholder mapping with colleagues.

Level 3:

- Using stakeholder mapping techniques in risk identification and assessment.
- Explaining the results of stakeholder mapping to managers.
- Contributing to strategic planning to engage all local stakeholders appropriately.

● Information sharing

- Ensuring that information about the project is shared with the community in an effective, appropriate and timely manner.
- Discussing project-related information with community members.
- Using basic information-sharing tools, including verbal communication, pamphlets, posters, media announcements, and common social media platforms, such as Facebook.
- Recognizing whether community members have sufficient access to information, and reporting to managers on any barriers to community information access.

Level 3:

- Using complex information-sharing tools such as radio, social media forums and community meetings.
- Managing information-sharing processes relating to impact assessments, negotiation of benefit-sharing agreements, or processes of free, prior and informed consent (FPIC), if required.
- Ensuring that the most appropriate information-sharing tools are used for different stakeholder groups, including vulnerable groups.
- Working with community leaders and interest groups to ensure that all community members have sufficient access to information.
- Identifying the risks and opportunities associated with the sharing of information.

● Community engagement

- Regular engagement with community stakeholders, including local leaders, civil society organizations, landholders and land/resource users, households and vulnerable groups, with the aim of building the trust and respect of the community.
- Explaining the goals and aspirations of the project, and discussing potential project impacts and opportunities with community members.
- Advising landholders and land/resource users in advance of planned interventions that might affect them directly, and the timings and extent of such activities.
- Supporting community meetings by preparing information packages, arranging venues, posting advertisements and collecting feedback forms.
- Identifying and respecting the needs of different stakeholder groups, especially vulnerable groups, and modifying engagement approaches as appropriate.

Level 3:

- Organizing community meetings in a format appropriate for the purpose and cultural preferences of the attendees, making public presentations as required, and analysing meeting feedback.
- Using complex community engagement tools, such as social media and community theatre, to establish a dialogue with local community members.
- Engaging with senior community decision makers, including local government representatives, elected officials, traditional leaders and village elders.
- Addressing the needs and concerns of individual stakeholder groups, especially vulnerable groups, and modifying responses according to their specific requirements.
- Assessing the risks associated with different teams engaging directly with the community, including project contractors and service providers.
- Accompanying contractors on-site and providing them with guidance on appropriate conduct and any restrictions, including land access rules, with input from the landholders.

● Community consultation

- Supporting the preparation of targeted information packages for community consultation.
- Supporting information gathering for consultation purposes, including questionnaire surveys and community meetings, and supporting the management of community responses.
- Accurately recording community views and concerns to input into consultation processes.
- Supporting the management of consultation responses by organizing information according to defined categories (e.g. stakeholder group, topic of interest, level of influence).

Level 3:

- Managing targeted company and community inputs into consultation processes.
- Managing complex tools for community consultation, including community meetings, online questionnaires and social media.
- Analysing the results of community consultation and presenting these to colleagues.
- Providing feedback to community members on how their views and concerns have been taken into account during the consultation.

● Community grievance and dispute management

- Supporting the community grievance mechanism, by recording and reporting on grievances and their resolution.
- Explaining to community members how to use the grievance mechanism.
- Discussing issues and grievances with community members and resolving low-level issues and disputes, as required.
- Bringing larger grievances and disputes to the attention of the right people to resolve them.
- Responding sensitively at all times and bringing calm to tense situations.

Level 3:

- Resolving community grievances and disputes between the community and the company or its contractors, including issues related to compensation, as appropriate.
- Resolving issues between community members and local authorities, if relevant and appropriate.
- Referring grievances and compensation issues in a timely manner to higher levels of authority, as necessary.
- Reporting on instances where issues are addressed outside the formal community grievance mechanism, to enhance project reporting, lesson learning, performance assessment and decision-making.
- Analysing grievances and the grievance resolution process to feed into project reporting, lesson learning, performance assessment and decision-making.
- Working with third-party mediators and dispute management experts, if required, and responding to their recommendations.

● Crisis management

- Supporting incident and crisis response activities, as required.
- Participating in incident and crisis response training.
- Explaining issues relating to safety, security and emergency risk to community members.
- Engaging with community members in a crisis, as required, explaining the situation clearly and passing on advice from the company on steps they should take.

Level 3:

- Explaining to others what to do in the case of an incident or crisis.
- Coordinating incident and crisis response activities, where appropriate.
- Formal participation in an incident and crisis management team, as required.
- Developing educational materials for the community relating to safety, security and emergency risks.
- Managing relations with local government, other community leaders and community members during an incident or crisis and during follow-up.
- Working together with others in the event of an incident or crisis, including other community-facing teams, such as project contractors, security providers, and external players, such as government regulators and emergency services.

● Reporting and documentation

- Reporting to the line manager regarding own activities and the day-to-day situation in the community.
- Reporting against key performance indicators (KPIs).
- Reporting on major and minor incidents and emerging issues in the community.

Level 3:

- Reporting to company managers and others on team performance and the situation in the community.
- Analysing and summarizing reports from different sources to present to managers.
- Assessing the risks associated with different types of reports and feedback coming from the community.

● Implementing standards and managing scrutiny

- Following company policies and procedures in community work and all professional conduct.²
- Applying international standards in local contexts.
- Supporting internal and external scrutiny exercises by providing information in an accurate and timely fashion.

Level 3:

- Participating in internal audit exercises.
- Taking representatives of external scrutiny bodies into the community and explaining to them the situation, how project performance meets good practice standards, and how gaps are being addressed.
- Responding appropriately to critique and seeking continual improvement.

² Everyone has a duty and the authority—without fear of reprisal—to report or actively halt any work by any company employee, contractor or third party if they believe it is unsafe and may potentially cause harm, or represents a future risk of harm, to colleagues or community residents.

DISCRETIONARY RESPONSIBILITIES

The following responsibilities are considered to be discretionary for CLO teams for two reasons:

- a) some of the responsibilities may or may not be relevant to the project (e.g. resettlement); and
- b) the responsibilities may be carried out by other teams apart from the CLO team.

As such, the decision about whether or not to include them in CLO job descriptions is dependent on specific corporate, project and societal needs.

Discretionary responsibilities include:

- **Baseline data gathering**

- Gathering of basic baseline data.
- Using basic community survey techniques, including household questionnaire surveys and structured interviews using a set of questions.

Level 3:

- Using complex baseline data-gathering techniques, e.g. unstructured interviews and online questionnaire surveys.
- Organizing teams of people to carry out community surveys, including participatory surveys with community members, as required.
- Analysing the results of baseline data gathering.

- **Monitoring**

- Monitoring of community feedback about the project and the effectiveness of community relations work using basic techniques, such as questionnaire surveys, structured interviews and one-to-one or small group meetings.
- Monitoring against KPIs.

Level 3:

- Using complex monitoring techniques such as social media monitoring and unstructured interviews.
- Organizing teams of people to carry out monitoring surveys, including participatory community monitoring activities, as required.
- Analysing the results of community monitoring and assessing how the project is performing against KPIs.

- **Negotiation**

- Supporting negotiation processes between the company and the community relating to compensation, benefit sharing and/or FPIC, by gathering information, preparing participants, providing notice and making sure that people are aware of what is happening.

Level 3:

- Taking part in negotiations as part of a company negotiating team.
- Using key negotiation tools and techniques relating to compensation agreements, benefit-sharing agreements and FPIC processes.
- Recording and reporting on negotiations in an accurate and objective manner.
- Supporting formal monitoring and evaluation of negotiation processes, using internationally accepted monitoring tools and techniques.

- **Land claims and resettlement**

- Providing basic assistance with land claims or resettlement processes that involve community members, including sharing information on land rights and project plans, and supporting community meetings on land issues.
- Recording and reporting on grievances related to land claims or resettlement processes.
- Effective communication with external expert teams implementing land claims and/or resettlement programmes.

Level 3:

- Supporting formal monitoring and evaluation of land claims or resettlement processes, as required, using internationally accepted monitoring tools and techniques.

- **Indigenous rights**

- Identifying and mapping indigenous groups living within the direct and indirect zone of project influence.
- Providing basic assistance with indigenous rights programmes and Indigenous People's development planning, including sharing information on indigenous rights and project plans, and supporting community meetings on Indigenous People's issues.
- Effective communication with external expert teams implementing an Indigenous People's programme.
- Recording and reporting on grievances related to Indigenous People's issues.

Level 3:

- Supporting formal monitoring and evaluation of the Indigenous People's programme or development plan, as required, using internationally accepted monitoring tools and techniques.

- **Community issues management in conflict situations**

- Supporting alternative community engagement approaches, as required in the context of specific conflict situations.
- Recognizing the need for expert conflict management, mediation or dispute resolution in the community, and seeking expertise to resolve the situation as quickly as possible.

Level 3:

- Implementing international standards in conflict situations and reporting on how these standards have been met.
- Providing basic conflict management and mediation, as required, between the company or its contractors and community members, or between community members, as appropriate.
- Adapting community engagement approaches to the challenges of specific conflict situations.
- Working with third-party conflict experts, if required, and responding to their recommendations.

● Local hiring

- Contributing to hiring decisions by providing insights about skills and expertise available within communities.
- Supporting community members with information on project job opportunities, and gathering insights on the potential training needs of the local workforce.

Level 3:

- Participating in a programme of local hiring, by: engaging with local leaders, schools and potential workers; identifying appropriate opportunities and local capacities; identifying training needs; organizing local training courses and educational opportunities; and reporting on progress.
- Identifying risks and opportunities relating to hiring decisions for local communities, and working with other departments to mitigate these risks.

● Worker welfare

- Regular basic monitoring of labour welfare issues, including provision of water, food and accommodation.
- Assistance in resolving local labour issues, by engaging regularly with local workers, and by recording and reporting on labour grievances.
- Working with the health, safety, security and environment (HSSE) department to address any HSSE issues that arise in the course of regular monitoring of worker welfare.

Level 3:

- Resolving labour grievances, where appropriate, in collaboration with the relevant line and site managers.
- Reporting on instances where issues are addressed outside the formal labour grievance mechanism, to assist with project performance assessment and decision-making.
- Analysing grievances and the grievance resolution process, to feed into project reporting, lesson learning, performance assessment and decision-making.

● Social investment

- Supporting the project's social investment (SI) programme by: providing information to the community on the goals and objectives of the programme; supporting community meetings; and advising community members on how to apply to the programme.
- Eliciting feedback from community members on the effectiveness of the SI programme to feed into programme assessment and decision-making.

Level 3:

- Supporting implementation of the SI programme by: engaging with local leaders and potential recipients; identifying local needs and opportunities for support; and reporting on progress.
- Supporting formal monitoring and evaluation of the SI programme, using internationally accepted monitoring tools and techniques.
- Identifying risks and opportunities associated with the SI programme, and working with other teams to mitigate these risks.

GENERAL RESPONSIBILITIES

All CLOs will be expected to:

- assist in the day-to-day management of community liaison activities (support for technical, logistical, financial and/or legal processes, as required);
- take decisions in line with agreed delegations of authority;
- undergo regular training aimed at enhancing the ability to perform this role, as appropriate for his/her skills requirements and the evolving nature of the role (this includes mandatory HSSE, project induction and ethical training);
- undergo regular appraisals and catch-ups with line managers; and
- safely use equipment necessary for the fulfillment of his/her role.

PERSONAL ATTRIBUTES

In CLO roles, personal attributes are more important than specific skills and experience. The six key personal attributes listed below are required for all CLOs, and have been recognized by CLOs themselves as being of particular importance.

All CLOs should:

- **Inspire respect**
 - Inspire respect and trust with community leaders and the wider community.
 - Be accepted and recognized by the community.
 - Inspire broad community confidence in the project.
 - Inspire respect with colleagues and line managers.
- **Be resilient**
 - Deal with difficult issues, often over long time frames.
 - Be self-motivated and work independently with minimal supervision in challenging circumstances, and work at a distance from the line manager, if required.
 - Manage high levels of stress, find coping strategies, communicate when difficulties arise.
 - Deal with setbacks and criticism.
 - Cope with unconventional work patterns.
- **Be empathetic**
 - Understand the challenges, needs and concerns of others, even while not agreeing with them.
 - Share and understand community and corporate values and concerns.
 - Understand issues of gender and diversity in the community and in the workplace.
 - Have and show empathy, while also remaining objective and impartial.

- **Have a high degree of personal integrity**
 - Represent and work with affected communities while also being a project/company representative.
 - Interact professionally within the company and community, to balance business goals and social development priorities, and balance the interests of the community and the company, even in challenging situations.
 - Recognize, address and report on ethical dilemmas and conflicts of interest in a responsible and open way.
- **Be calm under pressure**
 - Remain calm and authoritative in situations with an element of disagreement or conflict.
 - Demonstrate concern and responsiveness while maintaining the company position.
- **Be patient**
 - Allow people time to express their views or come to a decision.
 - Deal with changes in plans.
 - Review and work with detail, particularly in dynamic and complex situations.

SKILLS

CLOs may be recruited from a variety of backgrounds, but certain skills are essential at the time of hiring. Other skills may be desirable but could be learned on the job, or through training and development.

The following skills are essential at the point of hiring. Level 3 skills are highlighted; the other skills are relevant to both Level 2 and Level 3:

- **Local language skills**
 - Ability to speak at least one language that is spoken fluently by the local population.
- **Interpersonal skills**
 - Ability to get on well with diverse representatives of the local community.
 - Ability to work as a team; respect and support colleagues.

Level 3:

- Ability to mediate and manage complex relationships.
- Ability to network and influence at different levels, including senior community decision makers, company managers and external auditors.
- Ability to lead group activities among colleagues.

- **Verbal communication skills**

- Ability to communicate effectively with diverse audiences from different social groups.
- Ability to explain basic procedures (e.g. grievance mechanism or emergency response procedure) to local community members.
- Ability to present opinions and community insights to colleagues.

Level 3:

- Ability to explain complex issues to senior community decision makers, company managers and external auditors.
- Ability to present information confidently to external audiences, including during public presentations.

- **Reporting skills**

- Ability to report on own activities to the line manager.
- Ability to report verbally on key community events and insights to colleagues, highlighting the key points.
- Ability to identify major and minor incidents and emerging issues.

Level 3:

- Ability to report on complex issues to decision makers.
- Ability to analyse and summarize reports from different sources to present to decision makers.

- **Information-sharing skills**

- Ability to verbally disclose and discuss important information with people from different social groups.
- Have an understanding of basic information-sharing tools, including pamphlets, posters, media announcements and common social media platforms such as Facebook, with experience in some if not all.
- Ability to identify appropriate forms of information sharing for different community members.

- **Community engagement/consultation skills**

- Familiarity with, and experience of, using a range of engagement approaches and techniques. Candidates should demonstrate understanding of relevance and suitability of different approaches to engage with community members, and should be able to explain why a particular approach is used for a particular purpose.

Level 3:

- Ability to organize community meetings in a format appropriate for the purpose and cultural preferences of the attendees, and analyse participant feedback.
- Familiarity with social media technologies and how they can be used to enhance community engagement and consultation.
- Ability to use online and face-to-face techniques to establish a dialogue with community members.
- Ability to engage with senior decision makers.

Tool 3: Job description templates

Job description template 2 • Development phase CLO, Competency Level 3

- **Analytical skills**
 - Ability to analyse data and verbal and written communication to inform activities.
- **Problem-solving skills**
 - Ability to use a range of problem-solving techniques to resolve low- to medium-level issues among community members, and seek assistance from colleagues in a timely fashion if required.
- **Organizational skills**
 - Ability to prepare information packages, arrange meeting venues, post advertisements, and collect feedback forms.

The following skills are desirable but not essential at the point of hiring; they become essential within 3–6 months after appointment:

- **Foreign language skills**
 - A good working knowledge of the project language.
- **Written communication skills**
 - Ability to write in a concise and accurate manner in the project language.

Level 3:

 - Ability to write persuasively for different audiences.
- **Stakeholder mapping skills**
 - Ability to identify and map stakeholders, their needs, interests and concerns, and discuss the results with colleagues.
 - Ability to identify and map indigenous groups living close to the project site, if required.
- **Issues management skills**
 - Ability to resolve issues between community members and diffuse potentially tense situations.
- **Monitoring and evaluation skills**
 - Ability to assess performance, issues and risks against KPIs.

Level 3:

 - Ability to participate in and carry out compliance audit exercises.

KNOWLEDGE

A CLO with the right attributes and skills should be able to acquire relevant knowledge to do his or her job well. This would include knowledge of the industry, company, project, the social and environmental context, relevant policies, standards, laws and regulations.

The following knowledge is desirable but not essential at the point of hiring; it becomes essential within 3–6 months after appointment:

- **Knowledge of the local community/communities**
 - A good understanding of community expectations, needs, interests, concerns and levels of influence.
 - Knowledge of the key figures in the community.
 - Understanding of local socio-economic and political matters.
 - Familiarity with local geography; some knowledge of local history.
 - Understanding of local views on the industry and industrial development in the country/region.
- **Knowledge of the industry**
 - Knowledge of the oil and gas industry and/or other types of industrial or construction projects and their potential socio-economic, cultural, environmental and political impacts on local communities.
 - Understanding of various industry functions, including the role of contracting, and how security operates.
- **Knowledge of the company**
 - Awareness of the company's activities in the country/local region.
- **Knowledge of the project**
 - Understanding of the goals and aspirations of the project, and the potential community impacts and opportunities.
 - A good understanding of how community expectations, needs, interests and concerns might affect project operations.
- **Legal/regulatory knowledge**
 - Knowledge of local/national land rights, human rights, social policies, government plans and programmes and how they are implemented locally.
 - Awareness and understanding of international standards relating to human rights and other aspects of oil/gas industry-related social performance.

EDUCATION

The majority of CLOs are educated to at least degree level. At the time of hiring, it is therefore desirable but not essential that a CLO is educated to:

- **Degree level or higher**
 - The qualification should preferably be in a subject that reflects knowledge and awareness of social, community and/or development issues. This might be a subject such as socio-economic development, human geography or anthropology.
 - Additional knowledge and qualifications relating to an environmental sustainability topic are also desirable.

WORK EXPERIENCE

CLOs come from a variety of backgrounds. Work experience in one or more of the following areas is desirable but not essential at the point of hiring:

- **Industry**
 - Experience working within the industry or on comparable industrial/construction projects in a social/community-related position or other position (e.g. related to the environment or engineering).
 - Experience of working within an organization that operates to a Code of Conduct or similar framework, as well as other corporate regulations.
 - Experience of preparing and training for an emergency response protocol.
- **Corporate**
 - Work experience in one of the company's activities in the country/region and/or in other countries/regions.
 - Experience working with the company in a social/community-related position or (less desirable) another position.
- **Community development organizations**
 - Experience working with community development programmes or related work (such as teaching), preferably in the local area.
 - Recognized knowledge of community socio-economic and political matters.
 - Experience of community planning processes.
- **International organizations**
 - Experience working with international development organizations or international financial institutions.
- **Civil society organizations**
 - Experience working with civil society organizations, the most relevant being those that relate to worker rights, land claims, resettlement, participatory decision-making, and health/society/environmental groups.
- **Local government**
 - Care should be taken, from an ethical perspective, when considering recruitment of CLOs who have served as elected officials. However, experience of representing local interests is relevant to the role and may be considered.

Job description template 3

Operations phase CLO Competency Level 2

Position title:	Community Liaison Officer (CLO)
Team/function:	The CLO sits in the [xxx] team, made up of [xxx] members
Direct reporting:	The CLO reports to [xxx]
Also works with:	[e.g. HSSE, HR, contractors, security, etc.]
External interfaces:	[e.g. community members, elected local officials, nominated community representatives]
Grade:	Competency Level 2
Location:	The CLO(s) will be based (i.e. live and primarily work) in [a project-affected community], or will be based in [another community] and will be expected to visit [a project-affected community/communities] on a regular basis.
Organigram:	

[Insert organigram here to include the CLO team, the related teams within the company, and the contractors and consultants that also have community-facing responsibilities.]

PURPOSE OF THE ROLE

The role of the CLO is to provide professional support for the management of relations with local community stakeholders living close to the project site. The CLO acts as a key point of contact to enable community members to engage with [the company] and plays an integral role in implementing [the company's] community relations strategy at the local level. The position exists to enable [the company] and the local community/communities to:

- build relationships based on trust and mutual respect;
- represent community concerns and grievances to the company;
- ensure that issues are resolved promptly, fairly and consistently; and
- secure and maintain broad and long-term community support for the company's activities.

During the operations phase, the focus is on maintaining relations, while the key challenge is managing change. The start of the operations phase may require addressing the impacts of the transition from the development to the operations phase. Towards the end of the operations phase there will need to be a focus on preparing for decommissioning.

In all cases the objective of the CLO role is to support sustainable development and the protection of human life, health and the environment, and to add value to the local communities.

MEASUREMENT OF SUCCESS

The CLO role is vital in enhancing community relations, securing and maintaining broad community support and building long-term trust between [the company] and the community. Performance measures will reflect both corporate and community interests. Performance will be judged based on the overall outcome, as well as on the delivery of performance targets, relating to the nine core responsibilities and nine discretionary responsibilities listed below. These targets will be developed together between the CLO manager and the CLO and will form the basis of a regular individual performance appraisal.

CORE RESPONSIBILITIES

The following responsibilities are core to all CLO roles:

- **Community insight**
 - Understanding community expectations, needs, interests, concerns and levels of influence.
 - Understanding how project activities might affect community well-being and community dynamics.
 - Recording and reporting on insights, and discussing them with colleagues.
- **Community stakeholder mapping**
 - Understanding and mapping various community stakeholders and their needs, interests, concerns and levels of influence in a way that can be used for project decision-making.
 - Discussing the results of stakeholder mapping with colleagues.
- **Information sharing**
 - Ensuring that information about the project is shared with the community in an effective, appropriate and timely manner.
 - Discussing project-related information with community members.
 - Using basic information-sharing tools, including verbal communication, pamphlets, posters, media announcements, and common social media platforms, such as Facebook.
 - Recognizing whether community members have sufficient access to information, and reporting to managers on any barriers to community information access
- **Community engagement**
 - Regular engagement with community stakeholders, including local leaders, civil society organizations, landholders and land/resource users, households and vulnerable groups, with the aim of building the trust and respect of the community.
 - Explaining the goals and aspirations of the project, and discussing potential project impacts and opportunities with community members.
 - Advising landholders and land/resource users in advance of planned interventions that might affect them directly, and the timings and extent of such activities.
 - Supporting community meetings by preparing information packages, arranging venues, posting advertisements and collecting feedback forms.
 - Identifying and respecting the needs of different stakeholder groups, especially vulnerable groups, and modifying engagement approaches as appropriate.

- **Community consultation**
 - Supporting the preparation of targeted information packages for community consultation.
 - Supporting information gathering for consultation purposes, including questionnaire surveys and community meetings, and supporting the management of community responses.
 - Accurately recording community views and concerns to input into consultation processes.
 - Supporting the management of consultation responses by organizing information according to defined categories (e.g. stakeholder group, topic of interest, level of influence).

- **Community grievance and dispute management**
 - Supporting the community grievance mechanism, by recording and reporting on grievances and their resolution.
 - Explaining to community members how to use the grievance mechanism.
 - Discussing issues and grievances with community members and resolving low-level issues and disputes, as required.
 - Bringing larger grievances and disputes to the attention of the right people to resolve them.
 - Responding sensitively at all times and bringing calm to tense situations.

- **Crisis management**
 - Supporting incident and crisis response activities, as required.
 - Participating in incident and crisis response training.
 - Explaining issues relating to safety, security and emergency risk to community members.
 - Engaging with community members in a crisis, as required, explaining the situation clearly and passing on advice from the company on steps they should take.

- **Reporting and documentation**
 - Reporting to the line manager regarding own activities and the day-to-day situation in the community.
 - Reporting against key performance indicators (KPIs).
 - Reporting on major and minor incidents and emerging issues in the community.

- **Implementing standards and managing scrutiny**
 - Following company policies and procedures in community work and all professional conduct.³
 - Applying international standards in local contexts.
 - Supporting internal and external scrutiny exercises by providing information in an accurate and timely fashion.

³ Everyone has a duty and the authority—without fear of reprisal—to report or actively halt any work by any company employee, contractor or third party if they believe it is unsafe and may potentially cause harm, or represents a future risk of harm, to colleagues or community residents.

DISCRETIONARY RESPONSIBILITIES

The following responsibilities are considered to be discretionary for CLO teams for two reasons:

- a) some of the responsibilities may or may not be relevant to the project; and
- b) the responsibilities may be carried out by other teams apart from the CLO team.

As such, the decision about whether or not to include them in CLO job descriptions is dependent on specific corporate, project and societal needs.

Discretionary responsibilities include:

- **Monitoring**
 - Monitoring of community feedback about the project and the effectiveness of community relations work using basic techniques, such as questionnaire surveys, structured interviews and one-to-one or small group meetings.
 - Monitoring against KPIs.
- **Community issues management in conflict situations**
 - Supporting alternative community engagement approaches, as required in the context of specific conflict situations.
 - Recognizing the need for expert conflict management, mediation or dispute resolution in the community, and seeking expertise to resolve the situation as quickly as possible.
- **Local hiring**
 - Contributing to hiring decisions by providing insights about skills and expertise available within communities.
 - Supporting community members with information on project job opportunities, and gathering insights on the potential training needs of the local workforce.
- **Worker welfare**
 - Regular basic monitoring of labour welfare issues, including provision of water, food and accommodation.
 - Assistance in resolving local labour issues, by engaging regularly with local workers, and by recording and reporting on labour grievances.
 - Working with the health, safety, security and environment (HSSE) department to address any HSSE issues that arise in the course of regular monitoring of worker welfare.
- **Social investment**
 - Supporting the project SI programme by: providing information to the community on the goals and objectives of the programme; supporting community meetings; and advising community members on how to apply to the programme.
 - Eliciting feedback from community members on the effectiveness of the SI programme to feed into programme assessment and decision-making.

GENERAL RESPONSIBILITIES

All CLOs will be expected to:

- assist in the day-to-day management of community liaison activities (support for technical, logistical, financial and/or legal processes, as required);
- take decisions in line with agreed delegations of authority;
- undergo regular training aimed at enhancing the ability to perform this role, as appropriate for his/her skills requirements and the evolving nature of the role (this includes mandatory HSSE, project induction and ethical training);
- undergo regular appraisals and catch-ups with line managers; and
- safely use equipment necessary for the fulfillment of his/her role.

PERSONAL ATTRIBUTES

In CLO roles, personal attributes are more important than specific skills and experience. The six key personal attributes listed below are required for all CLOs, and have been recognized by CLOs themselves as being of particular importance.

All CLOs should:

- **Inspire respect**
 - Inspire respect and trust with community leaders and the wider community.
 - Be accepted and recognized by the community.
 - Inspire broad community confidence in the project.
 - Inspire respect with colleagues and line managers.
- **Be resilient**
 - Deal with difficult issues, often over long time frames.
 - Be self-motivated and work independently with minimal supervision in challenging circumstances, and work at a distance from the line manager, if required.
 - Manage high levels of stress, find coping strategies, communicate when difficulties arise.
 - Deal with setbacks and criticism.
 - Cope with unconventional work patterns.
- **Be empathetic**
 - Understand the challenges, needs and concerns of others, even while not agreeing with them.
 - Share and understand community and corporate values and concerns.
 - Understand issues of gender and diversity in the community and in the workplace.
 - Have and show empathy, while also remaining objective and impartial.

- **Have a high degree of personal integrity**
 - Represent and work with affected communities while also being a project/company representative.
 - Interact professionally within the company and community, to balance business goals and social development priorities, and balance the interests of the community and the company, even in challenging situations.
 - Recognize, address and report on ethical dilemmas and conflicts of interest in a responsible and open way.
- **Be calm under pressure**
 - Remain calm and authoritative in situations with an element of disagreement or conflict.
 - Demonstrate concern and responsiveness while maintaining the company position.
- **Be patient**
 - Allow people time to express their views or come to a decision.
 - Deal with changes in plans.
 - Review and work with detail, particularly in dynamic and complex situations.

SKILLS

CLOs may be recruited from a variety of backgrounds, but certain skills are essential at the time of hiring. Other skills may be desirable but could be learned on the job, or through training and development.

The following skills are essential at the point of hiring:

- **Local language skills**
 - Ability to speak at least one language that is spoken fluently by the local population.
- **Interpersonal skills**
 - Ability to get on well with diverse representatives of the local community.
 - Ability to work as a team; respect and support colleagues.
- **Verbal communication skills**
 - Ability to communicate effectively with diverse audiences from different social groups.
 - Ability to explain basic procedures (e.g. grievance mechanism or emergency response procedure) to local community members.
 - Ability to present opinions and community insights to colleagues.
- **Reporting skills**
 - Ability to report on own activities to the line manager.
 - Ability to report verbally on key community events and insights to colleagues, highlighting the key points.
 - Ability to identify major and minor incidents and emerging issues.

- **Information-sharing skills**
 - Ability to verbally disclose and discuss important information with people from different social groups.
 - Have an understanding of basic information-sharing tools, including pamphlets, posters, media announcements and common social media platforms such as Facebook, with experience in some if not all.
 - Ability to identify appropriate forms of information sharing for different community members.
- **Community engagement/consultation skills**
 - Ability to engage with different stakeholder groups, using appropriate engagement techniques.
 - Ability to assist with formal consultation processes, by supporting meetings, taking meeting notes and organizing information.
- **Analytical skills**
 - Ability to analyse data and verbal and written communication to inform activities.
- **Problem-solving skills**
 - Ability to use a range of problem-solving techniques to resolve low- to medium-level issues among community members, and seek assistance from colleagues in a timely fashion if required.
- **Organizational skills**
 - Ability to prepare information packages, arrange meeting venues, post advertisements, and collect feedback forms.

The following skills are desirable but not essential at the point of hiring; they become essential within 3–6 months after appointment:

- **Foreign language skills**
 - A good working knowledge of the project language.
- **Written communication skills**
 - Ability to write in a concise and accurate manner in the project language.
- **Stakeholder mapping skills**
 - Ability to identify and map stakeholders, their needs, interests and concerns, and discuss the results with colleagues.
 - Ability to identify and map indigenous groups living close to the project site, if required.
- **Issues management skills**
 - Ability to resolve issues between community members and diffuse potentially tense situations.
- **Monitoring and evaluation skills**
 - Ability to assess performance, issues and risks against KPIs.

KNOWLEDGE

A CLO with the right attributes and skills should be able to acquire relevant knowledge to do his or her job well. This would include knowledge of the industry, company, project, the social and environmental context, relevant policies, standards, laws and regulations.

The following knowledge is desirable but not essential at the point of hiring; it becomes essential within 3–6 months after appointment:

- **Knowledge of the local community/communities**
 - A good understanding of community expectations, needs, interests, concerns and levels of influence.
 - Knowledge of the key figures in the community.
 - Understanding of local socio-economic and political matters.
 - Familiarity with local geography; some knowledge of local history.
 - Understanding of local views on the industry and industrial development in the country/region.
- **Knowledge of the industry**
 - Knowledge of the oil and gas industry and/or other types of industrial or construction projects and their potential socio-economic, cultural, environmental and political impacts on local communities.
 - Understanding of various industry functions, including the role of contracting, and how security operates.
- **Knowledge of the company**
 - Awareness of the company's activities in the country/local region.
- **Knowledge of the project**
 - Understanding of the goals and aspirations of the project, and the potential community impacts and opportunities.
 - A good understanding of how community expectations, needs, interests and concerns might affect project operations.
- **Legal/regulatory knowledge**
 - Knowledge of local/national land rights, human rights, social policies, government plans and programmes and how they are implemented locally.
 - Awareness and understanding of international standards relating to human rights and other aspects of oil/gas industry-related social performance.

EDUCATION

The majority of CLOs are educated to at least degree level. At the time of hiring, it is therefore desirable but not essential that a CLO is educated to:

- **Degree level or higher**
 - The qualification should preferably be in a subject that reflects knowledge and awareness of social, community and/or development issues. This might be a subject such as socio-economic development, human geography or anthropology.
 - Additional knowledge and qualifications relating to an environmental sustainability topic are also desirable.

WORK EXPERIENCE

CLOs come from a variety of backgrounds. Work experience in one or more of the following areas is desirable but not essential at the point of hiring:

- **Industry**
 - Experience working within the industry or on comparable industrial/construction projects in a social/community-related position or other position (e.g. related to the environment or engineering).
 - Experience of working within an organization that operates to a Code of Conduct or similar framework, as well as other corporate regulations.
 - Experience of preparing and training for an emergency response protocol.
- **Corporate**
 - Work experience in one of the company's activities in the country/region and/or in other countries/regions.
 - Experience working with the company in a social/community-related position or (less desirable) another position.
- **Community development organizations**
 - Experience working with community development programmes or related work (such as teaching), preferably in the local area.
 - Recognized knowledge of community socio-economic and political matters.
 - Experience of community planning processes.
- **International organizations**
 - Experience working with international development organizations or international financial institutions.
- **Civil society organizations**
 - Experience working with civil society organizations, the most relevant being those that relate to worker rights, land claims, resettlement, participatory decision-making, and health/society/environmental groups.
- **Local government**
 - Care should be taken, from an ethical perspective, when considering recruitment of CLOs who have served as elected officials. However, experience of representing local interests is relevant to the role and may be considered.

Job description template 4

Operations phase CLO Competency Level 3

Position title:	Community Liaison Officer (CLO)
Team/function:	The CLO sits in the [xxx] team, made up of [xxx] members
Direct reporting:	The CLO reports to [xxx]
Also works with:	[e.g. HSSE, HR, contractors, security, etc.]
External interfaces:	[e.g. community members, elected local officials, nominated community representatives]
Grade:	Competency Level 3
Location:	The CLO(s) will be based (i.e. live and primarily work) in [a project-affected community], or will be based in [another community] and will be expected to visit [a project-affected community/communities] on a regular basis.
Organigram:	

[Insert organigram here to include the CLO team, the related teams within the company, and the contractors and consultants that also have community-facing responsibilities.]

PURPOSE OF THE ROLE

The role of the CLO is to provide professional support for the management of relations with local community stakeholders living close to the project site. The CLO acts as a key point of contact to enable community members to engage with [the company] and plays an integral role in implementing [the company's] community relations strategy at the local level. The position exists to enable [the company] and the local community/communities to:

- build relationships based on trust and mutual respect;
- represent community concerns and grievances to the company;
- ensure that issues are resolved promptly, fairly and consistently; and
- secure and maintain broad and long-term community support for the company's activities.

During the operations phase, the focus is on maintaining relations, while the key challenge is managing change. The start of the operations phase may require addressing the impacts of the transition from the development to the operations phase. Towards the end of the operations phase there will need to be a focus on preparing for decommissioning.

In all cases the objective of the CLO role is to support sustainable development and the protection of human life, health and the environment, and to add value to the local communities.

MEASUREMENT OF SUCCESS

The CLO role is vital in enhancing community relations, securing and maintaining broad community support and building long-term trust between [the company] and the community. Performance measures will reflect both corporate and community interests. Performance will be judged based on the overall outcome, as well as on the delivery of performance targets, relating to the nine core responsibilities and nine discretionary responsibilities listed below. These targets will be developed together between the CLO manager and the CLO and will form the basis of a regular individual performance appraisal.

CORE RESPONSIBILITIES

The following responsibilities are core to all CLO roles. Those which apply specifically to Level 3 are indicated; the others apply to both Level 2 and Level 3:

- **Community insight**

- Understanding community expectations, needs, interests, concerns and levels of influence.
- Understanding how project activities might affect community well-being and community dynamics.
- Recording and reporting on insights, and discussing them with colleagues.

Level 3:

- Understanding how community expectations, needs, interests, concerns and levels of influence might affect project activities.
- Understanding how project activities might affect community well-being and community dynamics.
- Analysing community insights in light of their potential impact on project development.
- Explaining community insights and potential project impacts to managers and auditors.

- **Community stakeholder mapping**

- Understanding and mapping various community stakeholders and their needs, interests, concerns and levels of influence in a way that can be used for project decision-making.
- Discussing the results of stakeholder mapping with colleagues.

Level 3:

- Using stakeholder mapping techniques in risk identification and assessment.
- Explaining the results of stakeholder mapping to managers.
- Contributing to strategic planning to engage all local stakeholders appropriately.

● Information sharing

- Ensuring that information about the project is shared with the community in an effective, appropriate and timely manner.
- Discussing project-related information with community members.
- Using basic information-sharing tools, including verbal communication, pamphlets, posters, media announcements, and common social media platforms, such as Facebook.
- Recognizing whether community members have sufficient access to information, and reporting to managers on any barriers to community information access.

Level 3:

- Using complex information-sharing tools such as radio, social media forums and community meetings.
- Managing information-sharing processes relating to impact assessments, negotiation of benefit-sharing agreements, or processes of free, prior and informed consent (FPIC), if required.
- Ensuring that the most appropriate information-sharing tools are used for different stakeholder groups, including vulnerable groups.
- Working with community leaders and interest groups to ensure that all community members have sufficient access to information.
- Identifying the risks and opportunities associated with the sharing of information.

● Community engagement

- Regular engagement with community stakeholders, including local leaders, civil society organizations, landholders and land/resource users, households and vulnerable groups, with the aim of building the trust and respect of the community.
- Explaining the goals and aspirations of the project, and discussing potential project impacts and opportunities with community members.
- Advising landholders and land/resource users in advance of planned interventions that might affect them directly, and the timings and extent of such activities.
- Supporting community meetings by preparing information packages, arranging venues, posting advertisements and collecting feedback forms.
- Identifying and respecting the needs of different stakeholder groups, especially vulnerable groups, and modifying engagement approaches as appropriate.

Level 3:

- Organizing community meetings in a format appropriate for the purpose and cultural preferences of the attendees, making public presentations as required, and analysing meeting feedback.
- Using complex community engagement tools, such as social media and community theatre, to establish a dialogue with local community members.
- Engaging with senior community decision makers, including local government representatives, elected officials, traditional leaders and village elders.
- Addressing the needs and concerns of individual stakeholder groups, especially vulnerable groups, and modifying responses according to their specific requirements.
- Assessing the risks associated with different teams engaging directly with the community, including project contractors and service providers.
- Accompanying contractors on-site and providing them with guidance on appropriate conduct and any restrictions, including land access rules, with input from the landholders.

- **Community consultation**

- Supporting the preparation of targeted information packages for community consultation.
- Supporting information gathering for consultation purposes, including questionnaire surveys and community meetings, and supporting the management of community responses.
- Accurately recording community views and concerns to input into consultation processes.
- Supporting the management of consultation responses by organizing information according to defined categories (e.g. stakeholder group, topic of interest, level of influence).

Level 3:

- Managing targeted company and community inputs into consultation processes.
- Managing complex tools for community consultation, including community meetings, online questionnaires and social media.
- Analysing the results of community consultation and presenting these to colleagues.
- Providing feedback to community members on how their views and concerns have been taken into account during the consultation.

- **Community grievance and dispute management**

- Supporting the community grievance mechanism, by recording and reporting on grievances and their resolution.
- Explaining to community members how to use the grievance mechanism.
- Discussing issues and grievances with community members and resolving low-level issues and disputes, as required.
- Bringing larger grievances and disputes to the attention of the right people to resolve them.
- Responding sensitively at all times and bringing calm to tense situations.

Level 3:

- Resolving community grievances and disputes between the community and the company or its contractors, including issues related to compensation, as appropriate.
- Resolving issues between community members and local authorities, if relevant and appropriate.
- Referring grievances and compensation issues in a timely manner to higher levels of authority, as necessary.
- Reporting on instances where issues are addressed outside the formal community grievance mechanism, to enhance project reporting, lesson learning, performance assessment and decision-making.
- Analysing grievances and the grievance resolution process to feed into project reporting, lesson learning, performance assessment and decision-making.
- Working with third-party mediators and dispute management experts, if required, and responding to their recommendations.

● Crisis management

- Supporting incident and crisis response activities, as required.
- Participating in incident and crisis response training.
- Explaining issues relating to safety, security and emergency risk to community members.
- Engaging with community members in a crisis, as required, explaining the situation clearly and passing on advice from the company on steps they should take.

Level 3:

- Explaining to others what to do in the case of an incident or crisis.
- Coordinating incident and crisis response activities, where appropriate.
- Formal participation in an incident and crisis management team, as required.
- Developing educational materials for the community relating to safety, security and emergency risks.
- Managing relations with local government, other community leaders and community members during an incident or crisis and during follow-up.
- Working together with others in the event of an incident or crisis, including other community-facing teams, such as project contractors, security providers, and external players, such as government regulators and emergency services.

● Reporting and documentation

- Reporting to the line manager regarding own activities and the day-to-day situation in the community.
- Reporting against key performance indicators (KPIs).
- Reporting on major and minor incidents and emerging issues in the community.

Level 3:

- Reporting to company managers and others on team performance and the situation in the community.
- Analysing and summarizing reports from different sources to present to managers.
- Assessing the risks associated with different types of reports and feedback coming from the community.

● Implementing standards and managing scrutiny

- Following company policies and procedures in community work and all professional conduct.⁴
- Applying international standards in local contexts.
- Supporting internal and external scrutiny exercises by providing information in an accurate and timely fashion.

Level 3:

- Participating in internal audit exercises.
- Taking representatives of external scrutiny bodies into the community and explaining to them the situation, how project performance meets good practice standards, and how gaps are being addressed.
- Responding appropriately to critique and seeking continual improvement.

⁴ Everyone has a duty and the authority—without fear of reprisal—to report or actively halt any work by any company employee, contractor or third party if they believe it is unsafe and may potentially cause harm, or represents a future risk of harm, to colleagues or community residents.

DISCRETIONARY RESPONSIBILITIES

The following responsibilities are considered to be discretionary for CLO teams for two reasons:

- a) some of the responsibilities may or may not be relevant to the project; and
- b) they may be carried out by other teams apart from the CLO team.

As such, the decision about whether or not to include them in CLO job descriptions is dependent on specific corporate, project and societal needs.

Discretionary responsibilities include:

- **Monitoring**

- Monitoring of community feedback about the project and the effectiveness of community relations work using basic techniques, such as questionnaire surveys, structured interviews and one-to-one or small group meetings.
- Monitoring against KPIs.

Level 3:

- Using complex monitoring techniques such as social media monitoring and unstructured interviews.
- Organizing teams of people to carry out monitoring surveys, including participatory community monitoring activities, as required.
- Analysing the results of community monitoring and assessing how the project is performing against KPIs.

- **Community issues management in conflict situations**

- Supporting alternative community engagement approaches, as required in the context of specific conflict situations.
- Recognizing the need for expert conflict management, mediation or dispute resolution in the community, and seeking expertise to resolve the situation as quickly as possible.

Level 3:

- Implementing international standards in conflict situations and reporting on how these standards have been met.
- Providing basic conflict management and mediation, as required, between the company or its contractors and community members, or between community members, as appropriate.
- Adapting community engagement approaches to the challenges of specific conflict situations.
- Working with third-party conflict experts, if required, and responding to their recommendations.

● Local hiring

- Contributing to hiring decisions by providing insights about skills and expertise available within communities.
- Supporting community members with information on project job opportunities, and gathering insights on the potential training needs of the local workforce.

Level 3:

- Participating in a programme of local hiring, by: engaging with local leaders, schools and potential workers; identifying appropriate opportunities and local capacities; identifying training needs; organizing local training courses and educational opportunities; and reporting on progress.
- Identifying risks and opportunities relating to hiring decisions for local communities, and working with other departments to mitigate these risks.

● Worker welfare

- Regular basic monitoring of labour welfare issues, including provision of water, food and accommodation.
- Assistance in resolving local labour issues, by engaging regularly with local workers, and by recording and reporting on labour grievances.
- Working with the health, safety, security and environment (HSSE) department to address any HSSE issues that arise in the course of regular monitoring of worker welfare.

Level 3:

- Resolving labour grievances, where appropriate, in collaboration with the relevant line and site managers.
- Reporting on instances where issues are addressed outside the formal labour grievance mechanism, to assist with project performance assessment and decision-making.
- Analysing grievances and the grievance resolution process, to feed into project reporting, lesson learning, performance assessment and decision-making.

● Social investment

- Supporting the project's social investment (SI) programme by: providing information to the community on the goals and objectives of the programme; supporting community meetings; and advising community members on how to apply to the programme.
- Eliciting feedback from community members on the effectiveness of the programme to feed into programme assessment and decision-making.

Level 3:

- Supporting implementation of the SI programme by: engaging with local leaders and potential recipients; identifying local needs and opportunities for support; and reporting on progress.
- Supporting formal monitoring and evaluation of the SI programme, using internationally accepted monitoring tools and techniques.
- Identifying risks and opportunities associated with the SI programme, and working with other teams to mitigate these risks.

GENERAL RESPONSIBILITIES

All CLOs will be expected to:

- assist in the day-to-day management of community liaison activities (support for technical, logistical, financial and/or legal processes, as required);
- take decisions in line with agreed delegations of authority;
- undergo regular training aimed at enhancing the ability to perform this role, as appropriate for his/her skills requirements and the evolving nature of the role (this includes mandatory HSSE, project induction and ethical training);
- undergo regular appraisals and catch-ups with line managers; and
- safely use equipment necessary for the fulfillment of his/her role.

PERSONAL ATTRIBUTES

In CLO roles, personal attributes are more important than specific skills and experience. The six key personal attributes listed below are required for all CLOs, and have been recognized by CLOs themselves as being of particular importance.

All CLOs should:

- **Inspire respect**
 - Inspire respect and trust with community leaders and the wider community.
 - Be accepted and recognized by the community.
 - Inspire broad community confidence in the project.
 - Inspire respect with colleagues and line managers.
- **Be resilient**
 - Deal with difficult issues, often over long time frames.
 - Be self-motivated and work independently with minimal supervision in challenging circumstances, and work at a distance from the line manager, if required.
 - Manage high levels of stress, find coping strategies, communicate when difficulties arise.
 - Deal with setbacks and criticism.
 - Cope with unconventional work patterns.
- **Be empathetic**
 - Understand the challenges, needs and concerns of others, even while not agreeing with them.
 - Share and understand community and corporate values and concerns.
 - Understand issues of gender and diversity in the community and in the workplace.
 - Have and show empathy, while also remaining objective and impartial.

- **Have a high degree of personal integrity**
 - Represent and work with affected communities while also being a project/company representative.
 - Interact professionally within the company and community, to balance business goals and social development priorities, and balance the interests of the community and the company, even in challenging situations.
 - Recognize, address and report on ethical dilemmas and conflicts of interest in a responsible and open way.
- **Be calm under pressure**
 - Remain calm and authoritative in situations with an element of disagreement or conflict.
 - Demonstrate concern and responsiveness while maintaining the company position.
- **Be patient**
 - Allow people time to express their views or come to a decision.
 - Deal with changes in plans.
 - Review and work with detail, particularly in dynamic and complex situations.

SKILLS

CLOs may be recruited from a variety of backgrounds, but certain skills are essential at the time of hiring. Other skills may be desirable but could be learned on the job, or through training and development.

The following skills are essential at the point of hiring. Level 3 skills are highlighted; the other skills are relevant to both Level 2 and Level 3:

- **Local language skills**
 - Ability to speak at least one language that is spoken fluently by the local population.
- **Interpersonal skills**
 - Ability to get on well with diverse representatives of the local community.
 - Ability to work as a team; respect and support colleagues.

Level 3:

- Ability to mediate and manage complex relationships.
- Ability to network and influence at different levels, including senior community decision makers, company managers and external auditors.
- Ability to lead group activities among colleagues.

- **Verbal communication skills**

- Ability to communicate effectively with diverse audiences from different social groups.
- Ability to explain basic procedures (e.g. grievance mechanism or emergency response procedure) to local community members.
- Ability to present opinions and community insights to colleagues.

Level 3:

- Ability to explain complex issues to senior community decision makers, company managers and external auditors.
- Ability to present information confidently to external audiences, including during public presentations.

- **Reporting skills**

- Ability to report on own activities to the line manager.
- Ability to report verbally on key community events and insights to colleagues, highlighting the key points.
- Ability to identify major and minor incidents and emerging issues.

Level 3:

- Ability to report on complex issues to decision makers.
- Ability to analyse and summarize reports from different sources to present to decision makers.

- **Information-sharing skills**

- Ability to verbally disclose and discuss important information with people from different social groups.
- Have an understanding of basic information-sharing tools, including pamphlets, posters, media announcements and common social media platforms such as Facebook, with experience in some if not all.
- Ability to identify appropriate forms of information sharing for different community members.

- **Community engagement/consultation skills**

- Familiarity with, and experience of, using a range of engagement approaches and techniques. Candidates should demonstrate understanding of relevance and suitability of different approaches to engage with community members, and should be able to explain why a particular approach is used for a particular purpose.

Level 3:

- Ability to organize community meetings in a format appropriate for the purpose and cultural preferences of the attendees, and analyse participant feedback.
- Familiarity with social media technologies and how they can be used to enhance community engagement and consultation.
- Ability to use online and face-to-face techniques to establish a dialogue with community members.
- Ability to engage with senior decision makers.

- **Analytical skills**
 - Ability to analyse data and verbal and written communication to inform activities.
- **Problem-solving skills**
 - Ability to use a range of problem-solving techniques to resolve low- to medium-level issues among community members, and seek assistance from colleagues in a timely fashion if required.
- **Organizational skills**
 - Ability to prepare information packages, arrange meeting venues, post advertisements, and collect feedback forms.

The following skills are desirable but not essential at the point of hiring; they become essential within 3–6 months after appointment:

- **Foreign language skills**
 - A good working knowledge of the project language.
- **Written communication skills**
 - Ability to write in a concise and accurate manner in the project language.

Level 3:

 - Ability to write persuasively for different audiences.
- **Stakeholder mapping skills**
 - Ability to identify and map stakeholders, their needs, interests and concerns, and discuss the results with colleagues.
 - Ability to identify and map indigenous groups living close to the project site, if required.
- **Issues management skills**
 - Ability to resolve issues between community members and diffuse potentially tense situations.
- **Monitoring and evaluation skills**
 - Ability to assess performance, issues and risks against KPIs.

Level 3:

 - Ability to participate in and carry out compliance audit exercises.

KNOWLEDGE

A CLO with the right attributes and skills should be able to acquire relevant knowledge to do his or her job well. This would include knowledge of the industry, company, project, the social and environmental context, relevant policies, standards, laws and regulations.

The following knowledge is desirable but not essential at the point of hiring; it becomes essential within 3–6 months after appointment:

- **Knowledge of the local community/communities**
 - A good understanding of community expectations, needs, interests, concerns and levels of influence.
 - Knowledge of the key figures in the community.
 - Understanding of local socio-economic and political matters.
 - Familiarity with local geography; some knowledge of local history.
 - Understanding of local views on the industry and industrial development in the country/region.
- **Knowledge of the industry**
 - Knowledge of the oil and gas industry and/or other types of industrial or construction projects and their potential socio-economic, cultural, environmental and political impacts on local communities.
 - Understanding of various industry functions, including the role of contracting, and how security operates.
- **Knowledge of the company**
 - Awareness of the company's activities in the country/local region.
- **Knowledge of the project**
 - Understanding of the goals and aspirations of the project, and the potential community impacts and opportunities.
 - A good understanding of how community expectations, needs, interests and concerns might affect project operations.
- **Legal/regulatory knowledge**
 - Knowledge of local/national land rights, human rights, social policies, government plans and programmes and how they are implemented locally.
 - Awareness and understanding of international standards relating to human rights and other aspects of oil/gas industry-related social performance.

EDUCATION

The majority of CLOs are educated to at least degree level. At the time of hiring, it is therefore desirable but not essential that a CLO is educated to:

- **Degree level or higher**
 - The qualification should preferably be in a subject that reflects knowledge and awareness of social, community and/or development issues. This might be a subject such as socio-economic development, human geography or anthropology.
 - Additional knowledge and qualifications relating to an environmental sustainability topic are also desirable.

WORK EXPERIENCE

CLOs come from a variety of backgrounds. Work experience in one or more of the following areas is desirable but not essential at the point of hiring:

- **Industry**
 - Experience working within the industry or on comparable industrial/construction projects in a social/community-related position or other position (e.g. related to the environment or engineering).
 - Experience of working within an organization that operates to a Code of Conduct or similar framework, as well as other corporate regulations.
 - Experience of preparing and training for an emergency response protocol.
- **Corporate**
 - Work experience in one of the company's activities in the country/region and/or in other countries/regions.
 - Experience working with the company in a social/community-related position or (less desirable) another position.
- **Community development organizations**
 - Experience working with community development programmes or related work (such as teaching), preferably in the local area.
 - Recognized knowledge of community socio-economic and political matters.
 - Experience of community planning processes.
- **International organizations**
 - Experience working with international development organizations or international financial institutions.
- **Civil society organizations**
 - Experience working with civil society organizations, the most relevant being those that relate to worker rights, land claims, resettlement, participatory decision-making, and health/society/environmental groups.
- **Local government**
 - Care should be taken, from an ethical perspective, when considering recruitment of CLOs who have served as elected officials. However, experience of representing local interests is relevant to the role and may be considered.

IPIECA

IPIECA is the global oil and gas industry association for environmental and social issues. It develops, shares and promotes good practices and knowledge to help the industry improve its environmental and social performance, and is the industry's principal channel of communication with the United Nations.

Through its member-led working groups and executive leadership, IPIECA brings together the collective expertise of oil and gas companies and associations. Its unique position within the industry enables its members to respond effectively to key environmental and social issues.

MEMBERS

AIP	Fuels Europe	PDO	SNH
AMEXHI	Hess	Petronas	Total
Anadarko	Husky Energy	Petrotrin	Tullow Oil
API	IBP	PTTEP	UKPIA
APPEA	INPEX	Qatar Petroleum	VNPI
ARA	IOGP	Repsol	Wintershall
ARPEL	JPEC	Santos	Woodside
Baker Hughes	Kosmos	Sapia	WPC
Bechtel	Libya NOC	Saudi Aramco	
BHP	Marathon Oil	Schlumberger	
BP	Noble Energy	Shell	
Canadian Fuels Association	Norsk olje & gass		
CAPP	Oil & Gas UK		
Chevron	Oil Search		
CNOOC	Olie Gas Danmark		
CNOOC Nexen	OMV		
ConocoPhillips	Occidental		
Concawe	PAJ		
Eni	Pemex		
Equinor	Pepanz		
ExxonMobil	Petrobras		
	Petrofac		