



Competency Framework



Chartered
Institute of
Ecology and
Environmental
Management

What is a Competency Framework?

Competencies are activities you need to be able to perform to do your job well. Being competent means you can do those activities to the required standard. You are competent if:

- You know what to do.
- You know how to do it.
- You know when to do it.
- You understand why you do it.
- You are able to do it to the required standard.
- You understand the consequences of doing it wrong or badly.
- You know when to seek help and advice.

A Competency Framework is a structure that sets out and defines the different competence levels for each individual competency and establishes a clear link with professional performance. It is a standard against which you can measure yourself.

Why does it matter?

The purpose of our Competency Framework is to:

- Outline the levels of competence expected of our members at different professional grades, so we can conduct an objective assessment of membership and Chartered Ecologist eligibility.
- Help our members identify their current and required levels of competence, plan their continuing professional development (CPD) and progress their careers.
- Promote high standards of professional practice.
- Enable employers to write job profiles based on quantifiable levels of expertise.
- Help us to develop evidence-based careers advice.

How can it help you?

Whether you are an existing member or thinking of joining CIEEM, our Competency Framework is a valuable tool. It underpins the membership application process at our higher grades, as well as our extensive professional development programme of training and conferences. Members can use the Framework and its self-assessment tool to assess their existing skillset and identify areas for further development. This can all be tracked and monitored using our online CPD tool.

How is it constructed?

Our Competency Framework is divided into themes and competencies, with a total of 14 themes, each containing between one and six competencies. Themes are used to group related competencies together.

There are two types of themes:

- **Technical themes: these are specific to our profession or are applied in the context of our profession.**
- **Transferable themes: these are found across various professions.**
- **The basic units of the Competency Framework are the individual competencies. Not all of the competencies within a theme may be relevant to your experience and the work you do.**

Competency Themes

Technical

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Transferable

Page 24	PS1	Professional Standards
Page 25	HS1	Health, Safety and Wellbeing
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The Different Levels of Competence

Your competence is the combination of your knowledge, the skills you have acquired and how these combine into performance. A consistent level of achievement to an appropriate standard is evidence of competence.

The Framework recognises four levels of competence: **Foundation, Capable, Proficient and Authoritative**. Each of the individual competencies has a description of what would typically be expected of someone working at each level.

It is important to note that the descriptions of what is covered by each competency are necessarily quite general so that you can apply the Framework to your own work context; whether you are working as a land manager, consultant, environmental adviser, regulator, policymaker, local authority ecologist, academic or any other relevant role.

It is for each individual to decide where the competencies appropriate to their work experience 'fit in' to the Framework, although CIEEM can provide advice and help if required.

As you work your way up from the Foundation level to the Proficient level, you will be able to demonstrate increasing skill and knowledge and will require less supervision and guidance.

CIEEM's Competency Framework underpins much of our work. Our Professional Development programme aligns with it where relevant, and higher grades of membership and Chartership can only be attained by evidencing your competence against the requirements of the Framework. Some larger organisations are also adopting the Competency Framework as an internal staff development structure, or in some cases adapting it to produce bespoke versions directly relevant to their work.

Foundation

Someone working at this level of competence has some knowledge with an understanding of terminology and concepts. They have some experience of practical application. They would be able to carry out standard tasks to the required standard under supervision.

- You understand the terminology and concepts and what such activities are about.
- You understand the importance of such activities and their purpose.
- You know where to source good practice / best practice guidance in relation to such activities.
- You have some experience of practical application of relevant activities.
- You would not normally be expected to undertake tasks in relation to these activities unless under some level of supervision.
- You are aware of your limits of competence with such activities and do not work beyond them.

Capable

Someone working at this level of competence has the knowledge and experience essential to carry out standard tasks unsupervised consistently well. They are likely to need to seek advice before carrying out complex or non-standard tasks.

- You understand the terminology and concepts and are aware of any policy and legislative drivers supporting this activity.
- You demonstrate an awareness of, and follow, good practice guidelines, legislation and standards.
- You have significant experience of putting this activity into practice unsupervised and may supervise others.
- You can consistently carry out this activity to the expected standard in straightforward situations.
- You can carry out this activity in more complex situations with advice and guidance as necessary.
- You can identify when things are generally being done as they should and you can spot if things are not right.
- You can judge your own limits with regards to this activity and when to seek advice.

Proficient

Someone working at this level of competence has the knowledge and experience of this activity to carry out complex, specialist or non-standard tasks to the required standard consistently. They are aware of alternative options and approaches and can provide guidance, instruction and advice on this activity to others.

- You are knowledgeable on this activity and are able to explain it to a range of different audiences.
- You have experience of this activity in both straightforward and complex situations.
- You can deal effectively with difficult or complex issues relating to this activity and both propose and evaluate alternative solutions.
- You can provide guidance, instruction and advice to others and may provide mentoring and/or coaching about this activity.
- You may provide formal education or professional training about this activity up to this competence level.
- You may contribute to the production of guidance or standards on this activity.

Authoritative

Someone working at this level of competence is widely recognised as an authority, both by others within the organisation and/or by external peers, for the knowledge and experience they demonstrate in some or all of the activities covered by this competence.

- You have a detailed level of knowledge relating to the activity and its application in many and varied circumstances.
- You share your knowledge with others and have done so extensively with a wide range of audiences.
- You are routinely consulted on this activity by others in the profession.
- You can solve highly complex problems independently relating to this activity and may have set new related standards and industry benchmarks.
- You may lead or substantially contribute to the development of industry policy, standards and guidelines relating to this activity.
- You may be called upon as an expert witness in relation to this activity.
- You may deliver formal training and education to others on this activity at all levels of competence.

Using the Competency Framework to evidence your competence

You can use the Competency Framework to support your claims of competence in any of the competencies within it, for example as part of an application for CIEEM membership or to support an internal professional development review. To make sure you use the information in the Competency Framework most effectively, we would suggest that you follow a simple three-stage process.

Stage 1

First, determine the level of competence at which you mostly work. This is set out in detail on pages 4 and 5. Read carefully the types of situations in which you are expected to be able to apply your competence, the extent to which you can work independently, and the influence you are required to have on others. It is likely that you will be working at more than one level with some of the competencies at a higher level and others that you are just developing or have little or no experience in.

Stage 2

The next stage is to look at the competency tables (from page 9) which contain the information required to allow you to choose the competencies that are most relevant to your experience. The competencies are divided into themes. Use the descriptions of each competency on the first page of each theme to check that the competency is what you understood it to be. Note that there are closely related competencies within a theme (e.g. 'A3: Environmental Impact Assessment' and 'A4: Ecological Assessment') and make sure that you choose the correct one.

Stage 3

The final stage is to write your evidence of competence for each chosen competency. Before doing so you need to read the detailed descriptions of what is expected to be competent at the level you are claiming. Remember that you are not expected to provide evidence for every part of the competency, but you will need to address the majority of it. It may help to look at the detailed descriptions for the level of competence below the one you are claiming to ensure that you are exceeding this and to refer back to the description of the levels of competence mentioned at Stage 1.

Finally, when you are writing your evidence, make sure that you are explicit. For example, many competencies at the Proficient level require that you work in complex situations. Use the Glossary (p35) to remind yourself of the definition of 'Complex' and make sure that you show in your evidence how the example you are using to evidence your competence matches that definition.

Stage 1

Determine the level of competence at which you mostly work.

Read carefully the types of situations in which you are expected to be able to apply your competence, the extent to which you can work independently, and the influence you are required to have on others.



Stage 2

Choose the competencies that are most relevant to your experience.

Use the descriptions of each competency to check that the competency is what you understood it to be and make sure that you choose the correct one.



Stage 3

Write your evidence of competence for each chosen competency.

Read the detailed descriptions of what is expected to be competent at the level you are claiming. Remember that you are not expected to provide evidence for every part of the competency, but you will need to address the majority of it.



Ecology and Environmental Management Roles

Example Competency Profiles

There is a wide range of ecology and environmental management roles in our profession and the CIEEM Competency Framework allows each individual to identify the specific technical and transferable competencies that are relevant to their role and experience. Below are some example competency profiles for typical roles.

It should be emphasised that these are examples only and two people with the same job title might have a slightly different competency profile. The table shows the most likely competencies for each role and also some possible competencies. The most important 'rule' is to choose competencies that you are confident you can provide the required evidence for. This may be a mix of the 'likely' and 'possible' competencies for your role or even competencies that are not picked out here but are relevant to your experience. That is absolutely fine. The important criterion for selecting your competencies is those you feel that you can most strongly evidence.

		Conservation Ranger/Reserve Warden	Ecological Clerk of Works	Ecological Consultant	Farm Environment Adviser	Local Authority Ecologist	Local Records Centre Ecologist	Specialist Adviser	Academic	
Likely	Technical	S2	S2	S1	S2	A2	P1	S2/S3	SM1	
		S3	M3	S2	S3/S4	A4	SM2	M1	SM3	
		M2	M6	S3	M1	P3	SM3	P3	E1	
		M3	P3	A4	M2	P4		SM3	E2	
	Transferable	Mandatory competence PS1: Professional Standards								
		HS1	HS1	C1	HS1	C1	C1	C1	C1	C1
		C1	C1	F2	C1	F2	OM4	F1	OM1	
		OM4	F2	OM4	F1	OM4	IM1	F2	OM4	
		PEM1	OM4	PRM1	OM4	IM1	IM2	OM4	IM1	
Possible	Technical	S1	S1	M2	M3	P1	S1	S4	S1	
		S4	M2	A2/A3	M4	A1	A5	M2	S2	
		M4	A4	A5	A6	A3	E4	M3	SM2	
		M6		A6	P3	A6		P4	P3	
		E3		P3	E3	E3		E3/E4	E4	
	Transferable	F1	OM1	HS1	F2	HS1	F1	HS1	HS1	
		F2	PRM1	OM1	OM2	F1	F2	OM1	F2	
		OM1	IM1	OM2	OM3	OM2	OM1	OM2	OM3	
		PRM1		IM1	PRM1	PRM1	PRM1	PRM1	PRM1	
		PEM2		PEM1	PEM1	PEM1	PEM1	PEM1	IM2	

Surveying

Habitat/species survey design, planning and fieldwork				
<ul style="list-style-type: none"> • Setting appropriate objectives for surveys. • Selecting appropriate techniques and designing methodologies to test objectives in line with evidence-based good practice. • Identifying the most appropriate types of data and data capture methods. • Fieldwork skills including planning, selection and use of equipment for survey and recording which may include GPS, data collection apps, aerial survey and other technologies. • Planning and implementing appropriate biosecurity measures. 				
S1	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> • Is aware of the principles of ecological survey and relevant good practice guidelines. • Can identify survey objectives for 'standard' surveys, and select the most appropriate survey technique(s). • Understands how they are applied. • Can use commonly applied fieldwork techniques whilst under supervision. • Demonstrates an awareness of, and considers the implications of, biosecurity protocols in survey design. 	<ul style="list-style-type: none"> • Designs and undertakes surveys within their chosen field involving standard methodology and evidence-based good practice guidelines. • Confident on standard survey planning and fieldwork skills relevant to role(s). • May assess survey requirements in straightforward situations, commission surveys and check that they have been done to the required standard. • Identifies and plans the implementation of relevant biosecurity protocols in accordance with good practice guidelines and encourages / supports others to do the same. 	<ul style="list-style-type: none"> • Designs more complex surveys, and provides evidence-based direction and advice to others on survey design. • Is proficient in planning and implementing a range of standard and non-standard fieldwork skills appropriate to their role(s) or may assess survey requirements in complex situations, commission surveys and check that they have been done to the required standard. • Provides direction and advice to others on appropriate biosecurity protocols in accordance with good practice guidelines. 	<ul style="list-style-type: none"> • Specialist on species and/or habitat surveys within their chosen field, and so often consulted to provide detailed technical advice on non-standard or complex survey design. • Develops new, innovative and scientifically robust fieldwork techniques that can be applied more widely. • May lead on organisational approaches to biosecurity.

Surveying

Species identification, handling and population size				
<ul style="list-style-type: none"> • Application of knowledge of species ecology and distribution. • Species identification including the use of appropriate tools and techniques (e.g. analysis of acoustic recordings for identification purposes, DNA and eDNA sampling and/or analysis). • Safe, biosecure and legal species handling techniques. • Assessment of population size. 				
S2	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> • Has a basic knowledge of taxonomy and classification and can identify some common species. • Carries out standard species surveys under guidance using simple descriptive techniques. • Is developing a knowledge of species surveying and species handling by working with / shadowing others. • Is aware of legal and biosecurity issues and standard biosecurity protocols. • May undertake population size assessment for more common species using methods such as abundance counts and estimate of abundance scales. 	<ul style="list-style-type: none"> • Carries out species surveys, records findings and handles species (where relevant) within their chosen field(s) in accordance with industry accepted good practice guidelines where available. • Implements effective biosecurity protocols in accordance with good practice guidelines. • Can reliably identify common species within taxonomic groups of their chosen field(s). • May accurately assess population size. 	<ul style="list-style-type: none"> • Can reliably identify common and less common species within taxonomic groups of their chosen field(s). • Where appropriate uses safe and correct species handling techniques. • Can accurately assesses population size for both common and rare species. 	<ul style="list-style-type: none"> • Specialist on identification of rarer/ cryptic species within chosen field, and broad knowledge outside of chosen field. • Proficient in species handling techniques, where relevant. • Authority on assessing population size for challenging species.

Surveying

Habitat identification, classification and assessment				
<ul style="list-style-type: none"> Identifying, classifying and assessing habitats (including habitat condition) in accordance with local, national and international classifications appropriate to biogeographic regions (e.g. NVC, Phase 1, UK HAB, EUNIS, Ireland Heritage Council Habitat Classification, River Habitat Survey, JNCC Marine Habitat Classification and Habitats Directive Annex I habitats) and at a variety of spatial scales. Using appropriate methods for habitat assessment as part of broader evaluation approaches. 				
S3	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Carries out habitat surveys and assessment using simple descriptive techniques. Uses common habitat classification techniques. 	<ul style="list-style-type: none"> Carries out habitat surveys and records findings within their chosen field in accordance with industry accepted good practice guidelines where available. Undertakes habitat assessment in accordance with recognised techniques. Undertakes surveys to inform habitat assessment and evaluation in straightforward scenarios. 	<ul style="list-style-type: none"> Carries out a range of standard and non-standard habitat surveys to inform habitat assessments, assessing habitat condition for both common and rarer habitats. Undertakes surveys to inform habitat assessment and evaluation in complex scenarios. 	<ul style="list-style-type: none"> Specialist on habitat survey and assessment using national and international classifications. Leads on the development of new habitat assessment tools and techniques.
Physical environment survey and assessment				
<ul style="list-style-type: none"> Identifying, classifying and assessing the influence of the physical aspects of the environment (e.g. landscape character, soils, climate/microclimate, hydrology, air quality, geomorphology, deposition and erosion) that affect the range and abundance of habitats and species. 				
S4	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Carries out straightforward surveys of the physical environment under supervision. 	<ul style="list-style-type: none"> Carries out standard surveys of the physical environment and records findings in accordance with industry accepted good practice guidelines where available. Draws valid conclusions about the implications of the findings for relevant habitats and species. 	<ul style="list-style-type: none"> Carries out and records non-standard surveys of one or more aspects of the physical environment and interprets their significance for habitats and species. May lead multi-disciplinary survey teams. 	<ul style="list-style-type: none"> Specialist in cross-discipline interactions relating to multiple aspects of the physical environment and biodiversity. Leads on the development of physical environment survey tools and techniques.

Environmental Management

M1	Providing specialist advice on ecological management and/or environmental schemes			
	<ul style="list-style-type: none"> Providing specialist evidence-based advice to land managers, other professionally qualified staff, project teams, developers and/or organisations on ecological management and/or environmental schemes including, for example, species-level conservation projects, habitat/species/landscape management and/or managing habitats with reference to climate change adaptation. Collecting and/or scrutinising all relevant information in order to inform advice. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Advises on straightforward ecological management projects and/or environmental schemes under supervision, demonstrating good awareness of the need for sustainable solutions. 	<ul style="list-style-type: none"> Advises on straightforward ecological management projects and/or environmental schemes, advocating for approaches designed to manage habitats with reference to climate change adaptation. 	<ul style="list-style-type: none"> Provides evidence-based advice on a range of straightforward and complex ecological management projects and/or environmental schemes, demonstrating appropriate use of climate change adaptation and mitigation approaches. 	<ul style="list-style-type: none"> Provides specialist evidence-based advice on sustainable ecological management and/or environmental schemes at a landscape-scale or at a national or international level.
M2	Designing and preparing environmental management, mitigation, restoration and enhancement plans			
	<ul style="list-style-type: none"> Establishing baselines, setting objectives and producing evidence-based plans for habitat/species/landscape management, mitigation, restoration and enhancement including, where appropriate, species reintroduction and/or habitat translocation. This may include conservation and restoration projects, nature reserve management, development-related plans, green infrastructure, farm/estate management plans, plans for seeking funding, monitoring and adaptive management plans and nature-based solutions to mitigate climate change effects. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Assists in the design and preparation of straightforward habitat, species or landscape management, mitigation and enhancement plans under supervision. 	<ul style="list-style-type: none"> Designs and prepares straightforward evidence-based habitat, species or landscape management, mitigation, restoration and enhancement plans, drawing on advice from others for more complex situations. Includes, through design, appropriate use of sustainable solutions to help mitigate/adapt to climate change, including use of nature-based solutions where appropriate. Designs monitoring schemes and recommends appropriate remedial actions. 	<ul style="list-style-type: none"> Leads on the evidence-based design of complex management, mitigation, restoration and enhancement plans, including using nature-based solutions to mitigate climate change effects where appropriate. May lead on the design and preparation of species reintroduction /habitat translocation plans. Designs monitoring schemes appropriate to the scale/impact of the plan. 	<ul style="list-style-type: none"> Leads on designing sustainable evidence-based plans and projects in complex situations and/or leads on the design and preparation of species reintroduction/habitat translocation/landscape management plans at a landscape scale. Develops innovative techniques to resolve complex or conflicting constraints. Implements complex monitoring and devises appropriate remedial actions when required. May be recognised as an authority on climate change adaptation and nature-based solutions.

Environmental Management

M3	Practical implementation of plans for ecological management and/or environmental schemes			
	<ul style="list-style-type: none"> Implementing (using appropriate techniques, machinery, tools, and biosecurity measures) or supervising implementation of plans for ecological management including site-based management and/or environmental schemes. Monitoring the effectiveness of such schemes to ensure that outcomes are achieved and implementing remedial actions if required. May act as an Ecological Clerk of Works (ECoW) or an Environmental Clerk of Works (EnvCoW). 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Assists in the implementation of straightforward projects for ecological management, site management and/or environmental schemes using appropriate techniques, tools and machinery under supervision. 	<ul style="list-style-type: none"> Implements or supervises implementation of straightforward management plans. Undertaking monitoring using standard methods/protocols and implementing remedial action when required. May be involved in more complex projects with appropriate advice/supervision. 	<ul style="list-style-type: none"> Leads on or supervises implementation of management plans for complex situations (e.g. those involving multiple habitats and/or at a landscape-scale). Implements or manages monitoring activity to record outcomes and identify remedial actions when required. May use experimental or innovative implementation or monitoring techniques. 	<ul style="list-style-type: none"> Recognised at least nationally as an authority on the implementation of plans for landscape-scale or complex ecological management and/or environmental schemes. Leads on the development and testing of experimental or innovative techniques.
M4	Livestock management for conservation			
	<ul style="list-style-type: none"> Implementing (using appropriate welfare and biosecurity measures) veterinary/livestock tasks to ensure that the health of the stock is maintained whilst managing the habitat. Monitoring the impact of habitat/species management through the use of livestock to ensure that outcomes are achieved and implementing remedial action if required. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Assists with the management of livestock grazing as part of site-based conservation. Demonstrates an awareness of welfare and biosecurity issues and follows agreed protocols. Demonstrates an understanding of the environmental impacts of different species. 	<ul style="list-style-type: none"> Manages livestock grazing under supervision for an organisation or site as part of site-based conservation management. Follows good practice guidance and legislation. Recognises a range of biosecurity and welfare issues and can implement appropriate protocols. 	<ul style="list-style-type: none"> Manages conservation livestock grazing for an organisation or site. Manages a range of biosecurity and welfare issues, including introducing organisational protocols as required. Utilises adaptive management approaches to achieve desired biodiversity outcomes. 	<ul style="list-style-type: none"> Leads on the organisational deployment of livestock for conservation and site-based adaptive management. Develops or significantly contributes to the evidence base for livestock management for conservation.

Environmental Management

M5	Strategic monitoring, data management and reporting			
	<ul style="list-style-type: none"> Designing strategies to monitor change in the condition, extent, abundance, distribution and/or conservation status of ecological features, including setting of objectives and reference criteria for outcomes. Reviewing results from monitoring to determine effectiveness and providing evidence-based recommendations. Collation, aggregation, analysis and reporting on results of complex monitoring data sets. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates an understanding of strategic monitoring techniques. Assists in data collation, aggregation, analysis and reporting. 	<ul style="list-style-type: none"> Implements monitoring projects interpreting results, producing reports and evidence-based recommendations. 	<ul style="list-style-type: none"> Leads on the design and implementation of complex monitoring strategies, manipulation of data, interpretation and presentation of results, including innovative techniques or methods. Reviews evidence and identifies evidence-based recommendations. 	<ul style="list-style-type: none"> Specialist on the design and development of complex monitoring strategies, manipulation of data, interpretation and presentation of results. Leads on the design of innovative techniques. Leads on complex monitoring reporting and making evidence-based recommendations.
M6	Risk management and control during project and/or scheme implementation			
	<ul style="list-style-type: none"> Managing the risks to stakeholders (including landowners and developers), biodiversity and the wider environment associated with project and/or scheme implementation activities. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates an understanding of the risks commonly associated with project implementation and how to manage them. Complies with site-based risk management protocols. 	<ul style="list-style-type: none"> Follows best practice guidance to identify and successfully manage risks for projects or schemes of limited ecological complexity or assistance with high-risk projects. 	<ul style="list-style-type: none"> Provides comprehensive risk management practices to identify, implement and evaluate effective solutions to resolve complex or conflicting constraints for projects or environmental schemes at all spatial scales. 	<ul style="list-style-type: none"> May act in the most senior environmental role as part of large multi-disciplinary teams. Leads on delivery of robust and effective risk management practices to identify, implement and evaluate innovative solutions to resolve complex or conflicting constraints and ensure environmental regulation compliance as part of major landscape-scale schemes or infrastructure project implementation.

Environmental Assessment

A1	Strategic Environmental Assessment (SEA)			
	<ul style="list-style-type: none"> Advising on Strategic Environmental Assessment requirements as part of sustainability appraisal for policies, plans or programmes. Undertaking Strategic Environmental Assessment for policies, plans or programmes. Scrutinising and evaluating Strategic Environmental Assessment submissions as a consultee. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates an understanding of the purpose of Strategic Environmental Assessment and when it might be necessary. Has assisted in some elements of the process. 	<ul style="list-style-type: none"> Evaluates or undertakes SEAs of limited scope and complexity. 	<ul style="list-style-type: none"> As project lead or lead assessor, undertakes or evaluates SEAs for a range of policies, plans or strategies, over different geographical scales. 	<ul style="list-style-type: none"> Evaluates (on behalf of a competent authority or decision-making body) or undertakes SEAs of any size/complexity. Often called upon to provide peer review or develop plans based on outcomes.
A2	Habitat Regulations Assessment (HRA) / Natura Impact Statements (NIS)			
	<ul style="list-style-type: none"> Advising on Habitat Regulations Assessment (HRA) or Appropriate Assessment (AA)/Natura Impact Assessment (NIA) requirements for plans or projects. Undertaking HRA or AA for a plan or project. Production of a Natura Impact Statement (not UK). Scrutinising and evaluating HRA, AA and/or NIS as a consultee. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates an understanding of the purpose of HRA/AA/NIS and when it might be necessary. Has assisted in some elements of the process. 	<ul style="list-style-type: none"> Evaluates or undertakes HRA/AA/NIS of limited scope or complexity. 	<ul style="list-style-type: none"> Leads on undertaking or evaluating HRA/AA/NIS for challenging scenarios. 	<ul style="list-style-type: none"> Evaluates or undertakes HRA/AA/NIS in complex and challenging scenarios. Negotiates the interface with the planning regime and the project/plan.

Environmental Assessment

A3	Environmental Impact Assessment (EIA)/Water Framework Directive (WFD) Assessment			
	<ul style="list-style-type: none"> • Advising on EIA or WFD Assessment requirements for developments or projects. • Undertaking EIA or WFD Assessment for projects. • Preparing Environmental Statements. • Scrutinising and evaluating EIAs and WFD Assessments as a consultee. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> • Demonstrates understanding of the purpose of, and the process involved in, an EIA or WFD Assessment and has assisted in some elements of that process. 	<ul style="list-style-type: none"> • Contributes to EIAs or WFD Assessments of limited scope or complexity, and contributes to the production of Environmental Statements. • Reviews EIAs or WFD Assessments of limited scope and/or complexity. 	<ul style="list-style-type: none"> • Coordinates EIAs or WFD Assessments and/or coordinates the production of Environmental Statements for more complex projects. • Leads evaluation of EIAs or WFD Assessments. 	<ul style="list-style-type: none"> • Leads the EIA or WFD Assessment process for NSIPs or similar-scale projects, negotiating the interface between the planning/permitting regime and the project. • Evaluates highly complex EIAs or WFD Assessments.
A4	Ecological assessment including Preliminary Ecological Appraisal (PEA), Ecological Impact Assessment (EcIA)			
	<ul style="list-style-type: none"> • Advising on environmental assessment requirements, such as Preliminary Ecological Appraisal (PEA) and Ecological Impact Assessment (EcIA), for policies, plans, programmes or projects. • Undertaking PEA and/or EcIA. • Scrutinising, reviewing and/or evaluating plans, projects, reports and proposals as a consultee. • Developing equivalent methods and standards. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> • Demonstrates understanding of the purpose and process of assessment techniques such as PEA, EcIA and awareness of good practice guidelines. • Has undertaken simple, straightforward PEAs, EcIAs under supervision. 	<ul style="list-style-type: none"> • Identifies ecological assessment requirements. • Undertakes and/or reviews a range of straightforward ecological assessments and is able to identify appropriate recommendations and/or conditions. 	<ul style="list-style-type: none"> • Coordinates/undertakes and/or reviews complex EcIAs and identifies appropriate recommendations and/or conditions. 	<ul style="list-style-type: none"> • Acts in the most senior role for reviewing EcIA submissions concerning complex or major projects or plans, for or on behalf of a competent authority, or undertakes highly complex EcIAs.

Environmental Assessment

A5	Valuation of the Environment			
	<ul style="list-style-type: none"> Valuation of ecological and broader environmental features as part of an economic valuation of the environment e.g. for ecosystem services assessment, natural capital valuation and/or wider environmental net gain assessment (but not biodiversity net gain). Demonstrating understanding of the risks of environmental valuation approaches. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates understanding of the purpose and risks of economic valuation of ecological and wider environmental features and can describe the different approaches used. Has assisted with the collection of relevant data and evidence. 	<ul style="list-style-type: none"> Understands the purpose of and different approaches to economic valuation of ecological and wider environmental features. Contributes appropriate data and evidence for valuations of straightforward and complex sites. May interpret the outputs of such economic valuations for straightforward sites. 	<ul style="list-style-type: none"> Undertakes valuation of ecological and environmental features as part of economic valuation approaches or assesses the validity of assessments in both straightforward and complex sites or scenarios in accordance with recognised approaches. May interpret the outputs of such economic valuations. 	<ul style="list-style-type: none"> Leads on undertaking ecological and environmental valuation or assessing the validity of assessments in many varied and highly complex situations, including for high profile and/or nationally significant sites or scenarios.
A6	Quantifying Biodiversity Gain			
	<ul style="list-style-type: none"> Advising on development-related metric-based enhancement approaches such as Biodiversity Net Gain (BNG) and associated habitat metrics. Undertaking biodiversity gain processes in accordance with published standards and good practice guidelines. Scrutinising, reviewing and evaluating biodiversity gain assessments and delivery plans as a consultee. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates understanding of the policy context, purpose and process of biodiversity gain and habitat metrics and awareness of good practice guidelines and standards. Undertakes simple biodiversity gain assessments and habitat metrics under supervision. 	<ul style="list-style-type: none"> Undertakes biodiversity gain assessments and habitat metrics for straightforward projects. Inputs into the design of biodiversity gain solutions in accordance with best practice guidance and standards. Scrutinises and evaluates biodiversity gain assessments for straightforward projects. 	<ul style="list-style-type: none"> Leads on biodiversity gain projects for complex projects. Designs biodiversity gain solutions in complex situations, providing appropriate recommendations and input to multi-disciplinary design teams or reviews and evaluates biodiversity gain assessments for complex projects. 	<ul style="list-style-type: none"> Leads on biodiversity gain assessments and design for highly complex projects or takes lead role in reviewing and evaluating the most complex biodiversity gain submissions concerning highly complex projects for or on behalf of a decision maker or statutory consultee.

Policy, Legislation and Standards

P1	Development of legislation, policies, programmes, strategic plans, guidance or standards			
	<ul style="list-style-type: none"> Contributing to, developing or revising legislation and policy or associated guidance. Providing evidence on nature conservation and wider environmental management to successfully influence Government / local government / organisational policies, programmes and strategic plans. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates awareness of the process of development or review of legislation, policy, programmes, strategic plans, guidance and standards. 	<ul style="list-style-type: none"> Contributes to the evidence base for the development or review of legislation, policy, programmes, strategic plans, guidance or standards. 	<ul style="list-style-type: none"> Manages or makes a significant contribution to the process of providing research evidence for, developing or reviewing legislation, policy, programmes, strategic plans, guidance or standards at a local, regional, national or international level. 	<ul style="list-style-type: none"> Leads or significantly influences the development and/or review of legislation, guidance, policy, programmes, strategic plans, or standards at a national or international level.
P2	Designing legislation, policy or strategy implementation mechanisms.			
	<ul style="list-style-type: none"> Designing mechanisms to implement legislation, policy or strategy. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates awareness of the requirements for designing implementation mechanisms. 	<ul style="list-style-type: none"> Contributes to designing implementation mechanisms. 	<ul style="list-style-type: none"> Manages or makes a significant contribution to designing implementation mechanisms. 	<ul style="list-style-type: none"> Leads on or significantly influences the design of mechanisms to implement legislation, policy or strategy at a national or international level.

Policy, Legislation and Standards

P3	Advising on the requirements of legislation, policy and guidance or international standards			
	<ul style="list-style-type: none"> Providing advice on interpreting and applying legislation, policy, guidance or international standards. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates an understanding of legislation, policy and guidance and assists others in providing advice. 	<ul style="list-style-type: none"> Advises on legislation, policy, guidance and international standards in straightforward scenarios and may assist in more complex scenarios. 	<ul style="list-style-type: none"> Advises on legislation, policy, guidance and international standards in complex scenarios. 	<ul style="list-style-type: none"> Leads on or significantly influences the provision of advice on the interpretation of legislation, policy, guidance or international standards at a national or international level.
P4	Compliance and enforcement of environmental (and relevant other) legislation, policy and standards			
	<ul style="list-style-type: none"> Regulatory compliance monitoring of actions undertaken to fulfil relevant licence/permit/consent/scheme requirements. Co-ordinating and/or undertaking enforcement action using appropriate channels. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates a working understanding of compliance/non compliance and the range of enforcement options available. Assists with the preparation of casework documents. 	<ul style="list-style-type: none"> Able to assess whether activity is compliant and propose appropriate proportionate actions to ensure compliance. Able to prepare casework documents for straightforward cases. Able to collect and preserve evidence to required standards. 	<ul style="list-style-type: none"> Leads enforcement activities and prepares casework documents for complex cases. Able to collect, preserve and analyse evidence to required standards. 	<ul style="list-style-type: none"> Recognised authority on compliance and enforcement, dealing with the most complex cases at national or international level.

Scientific Method and the Evidence-based Approach

SM1	Scientific method design and implementation			
	<ul style="list-style-type: none"> Setting appropriate scientific questions/hypotheses relevant to ecology and environmental management and designing methodologies to answer/test these. Implementing relevant research methodologies appropriately, with a suitable programme and resources. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates awareness of a range of methodologies that can be used to investigate scientific questions. Is aware of a range of types of data. Formulates hypotheses and designs simple methodologies to test these under guidance. 	<ul style="list-style-type: none"> Formulates more complex scientific questions, and designs methodologies to test these. Implements a simple scientific methodology independently and more complex methodologies under guidance. 	<ul style="list-style-type: none"> Formulates complex scientific questions, designs investigative methodologies to test these, and supervises investigative design by others. Implements all aspects of a scientific methodology. 	<ul style="list-style-type: none"> Leads on formulating complex scientific questions, and designing investigative methodologies to test these.
SM2	Analysis of environmental data and modelling			
	<ul style="list-style-type: none"> Understanding of the requirements for specific statistical analysis and other forms of data analysis and the appropriate application of such analysis tools. Carrying out appropriate analysis of experimental data (e.g. statistical tests, ecological simulation, environmental or ecological modelling, social survey data analysis) in relation to ecological and/or environmental research and experimentation. Assessment of limitations in both data collection and analysis. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Carries out appropriate analyses of straightforward data sets. 	<ul style="list-style-type: none"> Determines what appropriate analyses to use, and carries out straightforward analyses of a range of data independently, including evidence from modelling. Analyses more complex data under guidance. 	<ul style="list-style-type: none"> Carries out complex analyses. Makes sound use of ecological and/or environmental modelling. Able to contribute sound statistical advice to the design of a scientific methodology. 	<ul style="list-style-type: none"> Undertakes complex analytical techniques effectively on big data sets. Recognised authority on managing and analysing complex data. Develops and analyses ecological and/or environmental models to answer complex questions.

Scientific Method and the Evidence-based Approach

Interpretation				
SM3	<ul style="list-style-type: none"> Interpreting outcomes from ecological and/or environmental research and investigations and drawing valid conclusions, including explanation of the implication of limitations on data collection and analysis in interpreting results and formulating recommendations. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Interprets straightforward data and draws well-reasoned conclusions. May assist with the interpretation of more complex data. 	<ul style="list-style-type: none"> Interprets data and draws well-reasoned conclusions. Recognises flawed data. May interpret complex data and evidence under guidance. 	<ul style="list-style-type: none"> Independently and/or as part of a team interprets complex data sets and draws well-reasoned conclusions. 	<ul style="list-style-type: none"> Leads research groups involved in interpretation of large and complex data sets in novel ways.

Education and Knowledge Sharing

E1	Developing, delivering and evaluating programmes of learning			
	<ul style="list-style-type: none"> Developing, delivering and evaluating programmes of face-to-face and/or virtual academic teaching and/or professional training in ecological or environmental topics over a sustained period. 			
	<p>Foundation</p> <ul style="list-style-type: none"> Demonstrates an awareness of learning styles and teaching tools appropriate for students and/or professional practitioners. Has contributed as part of a team to the development and delivery of face-to-face and/or virtual academic teaching modules and/or professional training. 	<p>Capable</p> <ul style="list-style-type: none"> Contributes to the design and delivery of face-to-face and/or virtual teaching and assessment practices and materials for foundation, undergraduate or postgraduate modules and/or delivery of basic/intermediate training courses for professional practitioners. Demonstrates understanding of the process of stating and assessing learning outcomes. Demonstrates use of appropriate resources and teaching tools to enhance content and delivery. 	<p>Proficient</p> <ul style="list-style-type: none"> Designs and delivers face-to-face and/or virtual teaching, learning and assessment practices and materials for foundation programmes, undergraduate or postgraduate degrees and/or intermediate/advanced training courses for professional practitioners. Demonstrates extensive knowledge of current literature and resources and teaching tools to enhance content and delivery. 	<p>Authoritative</p> <ul style="list-style-type: none"> Leads an academic team in the design and delivery of teaching and evaluation of learning for undergraduate or postgraduate degrees. Contributes to national and international discussions on education and training policy in the ecology / environmental management field.
E2	Sharing research findings			
	<ul style="list-style-type: none"> Producing clear, concise, factual and accurate scientific/technical peer-reviewed research reports and papers in academic literature and media. Contributing to the dissemination of research through a peer reviewer or editor role. 			
	<p>Foundation</p> <ul style="list-style-type: none"> Has synthesised others' research and scholarship to extend knowledge, understanding and practices in a relevant area. May have published or jointly published their own research on at least one occasion. 	<p>Capable</p> <ul style="list-style-type: none"> Has, on several occasions, published or jointly published their own research and scholarship or synthesised others' research and scholarship. 	<p>Proficient</p> <ul style="list-style-type: none"> Has published or jointly published and presented a substantial body of their own research and scholarship. May have served on an editorial board for one or more academic journals. 	<p>Authoritative</p> <ul style="list-style-type: none"> Has published or jointly published an extensive and influential body of own research and scholarship. Peer reviews academic papers. May be/have been an editor for one or more academic journals.

Education and Knowledge Sharing

E3	Raising environmental awareness			
	<ul style="list-style-type: none"> Developing, delivering and evaluating training, interpretation and other education activities to raise environmental awareness and understanding (either broadly or in a specialist area) and/or to influence stakeholders' behaviours and practices (e.g. reserve visitors, farmers and land managers). Delivering environmental education and outreach activities using a range of media and techniques. 			
	<p>Foundation</p> <ul style="list-style-type: none"> Able to explain to the importance of raising environmental awareness, using one or more media or techniques. Supports others in delivering activities and events to raise environmental awareness. 	<p>Capable</p> <ul style="list-style-type: none"> Leads activities and events to raise environmental awareness for a range of audiences including environmental education programmes. Designs interpretative media and activities. 	<p>Proficient</p> <ul style="list-style-type: none"> Designs and delivers environmental awareness activities to a range of audiences. Designs impactful interpretation using a range of media. Evaluates, using methods appropriate to the scale of the activities, their effectiveness and impact in terms of influencing behaviour and actions. 	<p>Authoritative</p> <ul style="list-style-type: none"> Champions environmental awareness to a wide range of audiences, using a range of media. Directs the development of substantive environmental awareness programmes. Produces high quality and impactful interpretation and learning materials using innovative techniques and/or media.
E4	Using learning to inform wider professional practice			
	<ul style="list-style-type: none"> Reporting on quality evidence using a range of non-academic media channels (e.g. grey literature and web-based). Contributing to the dissemination of research and practice outcomes (e.g. case studies) for ecological and environmental management practitioners and other professions. 			
	<p>Foundation</p> <ul style="list-style-type: none"> Has published or jointly published, on at least one occasion, own research or practice findings. 	<p>Capable</p> <ul style="list-style-type: none"> Has, on several occasions, published or jointly published and presented own research and/or practice findings. May have assisted in an editorial capacity. 	<p>Proficient</p> <ul style="list-style-type: none"> Has published or jointly published and presented a substantial body of their own research and/or practice findings. May have served in an editorial capacity. 	<p>Authoritative</p> <ul style="list-style-type: none"> Has publicly published or jointly published an extensive and influential body of their own research and/or findings from professional practice to extend the knowledge, understanding and practices of others.

Professional Standards

Professional Standards				
<ul style="list-style-type: none"> Demonstrating high standards of professional practice. Recognition and appropriate management of ethical considerations and obligations to the environment, to stakeholders and to society. Demonstrating commitment and informed action to reduce emissions of greenhouse gases and improve opportunities for biodiversity on an individual and/or community and/or organisational basis. Recognising personal limitations and areas for development and seeking opportunities to develop knowledge, understanding and skills 				
PS1	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates an awareness of and an appreciation of the importance of professional standards. Develops individual climate change and nature literacy and uses this to inform actions and behaviours to reduce emissions of greenhouse gases and improve biodiversity. Undertakes continuing professional development. 	<ul style="list-style-type: none"> Consistently sets an example to others through demonstrable standards of good practice and appropriate behaviours. Makes ethical decisions. Demonstrates commitment through individual and/or community and/or organisational action to reduce emissions of greenhouse gases and improve biodiversity. Takes responsibility for own learning and development. 	<ul style="list-style-type: none"> Supports and encourages others to uphold professional standards. May contribute to setting industry standards. Makes ethical decisions in complex situations. Demonstrates commitment through individual and/or leading community and/or organisational action to reduce emissions of greenhouse gases and improve biodiversity and seeks opportunities to influence others. 	<ul style="list-style-type: none"> Contributes significantly to setting standards of professional practice and advocates the application of these standards across the ecology and environmental management profession. Advocates for and leads action sector-wide to reduce emissions of greenhouse gases and improve biodiversity

Health, Safety and Wellbeing

Creating and maintaining a healthy and safe working environment				
<ul style="list-style-type: none"> Understanding and compliance with health and safety legislation, organisational policy and procedures appropriate to role. Demonstrating a positive approach to health and safety and wellbeing. Risk management, including identification of hazards, risks and control measures. 				
HS1	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Is aware of relevant H&S legislation and organisational H&S policies and procedures. Takes personal responsibility for own H&S and wellbeing. Implements safe working practices. May undertake straightforward risk assessments. 	<ul style="list-style-type: none"> Conducts and implements standard and complex risk assessments. Identifies and demonstrates safe working practices for self and others. Promotes a positive culture of wellbeing and H&S awareness and compliance with organisational policies and procedures. 	<ul style="list-style-type: none"> Takes management level responsibility for H&S and may lead on or input into organisational H&S policy. Develops and promotes a positive culture of wellbeing and H&S awareness and management. May undertake organisational H&S audits. 	<ul style="list-style-type: none"> Leads input into the development and implementation of organisational H&S policy and management systems in organisations that are diverse in the range of services they provide. Promotes a culture of health, safety and wellbeing across multiple teams or major infrastructure projects. Establishes effective means of communicating H&S objectives and reporting performance.

Communication

Communication				
C1	<ul style="list-style-type: none"> Understanding the purpose and appropriate format of different communications and their intended audience. Communicating clearly in a style appropriate to the audience. Producing concise, factual and accurate written communications (e.g. reports, committee papers). Presenting with impact. Chairing face to face, online and hybrid meetings effectively. Effective negotiation and conflict-resolution. Influencing decision-makers. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> With supervision, produces clear, concise, factual and accurate written communications using a good standard of grammar. Demonstrates an understanding of the needs of different audiences and can suggest ways of adapting their communication style appropriately. 	<ul style="list-style-type: none"> Communicates information in ways appropriate to the audience. Independently produces concise and factual and accurate written communications to inform and influence others. May provide advice and support to others in a range of communication scenarios. 	<ul style="list-style-type: none"> Communicates information in complex scenarios with a range of stakeholders, building consensus and influencing decision makers where appropriate. Adapts style and language to meet the needs of the audience. Uses alternative communication approaches and tools to influence others, including in difficult situations. May provide advice, guidance and instruction to others in communication techniques. 	<ul style="list-style-type: none"> Communicates complex information using a variety of methods and demonstrates the ability to differentiate between styles appropriate to the audience. May write papers for peer-reviewed publications. Demonstrates the ability to manage conflicting viewpoints, influence others and facilitate debate and discussion in high profile situations. Uses communication skills to inspire, train and lead others.

Formal Facilitation, Consultation, Engagement and Partnering

Partnership working, consultation and stakeholder engagement				
<ul style="list-style-type: none"> Working with a range of partners to achieve positive outcomes for the environment. Engaging with stakeholders, statutory consultees and the general public. Designing and implementing consultations. Analysing and evaluating feedback. 				
F1	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates awareness of the importance of identifying and engaging with relevant stakeholders, and developing suitable partnerships. Plans and implements consultations under supervision. 	<ul style="list-style-type: none"> Undertakes stakeholder engagement. Plans and implements straightforward consultations. Develops and maintains good working relationships with partners. 	<ul style="list-style-type: none"> Builds and maintains partnerships with others at a senior level. Plans, manages and reports on consultations involving a range of stakeholders, including those involving conflicting views, using a variety of consultation approaches. Encourages contributions from a broad and diverse range of consultees. Uses facilitation skills to good effect. Promotes the importance of engagement to others. 	<ul style="list-style-type: none"> Champions and leads stakeholder engagement and partnership building across the organisation or business areas. Designs, manages, facilitates and reports on highly complex consultations.

Formal Facilitation, Consultation, Engagement and Partnering

Inter-disciplinary collaboration				
<ul style="list-style-type: none"> Developing working relationships with individuals and project teams from other professions to generate ideas, produce solutions and improve inter-disciplinary understanding and cooperation. 				
F2	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates understanding of the different technical approaches, problems and challenges of other disciplines. Works as part of an inter-disciplinary team under supervision. 	<ul style="list-style-type: none"> Works within inter-disciplinary teams. Is able to identify potential problems relating to different objectives, approaches and technical constraints and to suggest solutions. Develops working relationships with colleagues from different disciplines. 	<ul style="list-style-type: none"> Has a key role in inter-disciplinary teams, demonstrating a good understanding of the different objectives, technical approaches, opportunities and challenges. Agrees solutions through collaboration. 	<ul style="list-style-type: none"> Leads inter-disciplinary teams dealing with highly complex situations. Demonstrates a comprehensive understanding of the objectives, technical approaches, working methods and challenges of different disciplines. Agrees solutions through collaboration in highly complex situations.

Organisational Management

OM1	Managing quality			
	<ul style="list-style-type: none"> Developing and delivering quality services and/or products (including programmes of learning or visitor experiences). Demonstrating compliance with quality management systems (internal and/or external) and recognised standards. Quality management auditing. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates awareness of organisational quality management protocols and understands what is meant by 'good quality'. Demonstrates a commitment to the quality of own work, and understands how own actions contribute to the quality of services provided by others. 	<ul style="list-style-type: none"> Delivers work to a high standard in line with defined quality management protocols. Where necessary, ensures others are aware of quality management protocols. 	<ul style="list-style-type: none"> Ensures quality standards are met through individual or team performance and outputs. Reviews and approves the quality of products or services and maintains a clear audit trail. May undertake audits and makes recommendations for improvement to colleagues and senior management. 	<ul style="list-style-type: none"> Leads a culture of quality and excellence in all aspects of the performance of multiple teams or business areas. Reports on quality management to external stakeholders such as auditors, funding partners, long-term clients. May contribute to development or revision of integrated management systems.
OM2	Resource efficiency and sustainability			
	<ul style="list-style-type: none"> Championing resource efficiency, sustainability and monitoring. Developing and delivering resource efficiency targets (e.g. addressing climate change, energy conservation, waste management, water use). 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Understands the need for resource efficiency and sustainability (e.g. climate change, circular economy), and how to modify/adapt behaviours to achieve individual and/or organisational targets. 	<ul style="list-style-type: none"> Contributes to the development of targets for resource efficiency and sustainability or sets own targets for small organisation/business. Implements actions towards meeting those targets. Understands how these targets are measured/monitored and the need for continuous improvement. 	<ul style="list-style-type: none"> Sets or advocates for delivery of targets for resource efficiency and sustainability for a team, department, work place or other assets. Is responsible for programmes to meet these targets, through raising awareness, communication, behaviours, working practices and innovative technologies. Analyses data and identifies actions to drive continuous improvement. May undertake or commission research to inform practices. 	<ul style="list-style-type: none"> Champions and leads on setting and delivering targets for resource efficiency and sustainability across multiple teams, departments and/or business areas.

Organisational Management

Managing operations				
<ul style="list-style-type: none"> Setting and delivering organisational vision, values and culture. Financial, change and risk management. Operational management. Contract management. Strategic business planning including use of planning tools. 				
OM3	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Aware of the principles of business management. Demonstrates awareness of the organisation's vision/values, and how these influence and direct own behaviour. Demonstrates understanding of how own work needs to contribute to meet management objectives/targets. Contributes to successful contract management and/or tendering activities. 	<ul style="list-style-type: none"> Understands the organisation's visions, values and culture and reflects them in behaviour. Plans and manages the resources and budgets needed to achieve an organisation or a team's objectives/targets. May lead on contract management and/or tendering processes as a client or contractor for straightforward projects. Contributes to strategic planning. 	<ul style="list-style-type: none"> Sets or significantly contributes to setting the vision, values and culture of a team or organisation. Sets and/or leads business management activities across a team, department, small business or organisation. May lead on contract management and tendering processes for complex projects (as either client or a contractor). Uses strategic business tools and undertakes risk management. 	<ul style="list-style-type: none"> Sets and demonstrates the vision and values of the organisation. Director-level responsibility for operational business management, including financial, change and risk management. Leads on organisational strategic planning, and promotes awareness of the strategy across multiple teams, departments and/or business areas.
Care and service				
<ul style="list-style-type: none"> Delivering high standards of care and service for stakeholders (e.g. visitors, clients, students, volunteers, regulators, members of the public). 				
OM4	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates an awareness of the importance of good service, and the relevance of behaviour and standards. 	<ul style="list-style-type: none"> Demonstrates the ability to develop and maintain good relationships with stakeholders. 	<ul style="list-style-type: none"> Develops and maintains good relationships with multiple stakeholders. Deals with challenging situations and brokers acceptable solutions. 	<ul style="list-style-type: none"> Sets the organisational culture and leads on delivery of excellent care and service for stakeholders throughout a major service area. Builds networks to improve care and service for stakeholders and develops 'trusted partnerships'.

Project Management

Managing, funding and evaluating projects				
PRM1	<ul style="list-style-type: none"> Developing and implementing processes and systems to manage projects and, where appropriate, project stakeholders. Securing and/or managing project funding (if required). Evaluation of projects. 			
	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Understands project management processes and systems. Supports project manager(s) by undertaking supervised tasks. May have contributed to fundraising activities. 	<ul style="list-style-type: none"> Manages straightforward projects from concept through to completion. May assist with complex projects. May have raised funds for project development/ implementation. Complies with organisational project management protocols where appropriate. 	<ul style="list-style-type: none"> Manages and/or evaluates complex projects including being accountable for resource management, stakeholder liaison and reporting. Sets project management protocols. May have successfully led on higher value (>£10000/€10000) funding bids. 	<ul style="list-style-type: none"> Responsible for management and delivery of multiple complex projects. Sets standards or protocols for project management and evaluation across multiple teams and business areas.

Information Management

Data and document management				
<ul style="list-style-type: none"> Developing, promoting and/or using organisational procedures for data and document management. Demonstrating compliance with data protection and data management legislation and standards. 				
IM1	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates awareness of the principles and standard methods of data management, data security, confidentiality and data sharing. Complies with organisational procedures. 	<ul style="list-style-type: none"> Implements standard methods of data management, sharing and protection in accordance with organisational procedures and good practice standards. Aware of issues such as Intellectual Property Rights (IPR), the General Data Protection Regulations (GDPR) and copyright and complies with relevant legislation. 	<ul style="list-style-type: none"> Implements methods of data and document management for complex projects or scenarios. Responsible for establishing organisational procedures for data and document management, data sharing and security for small businesses / organisations / teams in line with good practice standards. 	<ul style="list-style-type: none"> Responsible for establishing organisational procedures for data and document management, data sharing and security for complex scenarios both internally and externally.
Information technology				
<ul style="list-style-type: none"> Developing, promoting and/or using common, specialist and/or bespoke software and other digital technologies to collect, manage, analyse and present data. 				
IM2	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates an understanding of and ability to use a range of common software packages to record, manage and present data and other information. Uses specialist software, such as GIS, under supervision. 	<ul style="list-style-type: none"> Uses a range of software packages, GIS and other tools to collect, manage, analyse and present data. 	<ul style="list-style-type: none"> Uses a range of common, specialist and bespoke software in complex scenarios to collect, manage, analyse and present data. May contribute to the design of new software systems. May lead on the introduction of new software systems across a team or organisation. 	<ul style="list-style-type: none"> Designs and develops software solutions for complex scenarios and leads on their implementation and use both internally and externally.

People management

Recruiting and developing people				
<ul style="list-style-type: none"> Recruiting and managing staff and/or volunteers, following relevant legislation and organisational policies. Fostering a positive approach to diversity and inclusion. Supporting others to achieve their full potential, e.g. through coaching or mentoring. Planning and supervising early career schemes. 				
PEM1	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Demonstrates awareness of diversity and inclusion legislation and organisational recruitment and performance management processes. 	<ul style="list-style-type: none"> Participates in recruitment activities, demonstrating good practice in diversity and inclusivity throughout. Constructively manages an individual's performance in line with organisational procedures and seeks opportunities to develop staff and/or volunteers using a variety of approaches. 	<ul style="list-style-type: none"> Undertakes all stages of the staff or volunteer recruitment process in line with recognised good practice and leads recruitment interviews. Proactively seeks opportunities to develop people's confidence and skills and acts as an internal or external mentor and/or coach. Promotes a positive culture of diversity and inclusivity. Demonstrates good practice in performance management in challenging situations. 	<ul style="list-style-type: none"> Performs strategic staff or volunteer workforce planning and recruitment across multiple teams or business areas. Designs programmes to recruit and grow peoples' skills including early careers schemes where appropriate. Develops and implements organisational systems and processes such as performance management, training, mentoring and work shadowing.

People management

Leadership				
<ul style="list-style-type: none"> Motivating people to act towards achieving a common goal, through direction, inspiration and effective communication. Developing and managing teams and organisations to meet defined targets. Leading through change 				
PEM2	Foundation	Capable	Proficient	Authoritative
	<ul style="list-style-type: none"> Understands the leadership role. Demonstrates good leadership qualities by motivating and enthusing others. Sets a good example to others. 	<ul style="list-style-type: none"> Manages, leads and develops a team to achieve targets. Demonstrates good leadership qualities and sets example of positive workforce behaviour to others. 	<ul style="list-style-type: none"> Demonstrates leadership across an organisation, department or team. Motivates others to meet or exceed their objectives, through direction, inspiration and effective communication. Manages change to deliver positive outcomes. 	<ul style="list-style-type: none"> Demonstrates leadership across multiple departments or business areas and promotes a positive workplace culture. Commands the respect of others through leading by example. Inspires performance excellence and loyalty. Steers organisations or multiple teams through significant change scenarios and other challenges to achieve strategic goals.

Competency Framework

Glossary

Term	Definition
Competence	<p>The application of key skills that can be evidenced and verified against set criteria.</p> <p>Being competent means you can carry out this activity consistently well to the required standard. This is because you:</p> <ul style="list-style-type: none"> <input type="radio"/> Know what to do. <input type="radio"/> Know how to do it. <input type="radio"/> Know when to do it. <input type="radio"/> Understand why you do it. <input type="radio"/> Are able to do it to the required standard. <input type="radio"/> Understand the consequences of doing it wrong or badly. <input type="radio"/> Know when to seek help and advice.
Competency	<p>A competency is an activity you need to be able to perform to do your job well.</p>
Complex	<p>A problem, project, situation or task which has more than 2 viable solutions, is problematic or unusual or has multiple elements which can interact such that a conclusion cannot easily be reached. Interactions can be synergistic, neutral or conflicting.</p>
Extensive (in terms of research metrics E2)	<p>Is broad reaching and to a high level, capable of providing a contribution to the Research Excellence Framework (REF).</p>
Good quality (in terms of research E2)	<p>Research that provides evidence that is robust, ethical, stands up to scrutiny and can be used to inform policy making. It should adhere to principles of professionalism, transparency, accountability and auditability.</p>
Influential (in terms of research E2)	<p>Improves research performance, visibility, discoverability and impact via effective publishing strategies and online presence.</p>
Large-scale	<p>A site-based project or task which covers a minimum of 10 ha for a development project area or 100 ha for a land management site or impacts at a catchment-scale.</p>
Medium-scale	<p>A site-based project or task that which covers > 1 ha but <10 ha for a development project area or >1 ha but <100 ha for a land management site or impacts a watercourse.</p>
Several	<p>More than two.</p>
Simple methodologies (SM1)	<p>Uncomplicated in its execution.</p>

Small-scale	A site-based project or task that is limited in its physical scope or area (typically 1 ha or less for a development project area, land management site or a reach in a watercourse).
Specialist	An individual who has a detailed knowledge of a subject and/or an advanced skill in an activity or related activities.
Straightforward	Activities or projects or situations which are unproblematic. The actions flow to a conclusion without conflict or competing requirements.
Substantial (in terms of research metrics E2)	A detailed study of a subject, especially in order to discover (new) information.



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