



Competency Framework Consultation Document
Transferable Competencies

August 2023

Professional Conduct	PC1: Professional conduct	PC1: Professional conduct and environmental responsibility
<div data-bbox="193 370 340 440" style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">Current</div> <div data-bbox="193 505 340 574" style="border: 1px solid black; padding: 2px;">Proposed</div>	<p>Demonstrating understanding of, and compliance with, the Code of Professional Conduct. Demonstrating high standards of professional practice. Recognition and appropriate management of conflicts of interest, of ethical considerations and obligations to the environment, to customers and to society.</p> <p>Recognising personal limitations and areas for development and seeking opportunities to develop knowledge, understanding and skills.</p>	<p>Demonstrating high standards of professional practice. Recognition and appropriate management of conflicts of interest, of ethical considerations and obligations to the environment, to customers and to society. Demonstrating personal commitment and informed action to reduce emissions of greenhouse gases and improve opportunities for biodiversity on an individual, community and/or organisational basis.</p> <p>Recognising personal limitations and areas for development and seeking opportunities to develop knowledge, understanding and skills.</p>

Health and Safety	HS1: Creating and maintaining a health and safe working environment	HS1: Creating and maintaining a health and safe working environment
<div data-bbox="193 876 340 946" style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">Current</div> <div data-bbox="193 1011 340 1081" style="border: 1px solid black; padding: 2px;">Proposed</div>	<p>Understanding and compliance with personal, organisational and statutory health and safety legislation and , organisational policy and protocols.</p> <p>Fostering a positive approach to health and safety and wellbeing.</p> <p>Risk management, including identification of hazards, risks and control measures for the benefit of staff, contractors and other site users/visitors.</p> <p>Health and safety record-keeping and auditing.</p> <p>Achieving a healthy work-life balance.</p>	<p>Understanding and compliance with personal, organisational and statutory health and safety legislation, organisational policy and protocols.</p> <p>Fostering a positive approach to health and safety and wellbeing.</p> <p>Risk management, including identification of hazards, risks and control measures.</p> <p>Awareness of relevant H&S legislation, and organisational H&S policy and procedures appropriate to role.</p>

Communication		C1: Communication	C1: Communication
<div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 5px auto;">Current</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 5px auto;">Proposed</div>	<p>Understanding the purpose and appropriate format of different communications and their intended audience. Communicating accurately and clearly in a style appropriate to the audience.</p> <p>Producing a clear, concise, factual and accurate written communications.</p> <p>Presenting with impact.</p> <p>Chairing meetings effectively.</p> <p>Negotiation and conflict-resolution.</p> <p>Influencing decision-makers.</p>	<p>Understanding the purpose and appropriate format of different communications and their intended audience.</p> <p>Communicating clearly in a style appropriate to the audience.</p> <p>Producing concise, factual and accurate communications.</p> <p>Presenting with impact.</p> <p>Chairing face to face, online and hybrid meetings effectively.</p> <p>Negotiation and conflict-resolution.</p> <p>Influencing decision-makers.</p>	

Formal Facilitation, Consultation, Engagement and Partnering	F1: Partnership working, consultation and stakeholder engagement	F1: Partnership working, consultation and stakeholder engagement	F2: Inter-disciplinary collaboration	F2: Inter-disciplinary collaboration
	<div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 5px auto;">Current</div> <div style="border: 1px solid black; padding: 2px; width: fit-content; margin: 5px auto;">Proposed</div>	<p>Working effectively with multiple partners to achieve common goals. Engaging with stakeholders and statutory consultees.</p> <p>Designing and implementing consultation projects.</p> <p>Analysis and evaluation of feedback.</p>	<p>Working with a range of partners to achieve positive outcomes for the environment. Engaging with stakeholders, statutory consultees and the general public.</p> <p>Designing and implementing consultations- Analysing and evaluating feedback.</p>	<p>Developing effective working relationships with individuals and project teams from other professions in order to generate ideas, solve problems, produce solutions and improve inter-disciplinary understanding and cooperation.</p>

Organisational Management	OM1: Managing quality	OM1: Managing quality	OM2: Environmental resource efficiency	OM2: Resource efficiency and sustainability
<div data-bbox="207 367 352 435" style="border: 1px solid black; background-color: #d9e1f2; padding: 2px; margin-bottom: 5px;">Current</div> <div data-bbox="207 459 352 527" style="border: 1px solid black; background-color: #fff2cc; padding: 2px;">Proposed</div>	<p>Developing and delivering quality services and products. Compliance with quality management systems (internal and/or external) and recognised standards. Quality management auditing.</p>	<p>No change</p>	<p>Developing and achieving environmental resource efficiency targets (e.g. energy conservation, waste management, water use). Raising awareness of resource efficiency and impact monitoring.</p>	<p>Championing resource efficiency, sustainability and monitoring. Developing and delivering resource efficiency targets (e.g. addressing climate change, energy conservation, waste management, water use).</p>
<div data-bbox="207 618 352 686" style="border: 1px solid black; background-color: #d9e1f2; padding: 2px; margin-bottom: 5px;">Current</div> <div data-bbox="207 711 352 779" style="border: 1px solid black; background-color: #fff2cc; padding: 2px;">Proposed</div>	<p>OM3: Managing business operations</p> <p>Financial, change and risk management. Operational management. Contract management. Strategic business planning including use of planning tools.</p>	<p>OM3: Managing business operations</p> <p>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.</p>	<p>OM4: Client and customer care</p> <p>Delivering high standards of client or customer care including uses of Forms of Contract, contractual terms and conditions for services, obligations of parties, etc.</p>	<p>OM4: Care and service</p> <p>Delivering high standards of care and service for stakeholders (e.g. clients, customers, regulators, members of the public).</p>
Project Management	PC1: Managing, funding and evaluating projects		PC1: Managing, funding and evaluating projects	
<div data-bbox="207 1094 352 1162" style="border: 1px solid black; background-color: #d9e1f2; padding: 2px; margin-bottom: 5px;">Current</div> <div data-bbox="207 1227 352 1295" style="border: 1px solid black; background-color: #fff2cc; padding: 2px;">Proposed</div>	<p>Developing and implementing processes and systems to manage projects effectively. Stakeholder management. Project fundraising. Project evaluation (internal). Undertaking critical external evaluation of projects led by others using a range of appropriate tools.</p>		<p>Developing and implementing processes and systems to manage projects and, where appropriate, project stakeholders. Securing and/or managing project funding. Evaluation of projects.</p>	

Information Management	IM1: Data & document management	IM1: Data & document management	IM2: Information technology	IM2: Information technology
<div data-bbox="205 378 352 444" style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">Current</div> <div data-bbox="205 488 352 555" style="border: 1px solid black; padding: 2px;">Proposed</div>	<p>Establishing, promoting and using recognised organisational processes and standards to ensure effective data and document management.</p> <p>Compliance with legislation (e.g. data protection) and recognised internal and external data management protocols.</p>	<p>Developing, promoting and using organisational procedures for data and document management.</p> <p>Demonstrating compliance with data protection and data management legislation and standards.</p>	<p>Use of common software packages.</p> <p>Use of databases and bespoke information management systems.</p> <p>Use of GIS.</p>	<p>Developing, promoting and using common, specialist and/or bespoke software and other digital technologies to collect, manage, analyse and present data.</p>

People Management	PEM1: Recruiting and developing people	PEM1: Recruiting and developing people	PEM2: Leadership	PEM2: Leadership
<div data-bbox="205 914 352 980" style="border: 1px solid black; padding: 2px; margin-bottom: 10px;">Current</div> <div data-bbox="205 1024 352 1091" style="border: 1px solid black; padding: 2px;">Proposed</div>	<p>Recruiting staff and/or volunteers and following equal opportunities and relevant organisational policies in doing so.</p> <p>Managing the performance of staff and volunteers.</p> <p>Planning and supervising work experience schemes.</p> <p>Developing capabilities to enable others to achieve their full potential, e.g. through coaching or mentoring.</p>	<p>Recruiting and managing staff and/or volunteers following relevant legislation and organisational policies. Fostering a positive approach to diversity and inclusion.</p> <p>Planning and supervising early career schemes.</p> <p>Supporting others to achieve their full potential, e.g. through coaching or mentoring.</p>	<p>Motivating people to act towards achieving a common goal, through direction, inspiration and effective communication.</p> <p>Managing teams and organisations effectively.</p>	<p>Motivating people to act towards achieving a common goal, through direction, inspiration and effective communication.</p> <p>Developing and managing teams and organisations to meet defined targets.</p> <p>Leading through change.</p>