

COMPETENCY FRAMEWORK

CIEEM

Championing a sustainable natural environment

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What is a Competency Framework?

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

- Know what to do
- Know how to do it
- Know when to do it
- Know why you do it
- Can do it consistently well
- 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.
- Enable employers to write job profiles based on quantifiable levels of expertise.
- Help us develop evidence-based careers advice.
- Promote high standards of professional practice.

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 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 simply a way of grouping together related competencies.

The themes themselves are divided into technical themes and transferable themes. Technical themes are specific to our profession, transferable themes are found across professions. The ‘building blocks’ of the Competency Framework are the individual competencies, because not all of the competencies within a theme may be relevant to your experience and the work you do.





THE DIFFERENT LEVELS OF COMPETENCE

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

Our Competency Framework recognises four levels of competence: Basic, Capable, Accomplished 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, statutory agency adviser or regulator, policymaker, 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 our Secretariat is able to provide advice and help if required.

If you are working at a **Basic** level of competence you are expected to have some knowledge of the specified activity and its terminology and concepts. You will have some experience of doing the activity and will be able to carry out straightforward relevant tasks to the required standard under supervision.

If you are at a **Capable** level of competence you will have the knowledge and experience to carry out standard relevant tasks confidently and consistently without supervision. You may even supervise others. However, you are likely to need to seek advice before carrying out more complex or non-standard tasks.

If you are working at an **Accomplished** level of competence you will have the knowledge and experience to carry out complex, specialist or non-standard tasks confidently and consistently. You will be aware of alternative approaches and can provide guidance, instruction and advice on the activity to others.

If you are at the **Authoritative** level of competence you will be widely recognised as an authority, both by others in your organisation and by external peers, for the knowledge and experience you demonstrate.

As you work your way up from a Basic level to an Accomplished (or even Authoritative) one, you will be able to demonstrate increasing skill and knowledge and will require less supervision and guidance.

COMPETENCY THEMES

Technical

P6	A1 - A5	Environmental Assessment
P8	E1 - E4	Education and Knowledge Exchange
P10	M1 - M3	Environmental Management
P12	M4 - M6	Environmental Management
P14	P1 - P4	Policy, Legislation and Standards
P16	S1 - S4	Surveying
P18	SM1 - SM3	Scientific Method

Transferable

P20	PC1	Professional Conduct
P20	HS1	Health and Safety
P20	C1	Communication
P22	F1 - F2	Facilitation, consultation, engagement and partnering
P22	IM1 - IM2	Information Management
P24	OM1 - OM4	Organisational Management
P26	PRM1	Project Management
P26	PEM1 - PEM2	People Management

BASIC

Has some knowledge with an understanding of terminology and concepts. Has some experience of practical application. 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 these 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 this activity.
- You would not normally be expected to undertake tasks in relation to these activities unless under supervision.
- You are aware of your limits of competence with such activities and do not work beyond them.

CAPABLE

Has the knowledge and experience essential to carry out standard tasks unsupervised confidently and consistently well. Is 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 or legislative drivers supporting this activity.
- You demonstrate an awareness of, and follow, good practice guidelines and standards.
- You have significant experience of putting this activity into practice unsupervised.
- You can consistently carry out this activity to the expected standard when straightforward.
- 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 be 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.

ACCOMPLISHED

Has the knowledge and experience of this activity to carry out complex, specialist or non-standard tasks confidently and consistently. Is 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 capable of explaining it to a range of different audiences.
- You have extensive experience of this activity in both straightforward and complex situations.
- You can deal effectively with difficult or complex situations concerning this activity and propose and evaluate alternative solutions.
- You can make decisions confidently regarding this activity.
- You can provide advice, guidance and instruction to others and may provide coaching and/or mentoring 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

Is widely recognised as an authority, both by others within the organisation and/or 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 s standards and industry benchmarks.
- You may lead on 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.

ENVIRONMENTAL ASSESSMENT

A1

Strategic Environmental Assessment

- Advising on Strategic Environmental Assessment requirements as part of sustainability appraisal for policies, plans or programmes.
- Undertaking Strategic Environmental Assessment for policies, plans and programmes.
- Scrutinising and evaluating Strategic Environmental Assessment submissions on behalf of a competent authority or decision-making body or as a consultee.

A2

Habitats Regulations Assessment, Appropriate Assessment/Natura Impact Statement

- Advising on Habitat Regulations Assessment (HRA) or Appropriate Assessment/Natura Impact Assessment (NIA) requirements for plans or projects.
- Undertaking Habitat Regulations Assessment or Appropriate Assessment (AA) for a plan or project.
- Production of a Natura Impact Statement (NIS) (not UK).
- Scrutinising and evaluating Habitat Regulations Assessments, Appropriate Assessments and/or Natura Impact Statements on behalf of a competent authority or decision-making body or as a consultee.

A3

Environmental Impact Assessment

- Advising on Environmental Impact Assessment (EIA) requirements for developments or projects.
- Undertaking Environmental Impact Assessment for developments or projects.
- Undertaking Water Framework Directive assessments for projects.
- Preparing Environmental Statements.
- Scrutinising and evaluating Environmental Impact Assessment submissions on behalf of a competent authority or decision-making body or as a consultee.

A4

Ecological assessment including Preliminary Ecological Appraisal and Ecological Impact Assessment and the use of biodiversity metrics as part of the assessment of existing/ potential ecological features (e.g. biodiversity net gain)

- Advising on Preliminary Ecological Appraisal (PEA) or Ecological Impact Assessment (EcIA) or biodiversity net gain (BNG) requirements for policies, plans, programmes or projects.
- Undertaking Preliminary Ecological Appraisal or Ecological Impact Assessment.
- Using appropriate metrics and methodologies to assess impacts on biodiversity, e.g. as part of a biodiversity net gain process.
- Scrutinising and evaluating plans, projects and proposals to determine the likely ecological impact on behalf of a competent authority or decision-making body or as a consultee in order to ensure that it is adequate to inform decision-making and to secure implementation of appropriate mitigation, compensation and enhancement measures.

A5

Environmental valuation

- 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 environmental net gain assessment (but not biodiversity net gain).

COMPETENCE LEVEL

	Basic	Capable	Accomplished	Authoritative
A1	Demonstrates an understanding of the purpose of Strategic Environmental Assessment and when it might be necessary. Has assisted in some elements of the process.	Able to evaluate or undertake SEAs of limited scope and complexity.	As project lead or lead assessor, able to undertake or evaluate/assess SEAs for a range of policies, plans or strategies, over different geographical scales.	Assesses/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	Demonstrates an understanding of the purpose of HRA/NIS and when it might be necessary. Has assisted in some elements of the process.	Able to evaluate or undertake an HRA/NIS of limited scope or complexity.	As project lead or lead assessor, able to assess/ evaluate or undertake all stages of an HRA/NIS in complex and challenging scenarios.	Assesses/evaluates (on behalf of a competent authority or decision-making body) or undertakes all stages of an HRA/AA/NIS in complex and challenging scenarios; negotiates the interface with the planning regime and the project/plan.
A3	Demonstrates understanding of the purpose of, and the process involved, in an EIA and has assisted in some elements of that process.	Able to contribute to EIAs of limited scope or complexity, and contributes to the production of Environmental Statements covering ecological disciplines. Able to assess EIAs of limited scope and/or complexity.	Coordinates EIAs, and coordinates the production of Environmental Statements for more complex projects. As lead assessor, evaluates EIAs on behalf of a competent authority or consultee.	Assesses/evaluates (on behalf of a competent authority or decision-making body) highly complex EIAs (e.g. for major infrastructure projects). Leads the EIA process for major infrastructure projects, negotiating the interface between the planning regime and the project.
A4	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.	Able to identify environmental assessment requirements and review straightforward submissions and assess their adequacy. Able to identify appropriate recommendations and conditions. Able to undertake a wide range of environmental assessments, including PEA or small to medium-scale EcIAs.	Able to identify assessment requirements and review complex submissions and assess their adequacy. Identifies appropriate recommendations and conditions. Undertakes large-scale and complex EcIAs in accordance with good practice guidelines.	Acts in the most senior role for reviewing submissions concerning complex or major projects or plans, for or on behalf of a competent authority or other decision making body. Undertakes highly complex EcIAs.
A5	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.	Fully understands the purpose of and different approaches to economic valuation of ecological and wider environmental features. Can contribute appropriate data and evidence for valuations of straightforward and complex sites. May assess the outputs of such economic valuations for straightforward sites on behalf of a competent authority or other decision-making body.	Able to undertake valuation of ecological and environmental features as part of economic valuation approaches in both straightforward and complex scenarios in accordance with recognised standard approaches. Alternatively is able to interpret and assess the validity of the outputs of such economic valuations on behalf of a competent authority or other decision-making body.	Has a detailed knowledge and experience of undertaking ecological and environmental valuation in many varied and highly complex situations, including for high profile and/or nationally significant sites or scenarios. Has been actively involved in developing industry standard methodologies for economic valuation of ecological and wider environmental features.

EDUCATION AND KNOWLEDGE EXCHANGE

E1

Developing programmes of learning

- Planning, developing, designing and evaluating programmes of academic teaching or professional training in ecological and/or environmental topics.
- Producing relevant learning materials.

E2

Academic teaching and professional training

- Delivering academic teaching and/or professional training in ecological and/or environmental topics over a sustained period.

E3

Raising environmental awareness

- Designing and implementing activities to raise environmental awareness and understanding, using a range of media and techniques.
- Delivering environmental education and outreach activities.

E4

Publicly sharing research findings

- Reporting on original research using professional media channels.
- Contributing to the dissemination of research findings.

COMPETENCE LEVEL

	Basic	Capable	Accomplished	Authoritative
E1	Demonstrates an awareness of teaching, learning and assessment principles and practices for undergraduate or postgraduate module. Demonstrates understanding of the use and meaning of education terminology such as summative and formative development. Has contributed to the development of teaching, learning and assessment programmes.	Contributes to the design and development of teaching, learning and assessment practices and materials for undergraduate or postgraduate modules. Demonstrates knowledge and understanding of the process of stating and assessing learning outcomes and the use of assessment grading criteria.	Designs and develops teaching, learning and assessment practices and materials for modules for foundation programmes, in undergraduate or postgraduate degrees. Demonstrates extensive knowledge of current literature, resources and teaching tools to enhance content and delivery.	Leads an academic team in the design and development of teaching, learning and assessment policies, practices and materials for undergraduate or postgraduate degrees. Contributes to national and international discussions on education and training policy in the ecology/ environmental management field.
E2	Demonstrates an understanding of and provides support, as part of a team, for ecological/ environmental academic teaching and/or professional training within their chosen field.	Delivers formal academic teaching or professional training and assessment, as part of a team, on standard ecological/environmental topics within their chosen field.	Delivers and evaluates formal academic teaching or professional training and assessment on complex ecological/environmental topics within their chosen field.	Leads a team in the delivery and evaluation of a programme of formal academic teaching or professional training and assessment on complex ecological/environmental topics within their chosen field. Evaluates effectiveness of programmes, e.g., as an external examiner, and contributes to ensuring high standards within the sector. Provides professional training in specialised subjects to an advanced level.
E3	Able to explain to peers/ colleagues the importance of environmental awareness, using one or more media or techniques. Supports others in delivering activities and events to raise environmental awareness.	Leads activities and events to raise environmental awareness for a range of audiences. Acts as a role model for environmentally aware behaviour.	Designs and implements multiple programmes to raise environmental awareness to a range of audiences. Evaluates their effectiveness and impact.	Champions environmental awareness to a range of audiences, using a range of media. Directs the development of programmes and provides motivation to those outside of the environmental field.
E4	Has synthesised others' research and scholarship to extend knowledge, understanding and practices in a relevant area. May have presented own research.	Has published or jointly published and presented, on more than one occasion, some of their own research and scholarship or synthesised others' research and scholarship to extend knowledge, understanding and practices in a relevant area.	Has published or jointly published and presented a substantial body of their own research and scholarship to extend knowledge, understanding and practices in a relevant area.	Has published or jointly published and presented an extensive and influential body of their own research and scholarship to extend knowledge, understanding and practices in a relevant area.

ENVIRONMENTAL MANAGEMENT

M1

Providing specialist advice on habitat/species management and/or habitat creation or rehabilitation plans or projects

- Providing specialist technical advice to landowners, land managers, project teams and/or organisations on habitat and/or species management projects and plans (including restoration, rehabilitation and creation) and species reintroduction.
- Collecting and/or scrutinising all relevant information in order to inform evidence-based advice.
- Providing specialist technical advice on habitat/species management to adapt to/mitigate climate change.

M2

Designing and preparing habitat/species management, mitigation, compensation and/or enhancement plans or projects

- Collecting and scrutinising all relevant information in order to establish baselines and set objectives for habitat/species management plans, including mitigation, compensation and/or enhancement or species reintroduction/translocation projects or plans.
- Designs adaptive management strategies to combat climate change and nature-based solutions to mitigate climate change effects.
- Designing enhancements to deliver biodiversity net gain.
- Designing effective sustainable environmental management solutions for biodiversity and wider environmental benefit, including green infrastructure projects and plans.
- Identifying human impacts (e.g. recreational pressure, pollution) and resolving complex or conflicting constraints to achieve positive outcomes for biodiversity.
- Designing appropriate schemes to monitor management outcomes and planning for remedial actions where these may be required.

M3

Implementation of habitat and/or species management activities

- Implementing (using appropriate techniques, machinery and biosecurity measures) or supervising the implementation of schemes for habitat and/or species management, including mitigation, restoration and/or habitat creation.
- Monitoring the effectiveness of habitat/species management to ensure that outcomes are achieved and implementing remedial action if required
- Ensuring all legislative processes are adhered to.

COMPETENCE LEVEL

	Basic	Capable	Accomplished	Authoritative
M1	Able to advise on simple small-scale habitat/species management or habitat creation projects under supervision from others.	Advises on medium and large-scale simple, or small-scale complex, habitat/ species management projects or habitat creation techniques, including those designed to adapt to/ mitigate climate change effects.	Provides specialist technical advice on a wide range of habitat/species management and/or habitat creation and/or climate change adaptation techniques.	Specialist senior adviser on habitat/species management and/or habitat creation and/or climate change adaptation at a national or international level.
M2	Designs straightforward small-scale habitat/species management, mitigation, compensation and enhancement projects under supervision from others.	Designs medium and large-scale simple, or small-scale complex, habitat and/ or species management, mitigation, compensation and enhancement projects. Designs habitat management plans and projects to adapt to/mitigate climate change. Designs appropriate management monitoring schemes and recommends appropriate remedial actions.	Leads on the design of medium to large-scale habitat/species management, mitigation, compensation and enhancement plans or projects, particularly those that are complex including nature-based solutions designed to mitigate climate change effects. Designs effective multi-species/ habitat biosecurity measures for complex and large-scale projects. Designs effective monitoring schemes appropriate to the scale/ impact of the project.	Leads on designing sustainable habitat and/ or species management, mitigation, compensation and enhancement schemes for nationally important sites at a large scale or in complex situations. Develops innovative techniques to resolve complex or conflicting constraints. Implements complex monitoring strategies and devises appropriate remedial actions when required. Recognised as an authority on climate change adaptation and nature-based solutions.
M3	Implements or directs straightforward small-scale species or habitat management, mitigation, compensation or enhancement projects using appropriate techniques and machinery under supervision from other and with due regard to biosecurity issues.	Implements or oversees implementation of medium and large-scale straightforward or small-scale complex species management, mitigation, compensation and enhancement projects following good practice guidelines. Ensures implementation of identified biosecurity control measures.	Leads on or oversees implementation of medium to large-scale species and/ or habitat management, mitigation, compensation and enhancement projects particularly those that are complex. Has the understanding and experience to adjust the techniques and procedures of a project to achieve the targeted results. Confidently and effectively leads project teams in large-scale species and/or habitat management projects, including ensuring the highest standards of biosecurity across whole sites/projects.	Recognised at least nationally as a specialist authority on aspects of species or habitat management implementation including species reintroduction and habitat creation, restoration and/or translocation. Leads on the development and testing of experimental or innovative techniques.

ENVIRONMENTAL MANAGEMENT



M4

Site-based livestock management for conservation

- 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.
- Ensuring all legislative processes are adhered to.

M5

Strategic outcome monitoring, data management and reporting

- Designing strategies to monitor change in the condition, extent, abundance, distribution and/or conservation status of ecological resources at a local (but not site-specific), landscape, regional or national scale, including setting of objectives and reference criteria for outcomes.
- Reviewing results from monitoring to determine effectiveness of strategic approaches and provide advice/recommendations on modification when required.
- Collation, aggregation, analysis and reporting on results of complex monitoring data sets.

M6

Risk management during project implementation

- Managing the risks to biodiversity associated with project implementation activities.
- Managing the risks to landowners, developers and contractors arising out of environmental legal and policy requirements.

COMPETENCE LEVEL

	Basic	Capable	Accomplished	Authoritative
M4	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.	Manages livestock grazing under supervision for an organisation or site as part of site-based conservation management. Is aware of relevant legislation and follows good practice guidance and legislation. Recognises a range of biosecurity and welfare issues and can implement appropriate protocols.	Manages livestock grazing for an organisation or site as part of site-based conservation management. Follows good practice guidance and understands the relevant legislation. Demonstrates an ability to successfully manage a range of biosecurity and welfare issues, including introducing organisational protocols as required. Demonstrates flexibility, for example, adjusting the grazing density, to achieve desired biodiversity outcomes.	Leads on organisational deployment of livestock as part of site-based management including biosecurity and welfare management. Develops or significantly contributes to the evidence base for this activity. Demonstrates skill in adjusting critical factors such as animal density, grazing periods, etc. to achieve desired results for the habitat.
M5	Demonstrates an understanding of strategic monitoring techniques. Is able to assist in the collation, aggregation and reporting of results.	Implements strategic monitoring projects at local-authority level, producing monitoring reports and evidence-based recommendations.	Leads on the design and implementation of complex monitoring strategies at local authority, landscape or regional scale, reviewing evidence and identifying evidence-based recommendations for further action.	Specialist on the design and development of complex strategic monitoring strategies at a national or international scale. Leads on the design of innovative techniques. Leads on reporting at a national and/or international scale.
M6	Demonstrates an understanding of the risks commonly associated with project implementation and how to manage them. Complies with site-based risk management protocols. Supports an Ecological Clerk of Works.	Follows best practice guidance to identify and successfully manage risks for small and medium-scale projects. Acts as the Ecological Clerk of Works, liaising with other professionals and contractors as appropriate.	Provides comprehensive risk management practices to identify, implement and evaluate effective solutions to resolve complex or conflicting constraints for projects at all spatial scales. Performs the Ecological Clerk of Works role for large-scale or high risk projects.	Acts in the most senior environmental role as part of large multi-disciplinary teams. Provides 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 or infrastructure project implementation.

POLICY, LEGISLATION AND STANDARDS

P1

Development of strategic environmental (and relevant other) policies, plans, legislation or standards

- Devising policy and/or legislation to ensure biodiversity and/or environmental duties are implemented.
- Providing evidence on nature conservation and wider environmental management to successfully influence Government / local government / corporate policies, plans and strategies.
- Collecting, scrutinising and presenting evidence to ensure that policies or plans are based on sound evidence.

P2

Design and prepare environmental (and relevant other) policy implementation mechanisms, strategies and /or standards

- Recognising synergies and efficiencies across differing legislative processes, working strategically to identify and resolve conflicts and maximise opportunities for multiple benefits.
- Working with other organisations and/or professionals to produce strategy and/or targets and/or guidance or standards on conservation issues within key legislative and policy areas.
- Applying international and national standards for the conservation of biodiversity (e.g. World Bank, IFC Performance Standard 6, BS42020) in designing mechanisms to implement policy or strategy.

P3

Advising on requirements of environmental (and relevant other) policy, legislation and standards

- Providing advice and encouragement to others in both interpreting and applying environmental (and relevant other) legislation, policy and/or standards in order to ensure a high level of compliance.

P4

Compliance and enforcement of environmental (and relevant other) legislation, policy and standards

- Regulatory compliance monitoring of actions undertaken to fulfil relevant licence/permit/consent/scheme requirements.
- Coordinating and/or undertaking enforcement action for non-compliance using the appropriate channels.

COMPETENCE LEVEL

	Basic	Capable	Accomplished	Authoritative
P1	Assists with the collection and presentation of evidence and provides support for those providing input to the development of legislation, policy, strategic plans and guidance, under supervision.	Contributes effectively to the review and development of elements of national or international legislation, policy and standards and local or regional strategic plans and policies. Collects and presents evidence.	Manages the process of the review and development of national/international legislation, policy, strategic plans and standards, based on consultation and research/evidence. Is often invited to contribute to the development and review of legislation, policy, strategic plans and standards at a local, regional, national or European level.	A recognised national expert who is regularly consulted on, leads and/or successfully influences the development and/or review of legislation, national/European policy, strategy, plans and/ or industry standards. Challenges effectively, recognises synergies and efficiencies, identifies conflicts and maximises opportunities for multiple benefits.
P2	Demonstrates awareness of the process of turning policy into strategy and can contribute ideas in discussion as to how this might be achieved.	Contributes to the development of strategic plans for policy implementation at a regional/local authority scale.	Contributes to the development of strategic plans for policy implementation at a national or international scale or leads on strategic planning for policy implementation at a regional/local authority scale. Contributes to the production of national or international standards.	Operates at a high level to design or co-design nationally or internationally recognised applied mechanisms and methodologies. Works with government(s) and stakeholders to develop strategic responses to government policy.
P3	Demonstrates awareness of national, European and International environmental legislation, policy and guidance and assists others in providing advice.	Demonstrates understanding of and advises on national, European and International environmental legislation, policy and guidance for their chosen field in straightforward scenarios.	Demonstrates understanding of and advises on national, European and International environmental legislation, policy and guidance for a range of fields and/or for their chosen field in complex scenarios.	Leads on interpreting national, European and International environmental legislation, policy and guidance for range of fields, and in complex scenarios such as major infrastructure developments.
P4	Demonstrates a working understanding of compliance/non-compliance and the range of enforcement options available. Assists with the preparation of casework documents.	Able to assess whether a third party 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.	Leads enforcement activities and prepares casework documents for complex cases. Able to collect, preserve and analyse evidence to required standards.	Recognised authority on compliance and enforcement, dealing with the most complex cases at national or international level.

SURVEYING

S1

Habitat/species survey design, planning and fieldwork

- Setting appropriate objectives for surveys.
- Selecting appropriate techniques and designing methodologies to test objectives in line with best 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, including GPS, aerial survey and other technologies.
- Planning and implementing appropriate biosecurity measures.

S2

Species identification, handling and population assessment

- 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).
- Safe, biosecure and legal species handling techniques.
- Assessment of population status/importance.

S3

Habitat identification and evaluation

- Identifying, classifying and assessing habitats (including habitat condition) in accordance with local, national and international classifications and at a variety of spatial scales.
- Using appropriate metrics for habitat assessment as part of broader evaluation approaches.

S4

Physical environment survey and assessment

- Identifying, classifying and evaluating the influence of the physical aspects of the environment (e.g. landscape character, soils, microclimate, hydrology, air quality, geomorphology and erosion) that affect the range and complexity of the habitats and species.

COMPETENCE LEVEL

	Basic	Capable	Accomplished	Authoritative
S1	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 consistently effectively whilst under supervision. Demonstrates an awareness of, and follows, biosecurity protocols.	Designs surveys within their chosen field involving standard methodology and industry-accepted good practice guidelines. Confident on standard survey planning and fieldwork skills relevant to role(s). Identifies and follows relevant biosecurity protocols and encourages / supports others to do the same.	Designs more complex surveys, and provides direction and advice to others on survey design. Is proficient in planning and implementing a range of standard and complex fieldwork skills appropriate to their role(s). Provides direction and advice to others on appropriate biosecurity protocols in accordance with good practice guidelines.	Specialist on species and/or habitat surveys within their chosen field, and so often consulted to provide detailed technical advice on unusual or complex survey design. Develops new, innovative and scientifically robust fieldwork techniques that can be applied more widely. Leads on organisational approaches to biosecurity.
S2	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. Undertakes accurate population assessment for more common species.	Carries out species surveys, record findings and handle species (where relevant) within their chosen field in accordance with industry accepted good practice guidelines where available. Implements effective biosecurity protocols. Can reliably identify common species within taxonomic groups of their chosen field. Can accurately assess population size/significance.	Can reliably identify common and less common species within taxonomic groups of their chosen field. Confident in species handling techniques relevant to their role(s). Accurately assesses population size/ significance for both common and rare species.	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 evaluating population size/status for challenging species.
S3	Carries out habitat surveys and assessment under guidance using simple descriptive techniques. Uses common habitat classification techniques accurately.	Carries out surveys and records findings within their chosen field in accordance with industry accepted good practice guidelines where available. Undertakes accurate habitat assessment in accordance with recognised techniques. Applies habitat assessment metrics in small-scale straightforward scenarios.	Proficiently carries out a range of standard and complex habitat surveys and assessments, accurately assessing habitat condition for both common and rarer habitats. Applies habitat assessment metrics accurately in complex scenarios.	Specialist on habitat survey and assessment using national and international classifications. Leads on the development of new habitat assessment tools and techniques.
S4	Carries out straightforward surveys of the physical environment under guidance.	Carries out standard surveys of the physical environment and records findings in accordance with industry accepted good practice guidelines where available.	Proficiently carries out and records complex surveys of one or more aspects of the physical environment, and leads multi-disciplinary survey teams.	Specialist in cross-discipline interactions relating to multiple aspects of the physical environment and biodiversity. Develops innovative tools and techniques to measure and assess impact.

SCIENTIFIC METHOD

SM1

Scientific method design and implementation

- Setting appropriate scientific questions/hypotheses relating to ecology and/or environmental management and designing research methodologies to answer/test these.
- Implementing relevant research methodologies appropriately, with a suitable programme and resources.

SM2

Analysis of environmental data and modelling

- 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, environmental simulation, environmental or ecological modelling, social survey data analysis) in relation to ecological and/or environmental research and experimentation.
- Assessment/analysis of limitations in both data collection and analysis.

SM3

Interpretation and evidence-based reporting

- Interpreting outcomes from ecological and/or environmental data and drawing valid conclusions, including explanation of the implication of limitations in data collection and analysis in interpreting results and formulating recommendations.
- Presenting findings clearly and appropriately to a range of audiences.
- Producing clear, concise, factual and accurate scientific/technical reports and papers.

COMPETENCE LEVEL

	Basic	Capable	Accomplished	Authoritative
SM1	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.	Formulates more complex scientific questions, and designs methodologies to test these. Implements a simple scientific methodology independently and more complex methodologies under guidance.	Formulates complex scientific questions, designs investigative methodologies to test these, and supervises investigative design by others. Implements all aspects of a scientific methodology.	Leads on formulating complex scientific questions, and designing investigative methodologies to test these. Leads large investigative/ research teams.
SM2	Able to carry out appropriate analyses of straightforward data sets.	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.	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.	Undertakes complex analytical techniques effectively on large data sets. Recognised authority on managing and analysing 'big data'. Develops and analyses complex ecological and/or environmental models to answer complex questions.
SM3	Able to interpret straightforward data and draw and present valid conclusions using appropriate presentation tools.	Interprets data and evidence, recognise flawed data, and draws and presents valid conclusions. Interprets complex data and evidence under guidance.	Independently interprets data and produces accurate, factual and well written conclusions for scientific and technical audiences.	Able to interpret large and complex data analyses accurately and appropriately. Interprets and presents scientific research effectively to a range of high level audiences including scientists and key decision-makers.

PROFESSIONAL CONDUCT

PC1

- 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.
- Recognising personal limitations and areas for development and seeking opportunities to develop knowledge, understanding and skills.

CREATING AND MAINTAINING A HEALTHY AND SAFE WORKING ENVIRONMENT

HS1

- Understanding of and compliance with personal, organisational and statutory health and safety legislation, and organisational policy and protocols.
- Fostering a positive approach to health and safety and wellbeing.
- Risk management including identification of hazards, risks and control measures for the benefit of staff, contractors and other site users/visitors.
- Health and safety record keeping and auditing.
- Achieving a healthy work-life balance.

COMMUNICATION

C1

- Understanding the purpose and appropriate format of different communications and their intended audience.
- Communicating accurately and clearly in a style appropriate to the audience.
- Producing clear, concise, factual and accurate written communications.
- Presenting with impact.
- Chairing meetings effectively.
- Negotiation and conflict resolution.
- Influencing decision-makers.

COMPETENCE LEVEL

PC1

Basic	Capable	Accomplished	Authoritative
Demonstrates a personal commitment to professional standards and personal development. Recognises obligations to the environment. Undertakes CPD. Works impartially, honestly and with scientific rigour.	Sets an example to others through demonstrable standards of good practice and appropriate behaviours. Makes ethical decisions confidently and consistently. Takes responsibility for own learning and development.	Supports and encourages others to uphold professional standards. Consistently sets an example and may contribute to the work of a professional body in promoting and maintaining standards.	Promotes high standards of professional practice by setting industry standards or (large) organisational standards. Champions and actively supports continuing professional development across large organisations. Contributes significantly to the work of a professional body in promoting standards.

HS1

Basic	Capable	Accomplished	Authoritative
Is aware of relevant H&S legislation, and organisational H&S policy and procedures. May undertake simple risk assessments. Takes personal responsibility for own H&S and wellbeing. Implements safe working practices.	Produces and implements standard and complex risk assessments with appropriate controls. Identifies safe working practices for self and others. Promotes a positive culture amongst team members of wellbeing and H&S awareness and compliance with organisational policy and practice.	Leads the development and implementation of organisational H&S policy and management systems in organisations that are small to medium-sized, or offer a uniform set of services. Develops and promotes a positive culture of wellbeing and H&S awareness and management. Undertakes H&S audits.	Leads the development and implementation of organisational H&S policy and management systems in organisations that are large, or diverse in the range of services they provide. Promotes a culture of health, safety and wellbeing across large organisations or major infrastructure projects. Establishes effective means of communicating H&S objectives and reporting performance.

C1

Basic	Capable	Accomplished	Authoritative
With supervision, produces clear, concise, factual and accurate written communications using a good standard of English. Demonstrates an understanding of the needs of different audiences and can suggest ways of adapting their communication style appropriately in order to meet these. Can communicate appropriately with different audiences when required to do so.	Can communicate information confidently and clearly in ways appropriate to the audience. Independently produces written communication to inform and persuade others.	Presents a range of information confidently and clearly both orally and in writing. Adapts communication style and language to meet the needs of the audience. Can use a range of communication strategies to influence and persuade others. Communicates effectively and clearly with stakeholders including the general public.	Presents complex information confidently and clearly both orally and in writing. Demonstrates a wide range of writing styles appropriate to the audience. Consistently demonstrates the ability to be persuasive in influencing conflicting viewpoints. Uses communication skills to inspire and lead others.

FACILITATION, CONSULTATION, ENGAGEMENT AND PARTNERING

F1

Partnership working, consultation and stakeholder engagement

- Working effectively with multiple partners to achieve common goals. Engaging with stakeholders and statutory consultees.
- Designing and implementing consultation projects.
- Analysis and evaluation of feedback.

F2

Inter-disciplinary collaboration

- 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 co-operation.

INFORMATION MANAGEMENT

IM1

Data and document management

- Establishing, promoting and using recognised organisational processes and standards to ensure effective data and document management.
- Compliance with legislation (e.g. data protection) and recognised internal and external data management protocols.

IM2

Information technology

- Use of common software packages.
- Use of databases and bespoke information management systems.
- Use of GIS.

COMPETENCE LEVEL

	Basic	Capable	Accomplished	Authoritative
F1	Demonstrates awareness of the importance of identifying and engaging with relevant stakeholders, and developing suitable partnership and does so under supervision. Plans and implements consultation activities under guidance.	Participates in stakeholder engagements as a practitioner or respondent. Plans and implements straightforward consultation exercises and negotiates acceptable outcomes. Maintains good relationships with partners.	Plans, manages and reports independently on formal consultation exercises involving a range of stakeholders, including those involving stakeholder conflict. Promotes the importance of engagement to others. Builds partnerships with others.	Champions stakeholder engagement and building partnerships with a range of stakeholders. Effectively manages large and complex stakeholder engagement projects. Designs and implements complex and effective consultation activities.
F2	Demonstrates some understanding of the different approaches, problems and challenges of other disciplines. Works as part of a multi-disciplinary team under supervision.	Regularly works effectively as part of a multi-disciplinary team. Is able to identify potential problems relating to different objectives and approaches and to suggest effective solutions likely to satisfy all.	Frequently leads multi-disciplinary teams, demonstrating a good understanding of the different objectives, working methods and challenges. Is able to see and make the connections and to develop effective working relationships with colleagues from different disciplines and organisations. Uses appropriate consensus-building and collaboration tools to good effect.	Provides expert leadership for multi-disciplinary teams (internal and/or external) to enable them to deal effectively with complex and contentious issues and tasks. Demonstrates a comprehensive insight into the objectives, working methods and challenges of different disciplines. Uses such groups to solve problems by generating and improving ideas and devising consensual solutions, thereby improving mutual understanding and co-operation.

	Basic	Capable	Accomplished	Authoritative
IM1	Demonstrates awareness of the principles and standard methods of effective data management and data sharing. Aware of data security, IPR and copyright issue and complies with organisational procedures.	Implements standard methods of data management, and complies with legislation appropriate for data management and protection. Confidently shares data using appropriate internal and external protocols.	Implements complex methods of data management, and provides advice and guidance to others on data management. Establishes organisation protocols for data sharing.	Responsible for establishing and promoting organisational processes for data management, data sharing and security.
IM2	Demonstrates an understanding of and ability to use a range of common software packages to record, manage and present data and other information and an understanding and use under supervision of relevant specialist software such as GIS.	Confidently uses a range of common and bespoke software packages, GIS and other information technology tools to collect, manage and present data.	Effectively uses GIS and other information technology tools as well as common and bespoke software packages including databases and other information management systems and contributes to the design of new software systems to manage data effectively.	Leads on the use of GIS and other information technology tools or the development of new software systems to manage data effectively for the organisation. Demonstrates a high level of ability in the use of common and bespoke software packages including databases and other information management systems.

ORGANISATIONAL MANAGEMENT

OM1

Managing quality

- Developing and delivering quality services and products.
- Compliance with quality management systems (internal and/or external) and recognised standards.
- Quality management auditing.

OM2

Environmental resource efficiency

- Developing and achieving environmental resource efficiency targets (e.g. energy conservation, waste management, water use).
- Raising awareness of resource efficiency and impact monitoring.

OM3

Managing business operations

- Financial, change and risk management. Operational management. Contract management.
- Strategic business planning including use of planning tools.

OM4

Client and customer care

- Delivering high standards of client or customer care including uses of Forms of Contract, contractual terms and conditions for services, obligations of parties.

COMPETENCE LEVEL

	Basic	Capable	Accomplished	Authoritative
OM1	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.	Delivers work to a high standard in line with the organisation's quality management protocols. Ensures others are aware of and compliant with quality management protocols.	Able to review and approve the quality of deliverables (or services), and maintain a clear audit trail. Undertakes audits and makes recommendations for improvement.	Promotes a culture of quality excellence in all aspects of an organisation's performance. Reports on quality management to external stakeholders.
OM2	Understands the reasons for environmental resource efficiency, and how to modify/adapt own behaviours to meet the organisation's targets. Contributes to meeting identified targets.	Contributes to the development of targets for resource efficiency. Understands how these targets are measured/ monitored and the value of feedback.	Has ownership of resource efficiency targets for a team, work place or other assets. Is responsible for programmes to meet these targets, through raising awareness, communication and/or new technologies.	Sets and delivers resource efficiency targets for a large organisation or large directorate/department or for other assets that drive broader corporate responsibility/sustainability goals. Responsible for allocating responsibilities and resources to achieve these targets.
OM3	Aware of the principles of business management, and demonstrates understanding of how own work needs to contribute to meet management objectives/ targets. Demonstrates awareness of organisation's vision/values, and how these influence and direct own behaviour. Contributes to successful contract management and/ or tendering activities. Demonstrates understanding of how own role and that of team contributes to overall achievement of strategy.	Plans the resources and budgets needed to achieve a component of an organisation or team's business objectives/targets. Understands organisation's visions and values and reflects them in own behaviour. Leads on contract management and tendering processes for low-value projects (either as a client or contractor). Contributes to strategic planning.	Contributes to overall business management, across a range of activities. Reports on business management for a project or team or department. Leads on contract management and tendering process for medium to high-value projects (as either client or contractor). Coordinates the production of strategic/ annual business plans. Uses strategic business tools and undertakes risk management.	Director-level responsibility for operational business management, including financial, change and risk management. Leads on organisational strategic planning, and promotes awareness of the strategy to others in an organisation. Demonstrates the organisation's vision and values by example. Is lead for managing very high-value contracts and tendering processes (as either client or contractor).
OM4	Demonstrates an awareness of the importance of good customer service, and the relevance of own behaviour and standards of work to this through actions with internal and external customers and members of the public.	Shows good understanding of customer's needs and drivers, and demonstrates good customer and public interface skills.	Shows commitment to developing and maintaining good customer/public relationships. Demonstrates skill in dealing with difficult customers and members of the public, using tact and negotiating skills to broker acceptable solutions.	Manages complex customer interactions. Builds networks to improve customer service and develop 'trusted partnerships'. Champions excellent customer management throughout organisation.

PROJECT MANAGEMENT

PRM1

Managing, funding and evaluating projects

- 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.

PEOPLE MANAGEMENT

PEM1

Recruiting and developing people

- Recruiting staff and/or volunteers and following equal opportunities and relevant organisational policies in doing so.
- Managing the performance of staff and volunteers.
- Planning and supervising work experience schemes.
- Developing capabilities to enable others to achieve their full potential, e.g. through coaching or mentoring.

PEM2

Leadership

- Motivating people to act towards achieving a common goal, through direction, inspiration and effective communication.
- Managing teams and organisations effectively.

COMPETENCE LEVEL

PRM1

Basic	Capable	Accomplished	Authoritative
Demonstrates understanding of the processes and systems needed to manage projects effectively and supports project manager(s) by undertaking supervised tasks. May have contributed to successful project fundraising activity.	Complies with organisational project management protocols and uses a range of tools to effectively manage simple projects from concept through to completion. May have successfully fundraised for project development/ implementation using a variety of fundraising techniques.	Effectively manages and evaluates large-scale and/or complex projects from concept through to completion involving multiple stakeholders and using protocols and methods devised by others. May have raised significant funding from a variety of sources using different fundraising techniques for project development/ implementation.	Effectively designs, leads, manages and evaluates complex projects with multiple stakeholders at national, international or global scales. Sets organisational standards for project management. Designs protocols for project evaluation that are widely used by others.

PEM1

Basic	Capable	Accomplished	Authoritative
Understands equal opportunities policy and organisational recruitment processes, and actively supports others with recruitment processes.	Assists selection process; attends interview panels; demonstrates good interview techniques and judgement of character. Constructively discusses an individual's performance and development needs following organisational procedures.	Experienced at recruiting staff. Prepares job descriptions, person specifications and advertisements. Shortlists candidates effectively in line with good practice and leads recruitment interviews. Leads mentoring programmes. Proactively seeks opportunities to develop people's confidence and skills. Promotes a positive culture of people development throughout an organisation. Successfully manages and develops challenging individuals.	Performs strategic workforce planning and plans recruitment to meet identified needs. Carries out 'top level' recruitment. Identifies programmes to grow people's skills in line with organisation's business requirements. Develops and implements organisational performance development systems and processes such as performance management, CPD planning, mentoring and work shadowing.

PEM2

Understands leadership role. Demonstrates good leadership qualities, motivating and enthusing others in challenging circumstances and sets example to others through own behaviour.	Leads a team to achieve results consistently. Demonstrates good leadership qualities and sets example to others (internally and/or externally) through own behaviour.	Demonstrates leadership across an organisation. Motivates others to meet or exceed their objectives, through direction, inspiration and effective communication.	Demonstrates leadership across an organisation, and promotes a positive culture. Commands the respect of others, and inspires technical excellence and loyalty. Steers organisation through challenging times.

Raising the profile of professional ecological and environmental management and promoting the highest standards of practice for the benefit of nature and society.

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