



Environment
Institute of
Australia and
New Zealand

Proficiency Matrix for Early Career Environmental Practitioners



Career Stages

Environmental Proficiencies

Enabling Proficiencies

Environmental Awareness

- Understands the environmental, political, social, cultural and economic context of their work
- Understands and uses the right tools for effective environmental decision making
- Understands environmental legislation and compliance measures

Environmental Ethics

- Makes decisions and acts in a professional and ethical way
- Gives impartial and forthright advice, justifying their own position when needed
- Resolves ethical issues in line with accepted standards and practices

Policy and Planning

- Uses appropriate environmental policies, systems and frameworks in decision making
- Identifies, understands and uses the right tools for effective environmental decision making
- Identifies and complies with regulatory and legislative obligations

Analysis and Risk Assessment

- Undertakes objective and systematic analysis and draws accurate conclusions based on evidence
- Understands and uses environmental impact and risk assessment tools, techniques and methods
- Collects, analyses and interprets data effectively
- Evaluates data to inform decision making

Decision Making

- Analyses problems and finds effective and targeted solutions
- Understands the strategic and organizational context of their work
- Can prioritise what is important
- Applies sound reasoning and judgment to decision making
- Can adapt to change and explore innovative solutions

Professional Practice

- Works in a professional way
- Understands how to work in and be part of an organisation
- Plans and manages work and projects effectively and efficiently
- Understands what is expected and delivers what is required
- Reflects and learns from the experience of others and from their personal performance
- Has the appropriate technical skills to do their job

Communication

- Identifies and uses effective and appropriate communication methods
- Can identify and engage with stakeholders
- Can write well in a range of formats
- Understands how to communicate within the reporting and delegation requirements of their organisation

Step 1

Establish – Year 1

Graduate and early career entry. Translates theoretical knowledge into practical applications and seeks to rapidly fast-track technical knowledge. Requires varying levels of supervision depending on the task, but capable of rapidly learning new skills.

EA1

Capable of undertaking a needs and issues analysis in project planning and execution

EA2

Can identify and apply the correct environmental management tools for simple environmental projects

EA3

Competent in applying routinely used legislation and compliance measures

EA4

Demonstrates a plan for addressing personal knowledge and skill gaps

EE1

Demonstrates understanding of the basic principles of environmental ethics standards

EE2

Provides examples of routinely applying quality environmental ethics to daily activity

EE3

Capable of communicating to management where environmental ethical standards are at risk or can be improved

EE4

Understands where to go to seek support or information

PP1

Can explain the correct environmental policy, planning and legislation for simple environmental management projects

PP2

Demonstrates examples of contributing to planning, selecting and applying environmental management tools

PP3

Knows major bodies responsible for legislative or policy information and who to ask for technical assistance

AR1

Can identify and plan the application of commonly used environmental impact and assessment tools, techniques and methods for simple projects

AR2

Capable of supported execution of simple impact or assessment processes

AR3

Demonstrates ability to collect, interpret and apply scientific and statistical data

DM1

Provides advice on routine environmental decisions

DM2

Demonstrates strong time management and project management skills

DM3

Demonstrates a basic understanding of own decision making and working style and how to maximize that for workplace efficiency

DM4

Works to ensure output is strategically aligned to organisational goals

P&P1

Can explain the structure, vision and strategic goals of their organisation

P&P2

Implements sound processes for planning and managing projects and self

P&P3

Is executing a personal development plan for improving technical and enabling skills

C1

Capable of converting complex environmental information into simple communication

C2

Capably chooses correct communication tool for specific tasks

C3

Can develop a community engagement plan and deliver with support

Step 2

Perform 2-3 years

Competently producing quality work on simple to difficult projects and can readily access an established network of support. Increasingly manages projects with limited supervision and has developed strong understanding of self and modifies approach to situations.

EA5

Can explain their personal processes for how environmental, political, social, cultural or economic contexts are routinely considered in the planning and execution of common environmental projects

EA6

Demonstrates how they keep up to date with industry trends, issues and process improvements

EA7

Competent in applying routinely used legislation and compliance measures

EE5

Routinely applies quality environmental ethics to daily activity and decision making

EE6

Demonstrates examples of applying personal ethical values and to working with management to identify and improve ethical approaches

EE7

Shows basic knowledge of leading and influencing change and demonstrated ability to work with managers to influence client environmental ethics

PP4

Capable of independently applying appropriate environmental policy, planning, and legislation to common environmental issues

PP5

Demonstrate examples of independently planning, selecting and applying commonly used environmental management tools

PP6

Demonstrates a network of resources or relationships to access policy, legislation or technical information

AR4

Demonstrates ability to independently plan and apply commonly used environmental impact and assessment tools, techniques and methods for simple projects

AR5

Demonstrates ability to routinely collect, interpret and apply scientific and statistical data

AR6

Can explain the benefits and limitations of different environmental assessment processes

DM5

Independently advises on routine environmental decisions

DM6

Applies a structured process to consider decisions from a range of points of view

DM7

Proficiently plans and manages projects, including self-management

P&P4

Provides evidence of how they align their professional approach with the workplace culture and strategic goals of their organisation

P&P5

Demonstrates success in planning and executing projects to time, budget and resource requirements

P&P6

Demonstrates structured processes for routinely evaluating work and own performance and self-improvement initiatives

C4

Competently applies traditional communication mediums, particularly a high level of written communication

C5

Competently completes high quality written reports, project planning, assessment and evaluation

C6

Independently manages simple community engagement processes or stakeholder or client interaction

EA8

Can explain their personal processes for investigating and understanding trends, issues and needs relevant to common environmental projects

EA9

Demonstrates experience in contributing to the selection and application of environmental assessment process and tools for a complex environmental project

EA10

Demonstrates evidence in leading continuous improvement in environmental awareness of the organisation

EE8

Can provide examples of where their ethical approach has provided a learning for others

EE9

Demonstrates evidence of leading workplace initiatives to uphold environmental ethical standards

EE10

Good knowledge of self to be able to impartially communicate own ethics and values

PP7

Demonstrates ability to independently translate and apply commonly used environmental policy, planning and legislation

PP8

Demonstrates evidence of independently planning, selecting and applying commonly used management and assessment tools

PP9

Applies their learned experiences to continuously improve processes, systems or policy

AR7

Capable of planning and applying commonly used environmental impact and assessment processes including collecting and applying scientific data

AR8

Demonstrates examples of contributing to the planning and application of environmental impact and assessment tools, techniques and methods for a complex environmental project

AR9

Demonstrates evidence of leading continuous improvement to a tool, technique or method

DM8

Entrusted to independently manage routine environmental decisions and contributes options to complex decisions

DM9

Can explain their personal processes for problem solving, decision making, prioritisation and how they consider consequences and benefits of decisions from a range of different points of view

DM10

Explores and applies theories, tools and processes for continuous improvement to decision making and project management

P&P7

Contributes to improved workplace culture

P&P8

Proficiently applies processes to manage projects, time, resources and self

P&P9

Demonstrates processes for routinely evaluating work

P&P10

Demonstrates a plan to better understand self and apply self-improvement initiatives

C7

Proficiently applies traditional communication mediums and actively innovates and improves organisational communication (eg. digital media)

C8

Translates complex environmental or scientific information to a range of audiences

C9

Displays good self-awareness and knowledge of personal communication style

C10

Independently manages important stakeholder and client relationships

EA11

Demonstrates a range of networks, relationships and process skills to assess and evaluate trends, issues and needs in complex environmental projects

EA12

Proficient in selecting and applying a suite of environmental management processes and tools

EA13

Can provide evidence of where their advice has led to improved environmental outcomes

EE11

Can provide examples of influencing, persuading or challenging others to lead and promote sustainability

EE12

Supports or mentors others on environmental ethics

EE13

Can demonstrate a personal framework for ethical decision making which aligns with accepted practice

EE14

Has a high knowledge of self to impartially explain own values

PP10

Translates and applies environmental policy, planning, and legislation to a broad range of complex environmental issues or highly specialised issues

PP11

Demonstrates examples of planning, selecting and applying common and specialised environmental management tools

PP12

Is sought out to share knowledge and advice with others

AR10

Demonstrates competence in independently applying environmental impact and assessment tools, techniques and methods to complex environmental projects

AR11

Capable of collecting, interpreting and applying scientific and statistical data to complex projects

AR12

Can provide evidence of where their advice has led to improved environmental outcomes

DM11

Entrusted to independently manage complex decisions

DM12

Applies a range of processes, frameworks or theories for effective decision making and project management

DM13

Can demonstrate examples of innovating and continually improving decisions and project management

DM14

Demonstrates strategic and organisational acuity in decision making

P&P11

Contributes to the development and delivery of strategic goals for their organisation

P&P12

Proficiently applies processes to manage projects, time, resources and people

P&P13

Actively applies processes to appraise own skills and performance, including routinely seeking feedback from peers, direct reports and management

P&P14

High level knowledge of self and others and applies this to build and develop effective teams

C11

Proficiently applies traditional and digital communication mediums

C12

Translates complex environmental or scientific information to a range of audiences

C13

Displays a high level of self-awareness and refines personal approach to improve communication outcomes

C14

Capable of managing complex or hostile stakeholder engagement