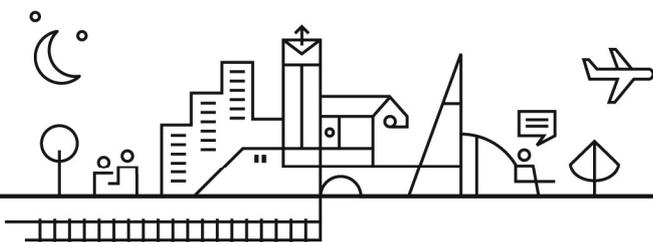


# Full Membership Standard



## **Introduction**

There are 13 competencies covered within the Full Membership standard which align to the Managerial level of the IEMA Skills Map. These are split into the areas of core knowledge, technical knowledge and skills. The technical knowledge section is split into environment and social and economic. Those who are applying for Full Membership and Chartered Environmentalist will need to demonstrate a depth of knowledge from the environment context. Those who are applying only for Full Membership can demonstrate the technical knowledge more broadly across the environment and socio-economic knowledge areas in a way that is relevant to your experience.

## **Competencies**

The 13 Full Membership Competencies are listed below. Additional detail on the sorts of things Full Members are likely to be doing to demonstrate the competencies is provided in the table in Appendix A.

### ***Core Knowledge***

1. Explain the implications of global trends for the environment, for society, for the economy and for organisations
2. Explain common sustainable business/governance models, their underlying principles, and their relationship with organisations, products and services

### ***Technical Knowledge***

3. Demonstrate understanding of environment or socio-economic principles and their relationship with organisations, products and services
4. Evaluate major policy and legislation in your field, describe their implications for organisations, products and services
5. Identify major and relevant tools, techniques, systems and practices that drive development of sustainable products and services and to create sustainable businesses
6. Understand the role of innovation in creating sustainable solutions and developing sustainable products and services

### ***Skills for Sustainable Leadership***

7. Synthesising information and using data to support the strategic decision making process
8. Develop and deliver innovative and sustainable products and services
9. Engage stakeholders to adopt improved sustainable practice and performance
10. Build collaborative networks and relationships to advance sustainability
11. Improve resilience through continual improvement, by managing risks, and by maximising opportunities
12. Manage a suite of programmes and projects that achieve performance improvement
13. Lead a process of change and transformation

## Core Knowledge

	Fundamentals of a Sustainability World	Fundamental Business and Governance Principles and Issues
Competence	Explain the implications of global trends for the environment, for society, for the economy and for organisations	Explain common sustainable business/governance models, their underlying principles, and their relationship with organisations, products and services
	<p>The Full Member will be able to demonstrate understanding of:</p> <ul style="list-style-type: none"> <li>Global <b>mega-trends</b> and how they drive a need to transform the world to sustainability</li> <li>The UN's <b>Sustainable Development Goals</b> and how they create a framework for action</li> <li>The way <b>environmental limits</b> and the equalities agenda maintaining economic growth and creation of sustainable capital</li> <li>The five <b>sustainable capitals</b> and their interdependencies between them</li> <li>The ways current economic activity can produce unintended environmental and social consequences from the local actions and global consequences</li> <li>The need for <b>sustainability</b> skills and how they can overcome internal and external challenges in pursuit of sustainable outcomes</li> <li>How ongoing review and innovation at an individual and organisation level maintain progress towards the goal of sustainability</li> <li>Explaining how a lifecycle perspective and a collaborative approach can address unsustainable practices</li> <li>The challenges in balancing interactions between social, environmental and economic factors in the context of sustainable development</li> </ul>	<p>The Full member will be able to demonstrate understanding of:</p> <ul style="list-style-type: none"> <li><b>Sustainable business behaviours and models</b>, with examples of how they are driving the transition to a sustainable economy</li> <li>Sustainable business practices and how organisations benefit in moving toward net, or net positive performance</li> <li>The importance of <b>safe operating space</b> in relation to social protection floor and environmental limits, and to what extent they impact on organisations</li> <li>Ethics and how they influence individual and organisational decision making</li> <li>Concepts such as corporate responsibility, corporate sustainability and sustainable business, how they vary in application and practice</li> </ul>

## Contextual Knowledge

	Issues and Principles	Policy, Regulation and Legislation for a Sustainable World	Management and Assessment Tools for a Sustainable World	Innovative and Leading practices for a Sustainable World
Competence	Demonstrate understanding of <b>environmental</b> or <b>socio-economic</b> principles and their relationship with organisations, products and services	Evaluate major policy and legislation in your field, describe their implications for organisations, products and services	Identify major and relevant tools, techniques, systems and practices that drive development of sustainable products and services, and to create sustainable businesses	Understand the role of innovation in creating sustainable solutions and developing sustainable products and services
	<p>The Full Member will demonstrate knowledge and understanding relevant to their professional context, examples of which include:</p> <ul style="list-style-type: none"> <li><b>The importance of natural cycles, ecological systems and environmental limits and their influence on their organisation, its products and services</b></li> <li><b>The impact of human interventions upon natural ecological systems, habitats, species and individuals</b></li> <li><b>How taking a socio-economic approach to problem solving can create or offer opportunities for improved and more sustainable products and services</b></li> <li><b>The importance of equality (incl: gender equality), inclusivity, cultural context and engagement in their role</b></li> </ul>	<p>The Full Member will demonstrate knowledge and understanding relevant to their professional context, examples of which include:</p> <ul style="list-style-type: none"> <li>The key trends in their regulatory and policy landscape, their impact on their sector and how they either hinder or enhance delivery of sustainable products and services</li> <li>How key policy and regulatory issues link to national and international sustainability issues</li> <li>The role particular stakeholders play in influencing issues and development of policy</li> </ul>	<p>The Full Member will demonstrate knowledge and understanding relevant to their professional context, examples of which include:</p> <ul style="list-style-type: none"> <li>Tools relevant to their field to work, outlining their advantages and disadvantages, and explain how they facilitate improved sustainable outcomes</li> <li>How relevant tools, techniques, systems and practices are applied to manage sustainability across the value chain</li> <li>Lifecycle thinking, its benefits and challenges, and its application in decision making</li> <li>The roles different people play in producing or delivering sustainable products and services, and their interactions</li> <li>The role of review and audit in driving improved sustainability performance of products and services</li> </ul>	<p>The Full Member will demonstrate knowledge and understanding relevant to their professional context, examples of which include:</p> <ul style="list-style-type: none"> <li>Innovation in their field and the way it supports the development of sustainable products and services</li> <li>Success factors in innovation and how they can be replicated in a relevant context</li> </ul>

## Skills

Link to Skills Map	Analytical Thinking	Reframing problems and Innovation	Effective Communication	Relationship Development	Resilience, risk management and continual improvement	Delivering sustainable products and services	Leadership for Change and Transformation
Competence	Synthesising information and using data to support the strategic decision making process	Develop and deliver innovative and sustainable products and services	Engage stakeholders to adopt improved sustainable practice and performance	Build collaborative networks and relationships to advance sustainability	Improve resilience through continual improvement, by managing risks, and by maximising opportunities	Manage and deliver a suite of programmes and projects that achieve performance improvement	Lead a process of change and transformation
	<p>The Full Member will show competence relevant to their professional context, examples of which include:</p> <ul style="list-style-type: none"> <li>Analysing information to obtain understanding and insight</li> <li>Using information and knowledge to propose and support strategic decisions</li> <li>Adapting information and knowledge for different audiences</li> </ul>	<p>The Full Member will show competence relevant to their professional context, examples of which include:</p> <ul style="list-style-type: none"> <li>Identifying short, medium and long term trends, threats and challenges to achieving sustainability</li> <li>Creating and prioritising opportunities to create more sustainable products and services</li> <li>Reframing complex problems to help identify innovative solutions</li> <li>Taking action to develop and implement solutions to problems</li> </ul>	<p>The Full Member will show competence relevant to their professional context, examples of which include:</p> <ul style="list-style-type: none"> <li>Communicating positive sustainability practices</li> <li>Presenting in ways appropriate to the audience</li> <li>Understanding the viewpoints and interests of stakeholders and using that insight to communicate and promote sustainable practices appropriately</li> </ul>	<p>The Full Member will show competence relevant to their professional context, examples of which include:</p> <ul style="list-style-type: none"> <li>Identifying stakeholder needs and expectations, and responding accordingly, to deliver improved and sustainable practice, products and services</li> <li>Building and maintaining the relationships needed for collaboration and cooperation</li> <li>Enabling and facilitating networks within and beyond organisations, leveraging the skills and expertise needed to deliver sustainable products and services</li> </ul>	<p>The Full Member will show competence relevant to their professional context, examples of which include:</p> <ul style="list-style-type: none"> <li>Adopting a whole life cycle approach in the application of tools, techniques and systems</li> <li>Identifying barriers to the delivery of strategy, and putting steps in place to overcome them</li> <li>Using systems thinking to maximise sustainability benefits and opportunities, and to either minimise or mitigate negative impacts</li> <li>Using tools, techniques, systems and practices to drive continual improvement</li> </ul>	<p>The Full Member will show competence relevant to their professional context, examples of which include:</p> <ul style="list-style-type: none"> <li>Delivering and translating a vision for sustainability into a range of projects, programmes and processes that deliver sustainable products and services</li> <li>Applying performance management techniques to monitor delivery of a vision for sustainability</li> <li>Making the business case for sustainability, demonstrating positive financial, social, and environmental return on investment</li> <li>Using contracting and procurement as a component of sustainable production and consumption</li> </ul>	<p>The Full Member will show competence relevant to their professional context, examples of which include:</p> <ul style="list-style-type: none"> <li>Demonstrating use and application of change management principles</li> <li>Educating, influencing and challenging organisational culture to improve sustainability performance</li> <li>Adjusting existing business models, or adopting new ones to innovate and deliver better products or services</li> <li>Leading teams and managing people effectively to produce more sustainable outcomes</li> </ul>