



# CIWM

Together, we stand for a world beyond waste

# CIWM SKILLS MATRIX

Navigate your path to  
business and career success



[ciwm.co.uk](http://ciwm.co.uk)





# Welcome to the CIWM Skills Matrix

Created by leading industry experts, our Skills Matrix provides guidance and support for professional and career development across the sector.

It sets out the essential knowledge, capabilities and practical skills required to achieve success in a variety of roles at every career stage. Whether individuals are taking their first steps into waste and resource management, progressing within the sector, transitioning into it, or re-entering the workforce, this framework provides a clear roadmap.

## For employers...

The skills and abilities required by employers are rapidly changing as we move towards more complex and sophisticated ways of working. This matrix will help employers understand and meet the professional demands of the sector.

It's not only a valuable tool for recruitment and future workforce planning, but also for assessing the skills and competency levels of existing staff. Empowered with these insights, employers can fulfil training needs internally, or through CIWM's comprehensive learning and development portfolio – which leads to certifications and qualifications recognised and respected throughout the sector.

## For employees...

To compliment this document, we've created an [interactive version](#) which enables individuals to explore potential career paths within the sector and chart their steps to success. This information can help in countless ways, providing focus for Continuing Professional Development, forming the basis of mentoring conversations, and helping to identify specific training and development needs.

## To access our interactive Skills Matrix

[CLICK HERE](#)

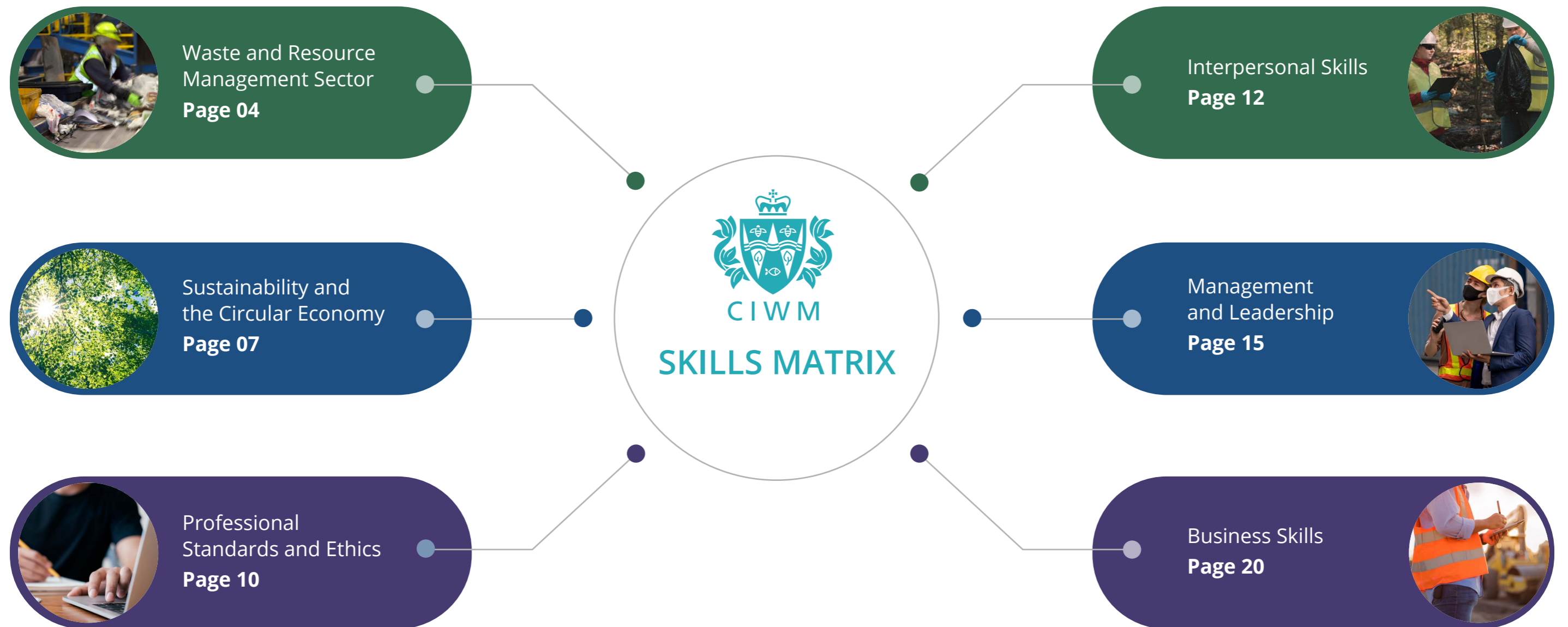
CIWM has worked closely with the Skills for the Future Group, which includes representatives from all areas of the sector, to develop this matrix. Our aim is to ensure that the sector's talent and professionalism, which are vital to its success, are supported at every level. By doing so, we can confidently address the challenges of both today and tomorrow.

# > Contents

Our Skills Matrix covers six key areas, incorporating crucial sector-specific competences alongside behavioural and 'soft' skills.

Within each section, you'll find the CIWM Chartered Member Competences at the top, with the specific competences and skills required at each role level listed underneath.

Click on the titles below to navigate to each section.





# Waste and Resource Management Sector

This is an all-encompassing category which covers the full breadth of the sector.

The primary competence involves a deep understanding of the resources and waste management sector. Criteria are listed under three headings: Core Sector Knowledge, Legislation and Compliance, and Health, Safety and Wellbeing.

These criteria are the fundamental principles for achieving business and individual success and ensure that we work together to maintain standards across the sector.

CIWM offers training, qualifications, accreditation, and validation of processes to support you with achieving these standards.



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# Waste and Resource Management Sector

	Core Sector Knowledge	Legislation and Compliance	Health, Safety and Wellbeing
Chartered Member Competences	A. Knowledge and understanding of the wastes and resources management industry		G. Demonstrates and promotes safe working practices
Executives, Directors, Leaders, Board Members	<ul style="list-style-type: none"> <li>• Sector purpose</li> <li>• Core sector activities</li> <li>• Waste hierarchy</li> <li>• Government strategies</li> <li>• Key issues facing sector</li> <li>• New technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant legislation, codes of practice and guidance</li> <li>• Duty of Care requirements</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>	<ul style="list-style-type: none"> <li>• Lead organisation safety culture</li> <li>• Promote health, safety and wellbeing across sector</li> <li>• Review safety within organisation</li> <li>• Implement processes to improve safety and wellbeing</li> <li>• Comply with health and safety requirements</li> <li>• Accountable for organisation safe working practices</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>
Circular Economy Ambassadors, Consultants, Regulators, Sustainability Managers, Specialists, Council Employees (e.g. waste or recycling officers)	<ul style="list-style-type: none"> <li>• Sector purpose</li> <li>• Core sector activities</li> <li>• Waste hierarchy</li> <li>• Government strategies</li> <li>• Key issues facing sector</li> <li>• New technologies</li> <li>• Sustainability</li> <li>• Circular economy</li> </ul>	<ul style="list-style-type: none"> <li>• Interpretation of relevant legislation, codes of practice and guidance</li> <li>• Changes to legislation, codes of practice and guidance</li> <li>• Changes to regulator guidance</li> <li>• Duty of Care requirements</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>	<ul style="list-style-type: none"> <li>• Promote organisation safety culture</li> <li>• Work safely at all times</li> <li>• Report any issues or concerns to relevant person</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>
Manufacturers, Designers and Engineers	<ul style="list-style-type: none"> <li>• Sector purpose</li> <li>• Core sector activities</li> <li>• Waste hierarchy</li> <li>• Government strategies</li> <li>• Key issues facing sector</li> <li>• New technologies</li> <li>• Sustainability</li> <li>• Circular economy</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant legislation, codes of practice and guidance</li> <li>• Duty of Care requirements</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>	<ul style="list-style-type: none"> <li>• Promote organisation safety culture</li> <li>• Work safely at all times</li> <li>• Report any issues or concerns to relevant person</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>
Waste Producers	<ul style="list-style-type: none"> <li>• Sector purpose</li> <li>• Core sector activities</li> <li>• Different categories of waste</li> <li>• Waste hierarchy</li> <li>• Key issues facing waste producers</li> </ul>	<ul style="list-style-type: none"> <li>• Duty of Care requirements</li> <li>• Regulatory requirements for waste producers</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>	<ul style="list-style-type: none"> <li>• Embed organisation safety culture</li> <li>• Review safety within organisation</li> <li>• Implement processes to improve safety and wellbeing</li> <li>• Comply health and safety requirements</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>
Senior Managers, Technically Competent Managers	<ul style="list-style-type: none"> <li>• Sector purpose</li> <li>• Core sector activities</li> <li>• Different categories of waste</li> <li>• Waste hierarchy</li> <li>• Changes to government strategies</li> <li>• Key issues facing sector</li> <li>• Technological developments</li> </ul>	<ul style="list-style-type: none"> <li>• Duty of Care requirements</li> <li>• Changes to legislation, codes of practice and guidance</li> <li>• Changes to regulator guidance</li> <li>• Key regulatory requirements</li> <li>• Key compliance requirements relevant to role to prevent or manage any non-comformances</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>	<ul style="list-style-type: none"> <li>• Embed organisation safety culture</li> <li>• Review safety within organisation</li> <li>• Implement processes to improve safety and wellbeing</li> <li>• Comply with health and safety requirements</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>

	Core Sector Knowledge	Legislation and Compliance	Health, Safety and Wellbeing
Chartered Member Competences	A. Knowledge and understanding of the wastes and resources management industry		G. Demonstrates and promotes safe working practices
Managers, Team Leaders, Supervisors	<ul style="list-style-type: none"> <li>• Sector purpose</li> <li>• Core sector activities</li> <li>• Different categories of waste</li> <li>• Waste hierarchy</li> <li>• Key issues facing sector</li> <li>• Key issues facing organisation</li> <li>• Technological developments</li> </ul>	<ul style="list-style-type: none"> <li>• Duty of Care requirements</li> <li>• Changes to legislation, codes of practice and guidance</li> <li>• Key regulatory requirements</li> <li>• Key compliance requirements relevant to role to prevent or manage any non-comformances</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>	<ul style="list-style-type: none"> <li>• Promote organisation safety culture</li> <li>• Review safety within organisation</li> <li>• Implement processes to improve safety and wellbeing</li> <li>• Comply with health and safety requirements</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>
Team Members, Practitioners, Operatives	<ul style="list-style-type: none"> <li>• Sector purpose</li> <li>• Core sector activities</li> <li>• Different categories of waste</li> <li>• Waste hierarchy</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant legislation, codes of practice and guidance</li> <li>• Duty of Care requirements</li> <li>• Key regulatory requirements</li> <li>• Key compliance requirements relevant to role to identify and report any non-comformances</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>	<ul style="list-style-type: none"> <li>• Support organisation safety culture</li> <li>• Work safely</li> <li>• Report any issues or concerns to relevant person</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>
Contractors working with industry	<ul style="list-style-type: none"> <li>• Sector purpose</li> <li>• Core sector activities</li> <li>• Different categories of waste</li> <li>• Waste hierarchy</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant legislation, codes of practice and guidance</li> <li>• Duty of Care requirements</li> <li>• Key regulatory requirements</li> <li>• Key compliance requirements relevant to role to identify and report any non-comformances</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>	<ul style="list-style-type: none"> <li>• Support organisation safety culture</li> <li>• Work safely</li> <li>• Report any issues or concerns to relevant person</li> <li>• Consequences of non-compliance or if something goes wrong</li> </ul>
Consumers, Members of the Public	<ul style="list-style-type: none"> <li>• Sector purpose</li> <li>• Core sector activities</li> <li>• Different categories of waste</li> <li>• Waste hierarchy</li> <li>• Importance of segregation and minimising contamination</li> </ul>	<ul style="list-style-type: none"> <li>• Duty of Care requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Support sector safety culture</li> <li>• Undertake waste related tasks safely (e.g. litter picks)</li> </ul>





# Sustainability and the Circular Economy

Sustainability is at the heart of everything we do. Developing an understanding of its impact, and putting that knowledge into practice, will drive success and advance the growth of the Circular Economy.

The central competence focuses on demonstrating and advocating a sustainable approach to waste and resource management. Criteria are listed under two headings: Business Models and Environmental Best Practice.

CIWM is uniquely placed to help you play your part by achieving best practice and harnessing potential for future growth.



	Business Models	Environmental Best Practice
<b>Chartered Member Competences</b>	F. Demonstrates and encourages good practice and sustainability	
Executives, Directors, Leaders, Board Members	<ul style="list-style-type: none"> <li>• Understand circular economy concept</li> <li>• Aware of circular business models</li> <li>• Use suitable circular business model within organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Promote a sustainable approach to waste and resource management</li> <li>• Assess requirements for operating organisation sustainably</li> <li>• Lead organisation culture with regard to the environment</li> <li>• Ensure compliance with environmental requirements</li> <li>• Understands how operations could be affected by climate change</li> <li>• Work with consultancy to develop and implement decarbonisation plan</li> <li>• Sustainable contracting and influencing a sustainable supply chain</li> </ul>
Circular Economy Ambassadors, Consultants, Regulators, Sustainability Managers, Specialists, Council Employees (e.g. waste or recycling officers)	<ul style="list-style-type: none"> <li>• Understand circular economy concept</li> <li>• Aware of circular business models</li> <li>• Understand how to procure services rather than goods</li> <li>• Support use of circular business model within organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Promote sustainable approach to waste and resource management</li> <li>• Know best practice in relation to sustainability and the circular economy</li> <li>• Work with organisation, partners and network to deliver and promote sustainability</li> <li>• Analyse requirements for operating sustainably</li> <li>• Put sustainable resource management plans in place</li> <li>• Ensure compliance with environmental requirements</li> <li>• Sustainable contracting and influencing a sustainable supply chain</li> </ul>
Manufacturers, Designers and Engineers	<ul style="list-style-type: none"> <li>• Understand circular economy concept</li> <li>• Aware of circular business models</li> <li>• Understand how to procure services rather than goods</li> <li>• Support use of circular business model within organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Promote sustainable approach to waste and resource management</li> <li>• Know best practice in relation to sustainability and the circular economy</li> <li>• Work with organisation, partners and network to deliver and promote sustainability</li> <li>• Analyse requirements for operating sustainably</li> <li>• Put sustainable resource management plans in place</li> <li>• Ensure compliance with environmental requirements</li> <li>• Sustainable contracting and influencing a sustainable supply chain</li> </ul>
Waste Producers	<ul style="list-style-type: none"> <li>• Understand circular economy concept</li> <li>• Aware of circular business models</li> <li>• Support the use of suitable circular business model within the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with sustainable waste and resource management policies/procedures</li> <li>• Understand the need for sustainable waste and resource management</li> <li>• Identify opportunities and barriers for improving sustainability within organisation</li> <li>• Comply with environmental requirements</li> <li>• Sustainable contracting and influencing a sustainable supply chain</li> </ul>
Senior Managers, Technically Competent Managers	<ul style="list-style-type: none"> <li>• Understand circular economy concept</li> <li>• Aware of circular business models</li> <li>• Use suitable circular business model within organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Promote sustainable approach to waste and resource management</li> <li>• Know best practice in relation to sustainability</li> <li>• Work with organisation, partners and network to deliver and promote sustainability</li> <li>• Analyse requirements for operating sustainably</li> <li>• Put sustainable resource management plans in place</li> <li>• Reviews environmental practices within the organisation</li> <li>• Implements processes to improve environmental practices</li> <li>• Ensures compliance with environmental requirements</li> <li>• Understands how to manage environmental accidents and incidents (including waste fires)</li> <li>• Understands how operations could be affected by climate change</li> </ul>



	Business Models	Environmental Best Practice
<b>Chartered Member Competences</b>	F. Demonstrates and encourages good practice and sustainability	
Managers, Team Leaders, Supervisors	<ul style="list-style-type: none"> <li>• Understand circular economy concept</li> <li>• Support use of suitable circular business model within organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Understands sustainable waste and resource management best practice for organisation</li> <li>• Promotes sustainable approach to waste and resource management</li> <li>• Contributes to sustainable waste and resource management plans</li> <li>• Identifies opportunities for greater sustainability</li> <li>• Provides opportunities for teams to work more sustainably</li> <li>• Ensures processes meet best practice</li> <li>• Ensures compliance with environmental requirements</li> <li>• Understands how to manage environmental accidents and incidents (including waste fires)</li> <li>• Understands how operations could be affected by climate change</li> </ul>
Team Members, Practitioners, Operatives	<ul style="list-style-type: none"> <li>• Aware of circular economy concept</li> <li>• Support use of suitable circular business model within organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with sustainable waste and resource management policies/procedures</li> <li>• Understand the need for sustainable waste and resource management relevant to your role</li> <li>• Comply with environmental requirements</li> <li>• Knows what actions to take in the event of environmental accidents and incidents (including waste fires)</li> <li>• Knows how operations could be affected by climate change</li> </ul>
Contractors working with industry	<ul style="list-style-type: none"> <li>• Aware of circular economy concept</li> <li>• Support use of suitable circular business model within organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with sustainable waste and resource management policies/procedures</li> <li>• Comply with environmental requirements</li> <li>• Knows what actions to take in the event of environmental accidents and incidents (including waste fires)</li> </ul>
Consumers, Members of the Public	<ul style="list-style-type: none"> <li>• Aware of circular economy concept</li> </ul>	<ul style="list-style-type: none"> <li>• Aware of ways to live more sustainably and protect the environment</li> </ul>



# Professional Standards and Ethics

Adherence to professional standards and ethics is essential. In a rapidly changing practical and legislative environment, this requires a structured approach for both organisations and individuals.

The key competence involves demonstrating a personal commitment to professional standards. Criteria are listed under Codes of Conduct, Practice and Ethics, and Continuing Professional Development (CPD).

Staying up to date with evolving legislation, emerging technologies, transformative ways of working, and complying with professional bodies' CPD requirements, including those of CIWM, is essential at all levels.





	Codes of Conduct, Practice and Ethics	Continuing Professional Development (CPD) (Individual)
<b>Chartered Member Competences</b>	E. Shows personal commitment to professional standards	
Executives, Directors, Leaders, Board Members	<ul style="list-style-type: none"> <li>• Meet all relevant individual/organisational codes of conduct and practice</li> <li>• Provide opportunities and measures to support team to meet their objectives and professional standards</li> <li>• Maintain an ethical culture</li> <li>• Drive best practice within organisation, supply and chain and wider industry</li> </ul>	<ul style="list-style-type: none"> <li>• Plan CPD for self</li> <li>• Undertake CPD activities for self</li> <li>• Record and demonstrate CPD to relevant Professional institutions</li> <li>• Support and encourage CPD of others</li> </ul>
Circular Economy Ambassadors, Consultants, Regulators, Sustainability Managers, Specialists, Council Employees (e.g. waste or recycling officers)	<ul style="list-style-type: none"> <li>• Meet all relevant individual/organisational codes of conduct and practice</li> </ul>	<ul style="list-style-type: none"> <li>• Plan CPD for self</li> <li>• Undertake CPD activities for self</li> <li>• Record and demonstrate CPD to relevant Professional institutions</li> <li>• Support and encourage CPD of others</li> </ul>
Manufacturers, Designers and Engineers	<ul style="list-style-type: none"> <li>• Meet all relevant individual/organisational codes of conduct and practice</li> </ul>	<ul style="list-style-type: none"> <li>• Plan CPD for self</li> <li>• Undertake CPD activities for self</li> <li>• Record and demonstrate CPD to relevant Professional institutions</li> <li>• Support and encourage CPD of others</li> </ul>
Waste Producers	<ul style="list-style-type: none"> <li>• Meet all relevant individual/organisational codes of conduct and practice</li> </ul>	<ul style="list-style-type: none"> <li>• Plan CPD for self</li> <li>• Undertake CPD activities for self</li> <li>• Record and demonstrate CPD to relevant Professional institutions</li> <li>• Support and encourage CPD of others</li> </ul>
Senior Managers, Technically Competent Managers	<ul style="list-style-type: none"> <li>• Meet all relevant individual/organisational codes of conduct and practice</li> <li>• Provide opportunities and measures to support team to meet their objectives and professional standards</li> <li>• Maintain an ethical culture</li> </ul>	<ul style="list-style-type: none"> <li>• Plan CPD for self</li> <li>• Undertake CPD activities for self</li> <li>• Record and demonstrate CPD to relevant Professional institutions</li> <li>• Support and encourage CPD of others</li> </ul>
Managers, Team Leaders, Supervisors	<ul style="list-style-type: none"> <li>• Meet all relevant individual/organisational codes of conduct and practice</li> <li>• Provide opportunities and measure to support team to meet their objectives and professional standards</li> <li>• Maintain an ethical culture</li> </ul>	<ul style="list-style-type: none"> <li>• Plan CPD for self</li> <li>• Undertake CPD activities for self</li> <li>• Record and demonstrate CPD to relevant Professional institutions</li> <li>• Support and encourage CPD of others</li> </ul>
Team Members, Practitioners, Operatives	<ul style="list-style-type: none"> <li>• Comply with organisation policy and values</li> <li>• Comply with code of practice relating to any professional membership</li> </ul>	<ul style="list-style-type: none"> <li>• Plan CPD for self</li> <li>• Undertake CPD activities for self</li> <li>• Record and demonstrate CPD to relevant Professional institutions</li> </ul>
Contractors working with industry	<ul style="list-style-type: none"> <li>• Comply with organisation policy and values</li> <li>• Comply with code of practice relating to any professional membership</li> </ul>	<ul style="list-style-type: none"> <li>• Plan CPD for self</li> <li>• Undertake CPD activities for self</li> <li>• Record and demonstrate CPD to relevant Professional institutions</li> </ul>
Consumers, Members of the Public	<ul style="list-style-type: none"> <li>• Comply with code of practice relating to any professional membership</li> </ul>	<ul style="list-style-type: none"> <li>• Plan CPD for self</li> <li>• Undertake CPD activities for self</li> <li>• Record and demonstrate CPD to relevant Professional institutions</li> </ul>

# Interpersonal Skills

Interpersonal skills form the bedrock of organisational success by enabling people at all levels to communicate, collaborate and build constructive and rewarding relationships with those around them.

Key competences centre on Effective Communication, Teamwork, Conflict Management, Equality, Diversity and Inclusion (EDI), and Commitment to Professional Standards.

CIWM has developed an EDI strategy to help raise awareness and inspire change within our sector.







## Interpersonal Skills

	Communication and Behavioural Change	Team Working and Conflict Management	Equality, Diversity and Inclusivity (EDI)	Networking	Professional Development (Organisation)
<b>Chartered Member Competences</b>	D. Effective communication and interpersonal skills				E. Shows personal commitment to professional standards
Executives, Directors, Leaders, Board Members	<ul style="list-style-type: none"> <li>Communicate across all levels</li> <li>Use communication methods</li> <li>Use verbal and written communication</li> <li>Actively listen</li> </ul>	<ul style="list-style-type: none"> <li>Promote collaborative working within team, across organisation and externally</li> <li>Use different opinions to inform decision making and staff development</li> <li>Use structures and working practices to facilitate cross team working and promote using different skills/ways of working</li> <li>Enable flexible working where appropriate</li> <li>Promote culture for positive conflict and open for creativity within organisation</li> <li>Ensure effective conflict management</li> </ul>	<ul style="list-style-type: none"> <li>Critically reviews organisation EDI policy and requirements</li> <li>Promotes EDI within role and interactions at all levels internally and externally</li> <li>Set up structures and working practices to facilitate cross team working and promote using different skills/ways of working</li> <li>Enable flexible working where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Critically assess networking requirements and opportunities</li> <li>Achieve outcomes from networking opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Support staff development and professional qualifications for organisational needs</li> <li>Implement succession planning</li> <li>Support peers and senior management team to develop</li> <li>Support culture of learning within organisation</li> </ul>
Circular Economy Ambassadors, Consultants, Regulators, Sustainability Managers, Specialists, Council Employees (e.g. waste or recycling officers)	<ul style="list-style-type: none"> <li>Communicate across all levels</li> <li>Use communication methods</li> <li>Use verbal and written communication</li> <li>Actively listen</li> </ul>	<ul style="list-style-type: none"> <li>Promote collaborative working within team, across organisation and externally</li> <li>Use different opinions to inform decision making and staff development</li> <li>Challenge those above as appropriate</li> <li>Manage conflict effectively</li> </ul>	<ul style="list-style-type: none"> <li>Engage and comply with EDI policy and requirements</li> </ul>	<ul style="list-style-type: none"> <li>Identify networking requirements and opportunities</li> <li>Achieve outcomes from networking opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Encourage staff development which relates to sustainability and the circular economy</li> <li>Support peers and senior management team to develop</li> <li>Support culture of learning within organisation</li> </ul>
Manufacturers, Designers and Engineers	<ul style="list-style-type: none"> <li>Communicate across all levels</li> <li>Use communication methods</li> <li>Use verbal and written communication</li> <li>Actively listen</li> </ul>	<ul style="list-style-type: none"> <li>Promote collaborative working within team, across organisation and externally</li> <li>Use different opinions to inform decision making and staff development</li> <li>Challenge those above as appropriate</li> <li>Manage conflict effectively</li> </ul>	<ul style="list-style-type: none"> <li>Engage and comply with EDI policy and requirements</li> </ul>	<ul style="list-style-type: none"> <li>Identify networking requirements and opportunities</li> <li>Achieve outcomes from networking opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Encourage staff development which relates to sustainability and the circular economy</li> <li>Support peers and senior management team to develop</li> <li>Support culture of learning within organisation</li> </ul>

	Communication and Behavioural Change	Team Working and Conflict Management	Equality, Diversity and Inclusivity (EDI)	Networking	Professional Development (Organisation)
<b>Chartered Member Competences</b>	D. Effective communication and interpersonal skills				E. Shows personal commitment to professional standards
Waste Producers	<ul style="list-style-type: none"> <li>• Communicate across all levels</li> <li>• Use communication methods</li> <li>• Use verbal and written communication</li> <li>• Actively listen</li> </ul>	<ul style="list-style-type: none"> <li>• Promote collaborative working within team, across organisation and externally</li> <li>• Use different opinions to inform decision making and staff development</li> <li>• Manage conflict effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Engage and comply with EDI policy and requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Build effective networks and relationships within role</li> </ul>	<ul style="list-style-type: none"> <li>• Support peers and senior management team to develop</li> <li>• Support culture of learning within organisation</li> </ul>
Senior Managers, Technically Competent Managers	<ul style="list-style-type: none"> <li>• Communicate across all levels</li> <li>• Use communication methods</li> <li>• Use verbal and written communication</li> <li>• Communicate effectively with team, customers, relevant stakeholders and senior management team</li> <li>• Actively listen</li> </ul>	<ul style="list-style-type: none"> <li>• Promote collaborative working within team, across organisation and externally</li> <li>• Use different opinions to inform decision making and staff development</li> <li>• Challenge those above as appropriate</li> <li>• Manage conflict effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Critically reviews organisation EDI policy and requirements</li> <li>• Promotes EDI within role and interactions at all levels internally and externally</li> <li>• Enable flexible working where appropriate</li> <li>• Set up structures and working practices to facilitate cross team working and promote using different skills/ways of working</li> </ul>	<ul style="list-style-type: none"> <li>• Identify networking requirements and opportunities</li> <li>• Achieve outcomes from networking opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Agree team development needs</li> <li>• Support staff development and professional qualifications</li> <li>• Implement succession planning</li> <li>• Support learning and wellbeing culture</li> </ul>
Managers, Team Leaders, Supervisors	<ul style="list-style-type: none"> <li>• Communicate effectively with team, customers, relevant stakeholders and senior management team</li> <li>• Use communication methods</li> <li>• Use written communication and reporting as required by role</li> <li>• Communicates effectively with team</li> <li>• Actively listen</li> </ul>	<ul style="list-style-type: none"> <li>• Promote collaborative working and decision making</li> <li>• Use different opinions to inform debate and staff development across the team</li> <li>• Manage conflict effectively</li> <li>• Facilitates flexible working where appropriate</li> <li>• Facilitates cross team working</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to and promote organisation EDI policy and requirements</li> <li>• Promote EDI within role and interactions at all levels internally and externally</li> <li>• Support flexible working where appropriate</li> <li>• Facilitate cross team working to use different skills and ways of working</li> </ul>	<ul style="list-style-type: none"> <li>• Build effective networks and relationships within role</li> </ul>	<ul style="list-style-type: none"> <li>• Identify team development needs in line with operational requirements and resources</li> <li>• Ensure all team members have a relevant development plan</li> <li>• Support staff development and relevant qualifications</li> <li>• Implement succession planning</li> <li>• Support learning and wellbeing culture</li> </ul>
Team Members, Practitioners, Operatives	<ul style="list-style-type: none"> <li>• Communicate effectively with customers and stakeholders</li> <li>• Use written communication and reporting as required by role</li> <li>• Actively listens</li> </ul>	<ul style="list-style-type: none"> <li>• Works effectively in a team</li> <li>• Manages conflict effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Engage and comply with EDI policy and requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Build effective networks and relationships within role</li> </ul>	<ul style="list-style-type: none"> <li>• Support and mentor colleagues when required</li> <li>• Support learning and wellbeing culture</li> </ul>



# Management and Leadership

Successful organisations require effective management and leadership practices to support them. This is about maintaining standards, not standardisation. Every organisation is different, but there are essential elements that are universal.

The matrix presents two key competences: effective leadership and management skills, and problem analysis with practical solutions. These competences cover Decision Making, Project and People Management, Change Management, Stakeholder Engagement and Crisis Management.

CIWM membership provides access to a dedicated mentoring programme, connecting you with experienced industry leaders whose expertise can help you develop and drive business growth.





# Management and Leadership

	Decision Making	Leadership	Project Management	People Management	Change Management	Customers and Stakeholders	Financial Acumen	Crisis Management
<b>Chartered Member Competences</b>	C. Effective leadership and management skills							B. Ability to analyse and evaluate problems and develop practical solutions
Executive Directors, Leaders, Board Members	<ul style="list-style-type: none"> <li>• Delegate decision making</li> <li>• Accountable for decisions</li> <li>• Understand implications</li> <li>• Make decisions based on strategic direction, compliance, sustainability and resources (inc financial)</li> <li>• Communicate decisions to others</li> </ul>	<ul style="list-style-type: none"> <li>• Set organisation direction with integrity</li> <li>• Ability to delegate</li> <li>• Communicate clearly and concisely</li> <li>• Self-aware</li> <li>• Able to show gratitude</li> <li>• Learning agility</li> <li>• Influence and motivate others</li> <li>• Show empathy</li> <li>• Ability to step up and move things on</li> <li>• Show respect for others</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure skills and resources available to implement and manage project</li> <li>• Set clear project objectives</li> <li>• Address escalated issues effectively</li> <li>• Ensure targets are set</li> <li>• Ensure schedules are monitored</li> <li>• Review progress and problem solving</li> <li>• Ensure projects deliver expected benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Able to recruit effectively</li> <li>• Provide on-going support to workforce (including remote teams)</li> </ul>	<ul style="list-style-type: none"> <li>• Provide overall direction for organisation</li> <li>• Identify areas for change</li> <li>• Understand change management processes</li> <li>• Provide resources to support change</li> <li>• Communicate internally and externally</li> <li>• Comply with best practice</li> <li>• Consider impact of change on organisation</li> <li>• Provide support mechanisms for individuals where necessary</li> <li>• Consider environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Identify customers and stakeholders</li> <li>• Understand customer and stakeholder needs</li> <li>• Maintain strategic relationships</li> <li>• Ensure effective networks and relationships developed throughout organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure financial governance is in place</li> <li>• Undertake budget setting</li> <li>• Undertakes budget monitoring</li> <li>• Supports financial skills and understanding within organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Identify threats to business integrity</li> <li>• Review implications for organisation</li> <li>• Assess options at organisational level</li> <li>• Communicate clearly and concisely</li> <li>• Adapt to different situations in a crisis</li> <li>• Exhibit strong self control</li> <li>• Implement solutions</li> </ul>
Circular Economy Ambassadors, Consultants, Regulators, Sustainability Managers, Specialists, Council Employees (e.g. waste or recycling officers)	<ul style="list-style-type: none"> <li>• Accountable for decisions</li> <li>• Understand implications</li> <li>• Make decisions based on strategic direction, compliance, sustainability and resources (inc financial and affect on other teams)</li> <li>• Communicate decisions to others</li> </ul>	<ul style="list-style-type: none"> <li>• Motivate others</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure skills and resources available to implement and manage project</li> <li>• Ensure targets are set</li> <li>• Ensure schedules are monitored</li> <li>• Review progress and problem solving</li> <li>• Ensure projects are on time, on spec and on budget</li> <li>• Ensure resources available and agree priorities where necessary</li> <li>• Consider cross organisational project impacts and addresses appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Provide on-going support to colleagues</li> </ul>	<ul style="list-style-type: none"> <li>• Understand need for change</li> <li>• Support change management process</li> <li>• Help identify drivers and barriers</li> <li>• Communicate with team</li> <li>• Support team during and after process</li> <li>• Consider environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Know key stakeholders and customers for organisation</li> <li>• Identify stakeholders and customers relevant to role</li> <li>• Understand stakeholder and customer needs</li> <li>• Maintain relationships with customers and stakeholders to ensure organisational needs and compliance needs are met</li> </ul>	<ul style="list-style-type: none"> <li>• Manage area of responsibility according to budget controls and requirements</li> <li>• Support organisational budget setting</li> <li>• Support organisational monitoring</li> <li>• Adhere to budget needs</li> <li>• Refer financial issues to relevant person</li> </ul>	<ul style="list-style-type: none"> <li>• Identify threats to business integrity</li> <li>• Assess implications for organisation</li> <li>• Assess options at organisational level relevant to role</li> <li>• Communicate clearly and concisely</li> <li>• Implement solutions</li> </ul>



	Decision Making	Leadership	Project Management	People Management	Change Management	Customers and Stakeholders	Financial Acumen	Crisis Management
<b>Chartered Member Competences</b>	C. Effective leadership and management skills							B. Ability to analyse and evaluate problems and develop practical solutions
Manufacturers, Designers and Engineers	<ul style="list-style-type: none"> <li>Accountable for decisions</li> <li>Understand implications</li> <li>Make decisions based on strategic direction, compliance, sustainability and resources (inc financial and affect on other teams)</li> <li>Communicate decisions to others</li> </ul>	<ul style="list-style-type: none"> <li>Motivate others</li> </ul>	<ul style="list-style-type: none"> <li>Ensure skills and resources available to implement and manage project</li> <li>Ensure targets are set</li> <li>Ensure schedules are monitored</li> <li>Review progress and problem solving</li> <li>Ensure projects are on time, on spec and on budget</li> <li>Ensure resources available and agree priorities where necessary</li> <li>Consider cross organisational project impacts and addresses appropriately</li> </ul>	<ul style="list-style-type: none"> <li>Provide on-going support to colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Understand need for change</li> <li>Support change management process</li> <li>Help identify drivers and barriers</li> <li>Communicate with team</li> <li>Support team during and after process</li> <li>Consider environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>Know key stakeholders and customers for organisation</li> <li>Identify stakeholders and customers relevant to role</li> <li>Understand stakeholder and customer needs</li> <li>Maintain relationships with customers and stakeholders to ensure organisational needs and compliance needs are met</li> </ul>	<ul style="list-style-type: none"> <li>Manage area of responsibility according to budget controls and requirements</li> <li>Support organisational budget setting</li> <li>Support organisational monitoring</li> <li>Adhere to budget needs</li> <li>Refer financial issues to relevant person</li> </ul>	<ul style="list-style-type: none"> <li>Identify threats to business integrity</li> <li>Assess implications for organisation</li> <li>Assess options at organisational level relevant to role</li> <li>Communicate clearly and concisely</li> <li>Implement solutions</li> </ul>
Waste Producers	<ul style="list-style-type: none"> <li>Accountable for decisions</li> <li>Understand implications</li> <li>Make decisions based on strategic direction, compliance, sustainability and resources (inc financial and affect on other teams)</li> <li>Communicate decisions to others</li> </ul>	<ul style="list-style-type: none"> <li>Set organisation direction with integrity</li> <li>Ability to delegate</li> <li>Communicate clearly and concisely</li> <li>Self-aware</li> <li>Able to show gratitude</li> <li>Learning agility</li> <li>Influence and motivate others</li> <li>Show empathy</li> <li>Ability to step up and move things on</li> <li>Show respect for others</li> </ul>	<ul style="list-style-type: none"> <li>Ensure skills and resources available to implement and manage project</li> <li>Ensure targets are set</li> <li>Ensure schedules are monitored</li> <li>Review progress and problem solving</li> <li>Ensure projects are on time, on spec and on budget</li> <li>Ensure resources available and agree priorities where necessary</li> <li>Consider cross organisational project impacts and addresses appropriately</li> </ul>	<ul style="list-style-type: none"> <li>Able to recruit effectively</li> <li>Provide on-going support to workforce (including remote teams)</li> </ul>	<ul style="list-style-type: none"> <li>Understand need for change</li> <li>Support change management process</li> <li>Help identify drivers and barriers</li> <li>Communicate with team</li> <li>Support team during and after process</li> <li>Consider environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>Know key stakeholders and customers for organisation</li> <li>Identify stakeholders and customers relevant to role</li> <li>Understand stakeholder and customer needs</li> <li>Maintain relationships with customers and stakeholders to ensure organisational needs and compliance needs are met</li> </ul>	<ul style="list-style-type: none"> <li>Manage area of responsibility according to budget controls and requirements</li> <li>Support organisational budget setting</li> <li>Support organisational monitoring</li> <li>Adhere to budget needs</li> <li>Refer financial issues to relevant person</li> </ul>	<ul style="list-style-type: none"> <li>Identify threats to business integrity</li> <li>Assess implications for organisation</li> <li>Assess options at organisational level relevant to role</li> <li>Communicate clearly and concisely</li> <li>Implement solutions</li> </ul>

	Decision Making	Leadership	Project Management	People Management	Change Management	Customers and Stakeholders	Financial Acumen	Crisis Management
<b>Chartered Member Competences</b>	C. Effective leadership and management skills							B. Ability to analyse and evaluate problems and develop practical solutions
Senior Managers, Technically Competent Managers	<ul style="list-style-type: none"> <li>• Delegate decision making</li> <li>• Accountable for decisions</li> <li>• Understand implications</li> <li>• Make decisions based on strategic direction, compliance, sustainability and resources (inc financial and affect on other teams).</li> <li>• Communicate decisions to others</li> </ul>	<ul style="list-style-type: none"> <li>• Set organisation direction with integrity</li> <li>• Ability to delegate</li> <li>• Communicate clearly and concisely</li> <li>• Self-aware</li> <li>• Able to show gratitude</li> <li>• Learning agility</li> <li>• Influence and motivate others</li> <li>• Show empathy</li> <li>• Ability to step up and move things on</li> <li>• Show respect for others</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure skills and resources available to implement and manage project</li> <li>• Ensure targets are set</li> <li>• Ensure schedules are monitored</li> <li>• Review progress and problem solving</li> <li>• Ensure projects are on time, on spec and on budget</li> <li>• Ensure resources available and agree priorities where necessary</li> <li>• Consider cross organisational project impacts and addresses appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Able to recruit effectively</li> <li>• Provide on-going support to workforce (including remote teams)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify areas for change</li> <li>• Understand change management processes</li> <li>• Provide resources to support change</li> <li>• Communicate internally and externally</li> <li>• Comply with best practice</li> <li>• Consider environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Identify key customers and stakeholders for organisation</li> <li>• Identify customers and stakeholders relevant to role</li> <li>• Understand customer and stakeholder needs</li> <li>• Maintain relationships with customers and stakeholders</li> <li>• Ensure effective networks and relationships are developed throughout organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Support financial governance</li> <li>• Support organisational budget setting</li> <li>• Support organisational monitoring</li> <li>• Adhere to budget needs</li> <li>• Adhere to legal financial requirements</li> <li>• Support financial skills and understanding within organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Identify threats to business integrity</li> <li>• Assess implications for organisation</li> <li>• Assess options at organisational level relevant to role</li> <li>• Communicate clearly and concisely</li> <li>• Implement solutions</li> </ul>
Managers, Team Leaders, Supervisors	<ul style="list-style-type: none"> <li>• Delegate decision making</li> <li>• Provide training and guidance</li> <li>• Accountable for decisions</li> <li>• Understand implications</li> <li>• Makes decision based on organisational priorities, compliance, sustainability and resources (inc financial)</li> <li>• Communicate decisions to team</li> <li>• Refer certain decisions to senior managers</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to be clear and concise</li> <li>• Set direction for team</li> <li>• Motivate others</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to project management and delivery as required by role</li> <li>• Ensure targets and milestones met</li> <li>• Report any problems in timely manner</li> <li>• Deliver on time and on budget</li> <li>• Manage resources</li> </ul>	<ul style="list-style-type: none"> <li>• Able to recruit effectively</li> <li>• Provide on-going support to workforce (including remote teams)</li> </ul>	<ul style="list-style-type: none"> <li>• Understand need for change</li> <li>• Support change management process</li> <li>• Help identify drivers and barriers</li> <li>• Communicate with team</li> <li>• Support team during and after process</li> <li>• Consider environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Know key stakeholders and customers for organisation</li> <li>• Identify stakeholders and customers relevant to role</li> <li>• Understand stakeholder and customer needs</li> <li>• Maintain relationships with customers and stakeholders to ensure organisational needs and compliance needs are met</li> </ul>	<ul style="list-style-type: none"> <li>• Manage area of responsibility according to budget controls and requirement</li> <li>• Support organisational budget setting</li> <li>• Support organisational monitoring</li> <li>• Adhere to budget needs</li> <li>• Refer financial issues to relevant person</li> </ul>	<ul style="list-style-type: none"> <li>• Identify threats to business integrity</li> <li>• Assess implications in area of responsibility</li> <li>• Assess options relevant to role</li> <li>• Communicate clearly and concisely</li> <li>• Implement solutions</li> </ul>





	Decision Making	Leadership	Project Management	People Management	Change Management	Customers and Stakeholders	Financial Acumen	Crisis Management
<b>Chartered Member Competences</b>	C. Effective leadership and management skills							B. Ability to analyse and evaluate problems and develop practical solutions
Team Members, Practitioners, Operatives	<ul style="list-style-type: none"> <li>• Comply with decisions</li> <li>• Provide information and feedback to enable decision making</li> <li>• Refer certain decisions to relevant person</li> </ul>	<ul style="list-style-type: none"> <li>• Motivate others</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute to project delivery as required by role</li> <li>• Meet deadlines</li> <li>• Identify and report problems to relevant person</li> </ul>	<ul style="list-style-type: none"> <li>• Provide on-going support to colleagues</li> </ul>	<ul style="list-style-type: none"> <li>• Follow change process</li> <li>• Understand need for change</li> <li>• Discuss concerns with relevant person</li> <li>• Undertake development to support change</li> <li>• Consider environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Know key stakeholders and customers for organisation</li> <li>• Work with customers and stakeholders (internal and external) within area of responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Undertakes role according to budget</li> <li>• Understand need to work to budget</li> <li>• Refer financial issues to relevant person</li> </ul>	<ul style="list-style-type: none"> <li>• Report threats to business within area of responsibility to relevant person</li> <li>• Feedback on solutions relevant to role</li> <li>• Comply with work procedure changes</li> </ul>

# > Business Skills

While excelling at what you do – from recycling to developing sustainable solutions – is essential, expertise in the universal basics of running and growing a successful business is also crucial.

Criteria for these competences are Systems Thinking, Negotiation and Contract Management, Digital Literacy and Business Continuity. These criteria will help you optimise the potential of your business, and yourself.

CIWM membership gives you access to networking, training and events where you can share invaluable experiences and insights, along with personal mentoring from senior industry leaders to help you develop your skills.





	Systems Thinking	Commercial Awareness	Negotiation and Contract Management	Digital Literacy	Entrepreneurial Thinking	Business Continuity
Chartered Member Competences	C. Effective leadership and management skills			B. Ability to analyse and evaluate problems and develop practical solutions		
Executives, Directors, Leaders, Board Members	<ul style="list-style-type: none"> <li>Understand how to work across different disciplines</li> <li>Supports cross-organisation/ cross-sector/ joint-working with other sectors to achieve a circular economy, achieve net zero, deliver EPR or even enhanced digital system</li> </ul>	<ul style="list-style-type: none"> <li>Understand marketplace in order to make strategic decisions</li> </ul>	<ul style="list-style-type: none"> <li>Build new partnerships/ collaborations</li> <li>Able to negotiate favourable contract terms</li> <li>Able to minimise financial, legal and operational risks associated with contracts</li> <li>Aware of expectations, obligations, performance metrics and compliance issues related to contracts</li> </ul>	<ul style="list-style-type: none"> <li>Understand how IT systems can be used to improve effectiveness</li> <li>Able to record data digitally</li> </ul>	<ul style="list-style-type: none"> <li>Identify new business opportunities by addressing problems or threats to business</li> <li>Develop solutions through investigation and creativity</li> <li>Implement changes to take advantage of opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Identify risks that can impact operations across business</li> <li>Determine how risks will affect operations</li> <li>Develop a business continuity plan</li> <li>Implement safeguards and procedures to mitigate the risks</li> </ul>
Circular Economy Ambassadors, Consultants, Regulators, Sustainability Managers, Specialists, Council Employees (e.g. waste or recycling officers)	<ul style="list-style-type: none"> <li>Facilitate cross-organisation/ cross-sector/ joint-working with other sectors to achieve a circular economy, achieve net zero, deliver EPR or even enhanced digital systems</li> </ul>	<ul style="list-style-type: none"> <li>Commercial acumen to write bids to support sustainable projects</li> </ul>	<ul style="list-style-type: none"> <li>Able to minimise financial, legal and operational risks associated with contracts in area of responsibility</li> <li>Aware of expectations, obligations, performance metrics and compliance issues related to contracts in area of responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Able to record data digitally</li> </ul>	<ul style="list-style-type: none"> <li>Identify new business opportunities with regards to sustainability and the circular economy</li> <li>Report opportunities to relevant person</li> </ul>	<ul style="list-style-type: none"> <li>Report risks that can impact operations in area of responsibility</li> <li>Support the implementation of safeguards and procedures to mitigate the risks</li> </ul>
Manufacturers, Designers and Engineers	<ul style="list-style-type: none"> <li>Facilitate cross-organisation/ cross-sector/ joint-working with other sectors to achieve a circular economy, achieve net zero, deliver EPR or even enhanced digital systems</li> </ul>	<ul style="list-style-type: none"> <li>Commercial acumen to write bids to support sustainable projects</li> </ul>	<ul style="list-style-type: none"> <li>Able to minimise financial, legal and operational risks associated with contracts in area of responsibility</li> <li>Aware of expectations, obligations, performance metrics and compliance issues related to contracts in area of responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Able to record data digitally</li> </ul>	<ul style="list-style-type: none"> <li>Identify new business opportunities with regards to sustainability and the circular economy</li> <li>Report opportunities to relevant person</li> </ul>	<ul style="list-style-type: none"> <li>Report risks that can impact operations in area of responsibility</li> <li>Support the implementation of safeguards and procedures to mitigate the risks</li> </ul>
Waste Producers	<ul style="list-style-type: none"> <li>Understand how to work across different disciplines</li> <li>Understand Extended Producer Responsibility (EPR)</li> </ul>	<ul style="list-style-type: none"> <li>Understand marketplace in order to make strategic decisions</li> </ul>	<ul style="list-style-type: none"> <li>Build new partnerships/ collaborations</li> <li>Able to negotiate favourable contract terms</li> <li>Able to minimise financial, legal and operational risks associated with contracts</li> <li>Aware of expectations, obligations, performance metrics and compliance issues related to contracts</li> </ul>	<ul style="list-style-type: none"> <li>Understand how IT systems can be used to improve effectiveness</li> <li>Able to record data digitally</li> </ul>	<ul style="list-style-type: none"> <li>Identify new business opportunities by addressing problems or threats to business</li> <li>Develop solutions through investigation and creativity</li> <li>Implement changes to take advantage of opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Identify risks that can impact operations across business</li> <li>Determine how risks will affect operations</li> <li>Develop a business continuity plan</li> <li>Implement safeguards and procedures to mitigate the risks</li> </ul>

	Systems Thinking	Commercial Awareness	Negotiation and Contract Management	Digital Literacy	Entrepreneurial Thinking	Business Continuity
Chartered Member Competences	C. Effective leadership and management skills			B. Ability to analyse and evaluate problems and develop practical solutions		
Senior Managers, Technically Competent Managers	<ul style="list-style-type: none"> <li>Understand how to work across different disciplines</li> <li>Supports cross-organisation/ cross-sector/ joint-working with other sectors to achieve a circular economy, achieve net zero, deliver EPR or even enhanced digital systems</li> </ul>	<ul style="list-style-type: none"> <li>Understand marketplace in order to make strategic decisions</li> </ul>	<ul style="list-style-type: none"> <li>Build new partnerships/ collaborations</li> <li>Able to negotiate favourable contract terms</li> <li>Able to minimise financial, legal and operational risks associated with contracts</li> <li>Aware of expectations, obligations, performance metrics and compliance issues related to contracts</li> </ul>	<ul style="list-style-type: none"> <li>Understand how IT systems can be used to improve effectiveness</li> <li>Able to record data digitally</li> </ul>	<ul style="list-style-type: none"> <li>Identify new business opportunities by addressing problems or threats to business</li> <li>Develop solutions through investigation and creativity</li> <li>Implement changes to take advantage of opportunity</li> </ul>	<ul style="list-style-type: none"> <li>Identify risks that can impact operations</li> <li>Determine how risks will affect operations</li> <li>Contribute to business continuity plan</li> <li>Implement safeguards and procedures to mitigate the risks</li> </ul>
Managers, Team Leaders, Supervisors	<ul style="list-style-type: none"> <li>Supports team to work with other areas of the business to achieve organisation targets</li> </ul>	<ul style="list-style-type: none"> <li>Understand position of business in the marketplace</li> </ul>	<ul style="list-style-type: none"> <li>Able to minimise financial, legal and operational risks associated with contracts in area of responsibility</li> <li>Aware of expectations, obligations, performance metrics and compliance issues related to contracts in area of responsibility</li> </ul>	<ul style="list-style-type: none"> <li>Understand how IT systems can be used to improve effectiveness</li> <li>Able to record data digitally</li> </ul>	<ul style="list-style-type: none"> <li>Identify new business opportunities with regards to sustainability and the circular economy</li> <li>Report to opportunities to relevant person</li> </ul>	<ul style="list-style-type: none"> <li>Identify risks that can impact operations in area of responsibility</li> <li>Determine how risks will affect operations</li> <li>Report findings to relevant person</li> <li>Implement safeguards and procedures to mitigate the risks</li> </ul>
Team Members, Practitioners, Operatives	<ul style="list-style-type: none"> <li>Able to work with other areas of the business to achieve organisation targets</li> </ul>	<ul style="list-style-type: none"> <li>Understand position of business in the marketplace</li> </ul>	<ul style="list-style-type: none"> <li>Supports business compliance with contract requirements</li> </ul>	<ul style="list-style-type: none"> <li>Able to record data digitally</li> </ul>	<ul style="list-style-type: none"> <li>Comply with changes to workplace policy and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Report risks that can impact operations in area of responsibility</li> <li>Support the implementation of safeguards and procedures to mitigate the risks</li> </ul>





Together, we stand for a world beyond waste

### Useful resources

Explore the CIWM training portfolio [here](#)

Discover CIWM (WAMITAB) Qualifications [here](#)

Find out more about becoming a Chartered Resources and Waste Manager [here](#)

Find out more about CIWM Mentoring [here](#)

### Get in touch

If you'd like to find out more about how we can support you to achieve the standards set out in this matrix, please don't hesitate to get in touch.

You can reach us at [training@ciwm.co.uk](mailto:training@ciwm.co.uk)

