

Infrastructure Sustainability Capability Framework





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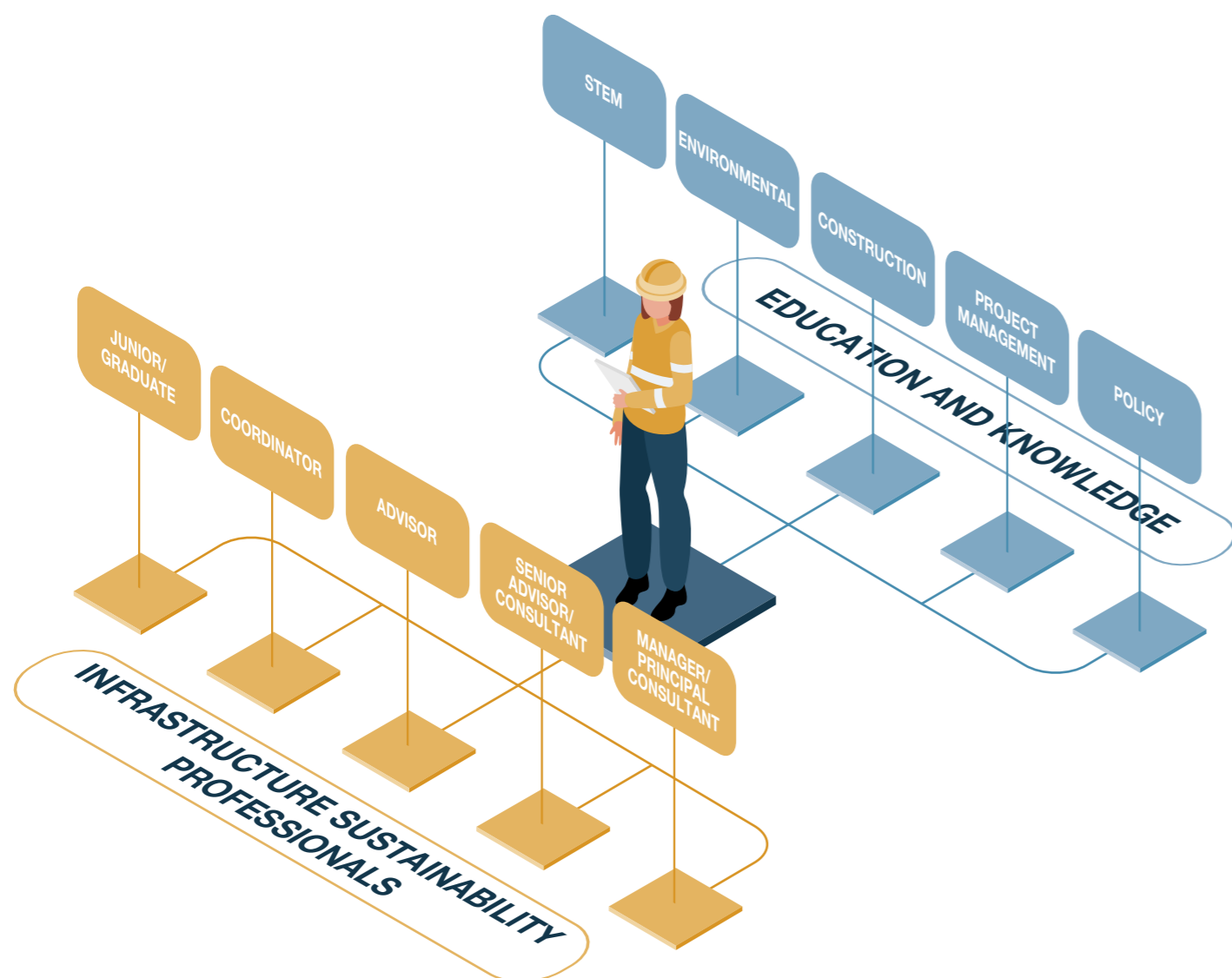


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1. Introduction

The Infrastructure Sustainability Council (ISC) *Infrastructure Sustainability Capability Framework* has been created to support infrastructure sustainability professionals to further develop their skills and knowledge and guide their career development. This framework details the areas of practice applied by infrastructure sustainability professionals working in the construction sector and the capability expectations from graduate/junior level through to experienced levels. The areas of practice and capability groupings used in this framework were identified through engagement with the ISC Contractor Working Group.



This framework was developed as part of an ISC capability program to support sustainability career pathways for women in construction. The development process included an industry wide skills survey which received over 300 responses, and several rounds of consultation with a group of infrastructure sustainability professionals from the construction industry. This industry group was known as the 'Contractor Working Group' and was made up of representatives from ISC and fourteen industry members:

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ISC received funding from the NSW Government Women in Construction, Industry Innovation Program (IIP) to deliver this framework. The objective of the IIP program is to support industry initiatives that will encourage female participation and retention in the construction industry throughout the whole supply chain by:

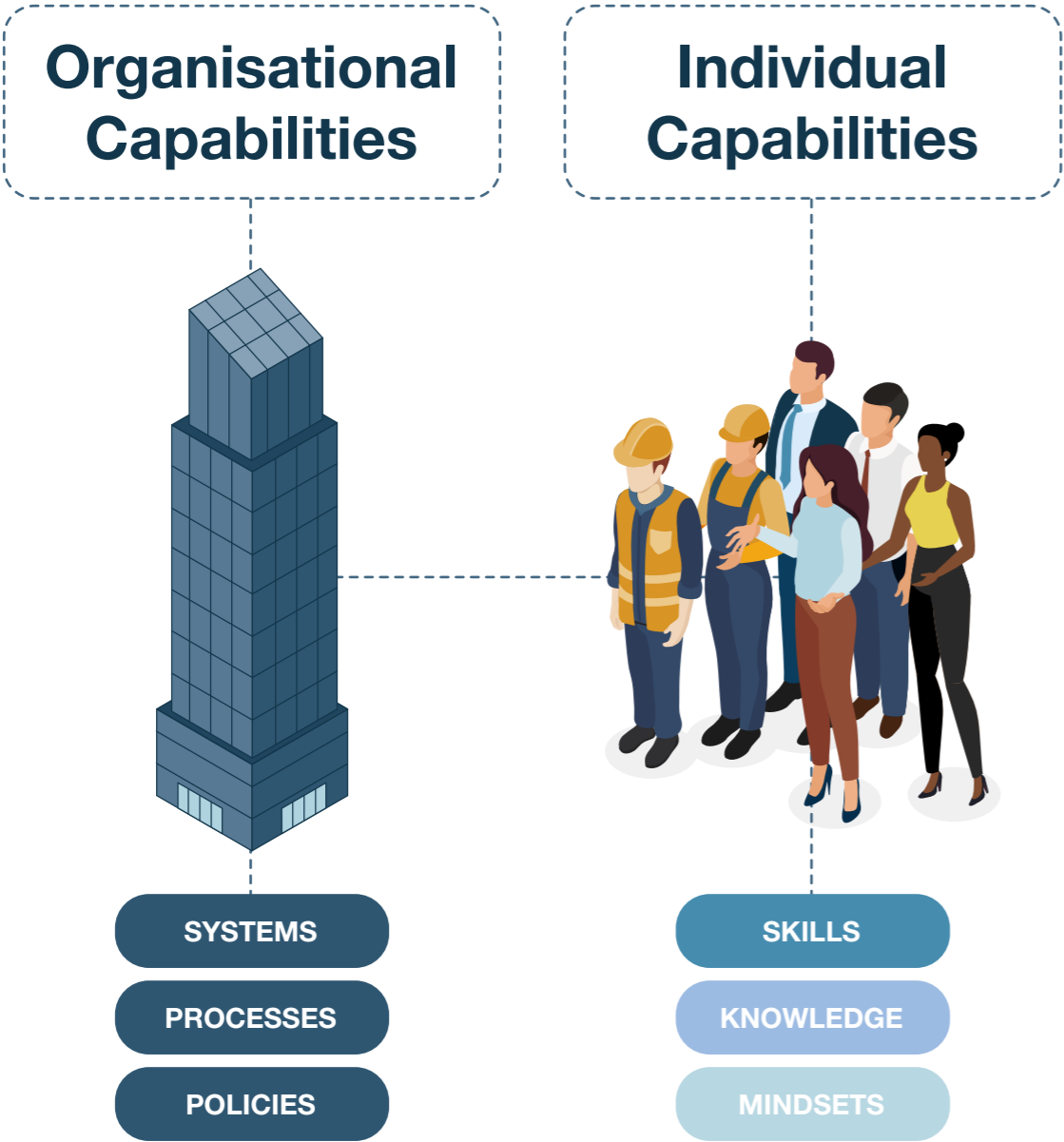
- Increasing the number of women entering and staying in the industry;
- Supporting female leadership and female employees; and
- Creating inclusive workplace cultures, including improving employee wellbeing and supporting flexible working arrangements.

It is important to note that this version of the framework is considered the first iteration. In collaboration with member organisations, the ISC intends to maintain and update this resource to support infrastructure sustainability professionals in the future. This version intentionally has a focus on foundation and intermediate level career development and future resources will consider leadership levels in more detail.

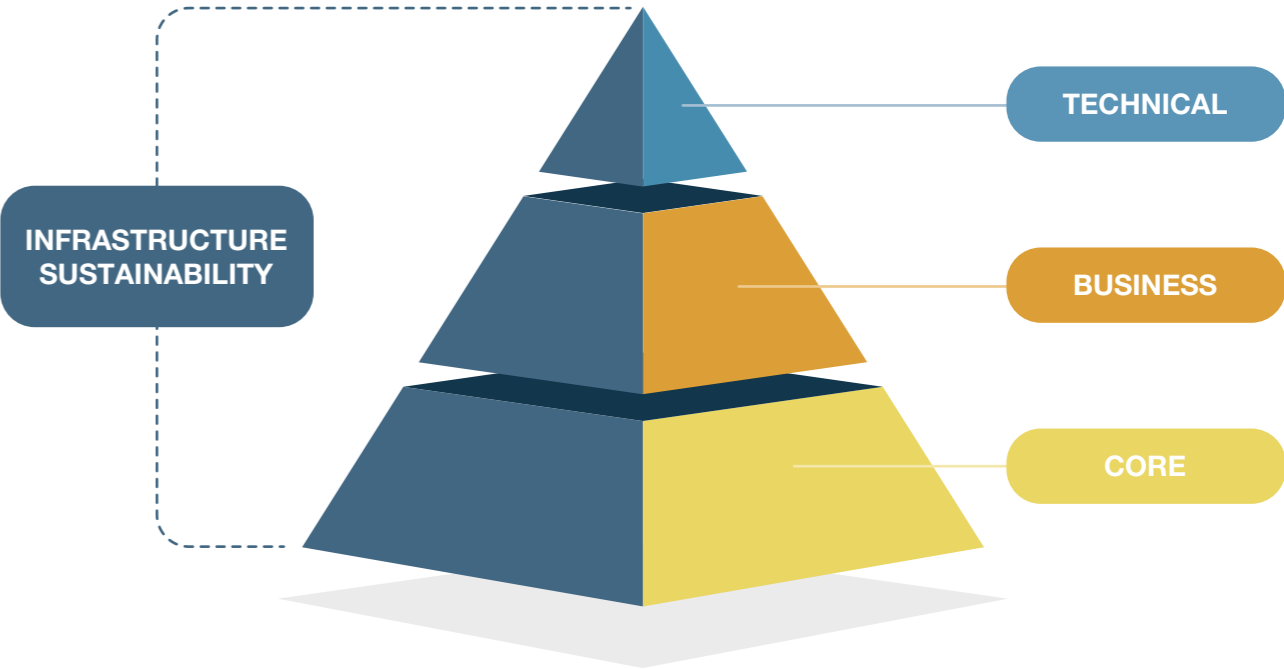
2. Infrastructure Sustainability Capability

Capability, at a basic level, refers to the ability to do something or to deliver a specific outcome. This framework focuses on individual capabilities which are made up of the **skills, knowledge** and **mindsets** that help individuals to deliver successful outcomes.

Organisational capabilities (not included in this framework) are the policies, systems and processes in place which support individuals and teams to use their skills and knowledge to deliver successful outcomes. Sector capabilities are the collective resources, knowledge and specialties that allow for development, innovation and resilience.



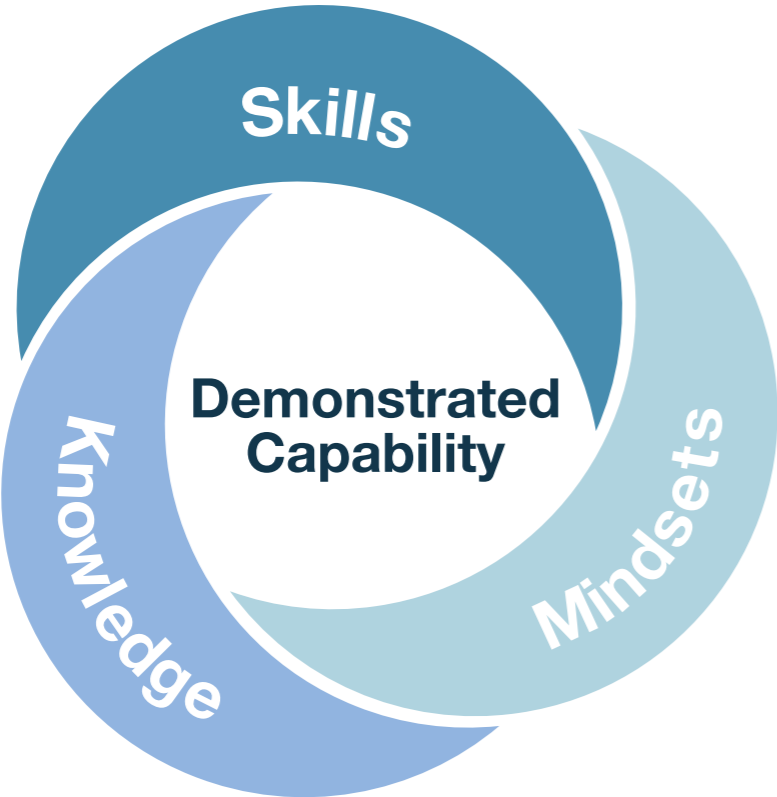
‘Infrastructure Sustainability’ can be defined as: infrastructure that is planned, designed, constructed and operated to optimise environmental, social and economic outcomes for the long term. This framework will examine infrastructure sustainability capability via three subtypes, **technical**, **business** and **core**.



Capability Subtype	Definition
TECHNICAL	Technical capability refers to areas of specific ability and knowledge in the governance, environmental, social and economic dimensions of sustainability which enable professionals to support positive outcomes across the infrastructure lifecycle.
BUSINESS	Business capability refers to the foundational and strategic business skills and knowledge which enable infrastructure sustainability professionals to align sustainability goals, objectives and management plans with project and organisational processes and policies.
CORE	Core capability refers to the professional skills and attributes which enable an infrastructure sustainability professional to work with others and can be grouped into communication with others, self and team leadership and ‘thinking’.

3. Skills, Knowledge and Mindsets

Individual capability for infrastructure sustainability professionals can be thought of as the **skills, knowledge** and **mindsets** that enable an individual to deliver successful outcomes; in other words, what an individual needs to be able to do and the attitudes and ways of thinking required to deliver successful outcomes. Demonstrating capability is about displaying and utilising skills, knowledge and mindsets in any relevant context.



The following table provides an overview of the skills, knowledge and mindsets required of an infrastructure sustainability professional against the infrastructure sustainability capability subtypes of **technical**, **business** and **core**:

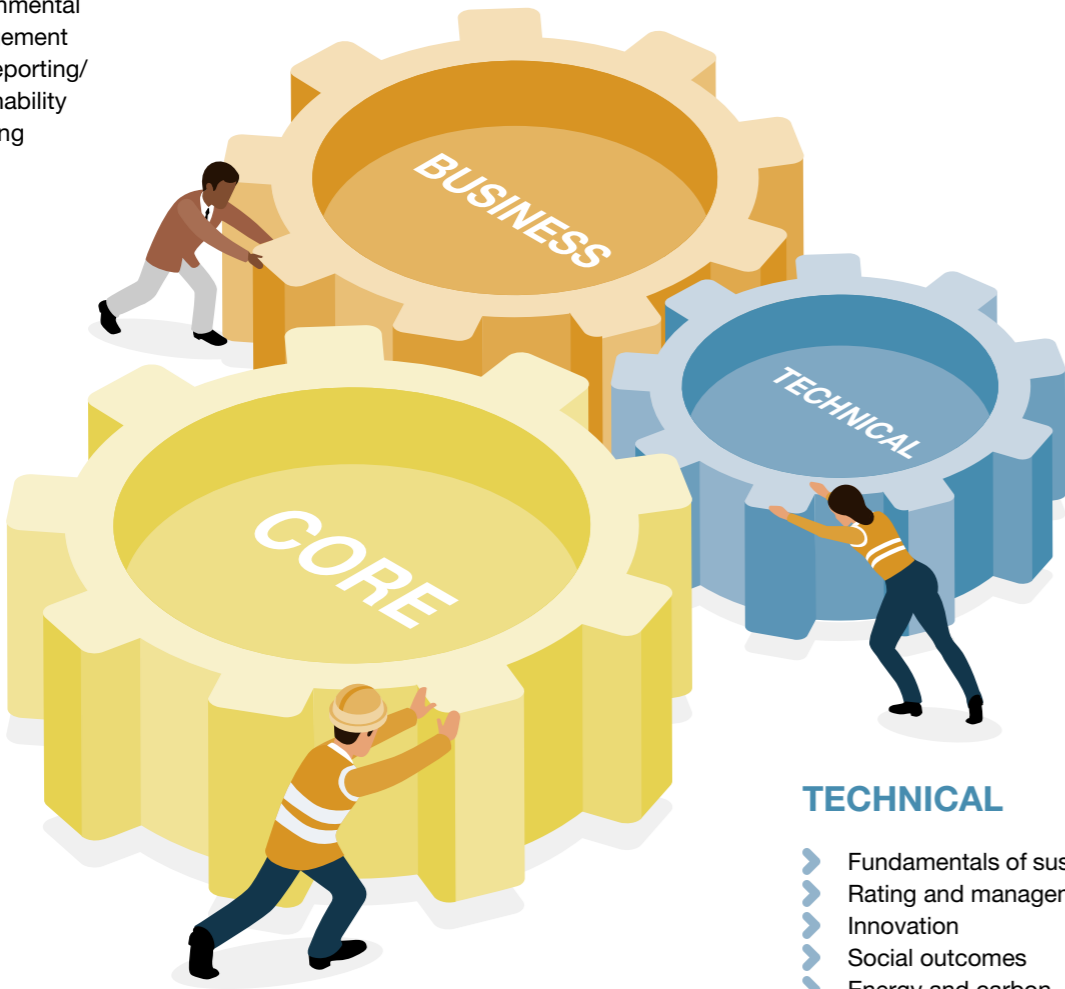
Capability Subtype	Skills	Knowledge	Mindsets
TECHNICAL	<p>The skills required to be technically proficient as an infrastructure sustainability professional include:</p> <ul style="list-style-type: none">policy analysisenvironmental impact assessment and mitigationsocial and economic impact assessmentsustainable resource managementcommunity developmenteconomic modellingcircular economy design	<p>The knowledge required to be technically proficient as an infrastructure sustainability professional encompasses areas such as:</p> <ul style="list-style-type: none">environmental sciencessustainability principles and performance measurementlifecycle assessmentresource managementsocial impactlegislation and regulatory frameworkssustainable financecircular economy principles	<p>A technically proficient infrastructure sustainability professional should embody mindsets such as:</p> <ul style="list-style-type: none">a commitment to long-term sustainability goalsadaptability to changing landscapesethical responsibilityenvironmental stewardshipa community focuscultural sensitivity
BUSINESS	<p>The skills required to operate within an organisation or business as an infrastructure sustainability professional might include:</p> <ul style="list-style-type: none">environmental management and monitoringsustainable design practicesproject managementchange managementESG performance and monitoringrisk assessmentstakeholder engagementdata analysisgovernancetechnical writing	<p>The knowledge required to operate within an organisation or business as an infrastructure sustainability professional might include:</p> <ul style="list-style-type: none">business management, construction planning and delivery processesgreen infrastructure and sustainable designthe principles of project and change managementcorporate social responsibility	<p>An infrastructure sustainability professional working within an organisation or business should embody mindsets such as:</p> <ul style="list-style-type: none">a desire to problem solve and find solutionsa curious and evidence based approachbe climate and ecosystem consciousholistic, collaborative and innovative thinking
CORE	<p>The core skills required to be an infrastructure sustainability professional include:</p> <ul style="list-style-type: none">verbal and written communicationteamwork and collaborationnegotiationconflict resolutionleadership and people managementproblem solvingresiliencecritical thinking and problem solving	<p>The core knowledge required to be an infrastructure sustainability professional includes areas such as:</p> <ul style="list-style-type: none">the principles of good communicationdiversity and inclusionleadershipcontinuous learningthe different styles and ways of working in professional environments	<p>An infrastructure sustainability professional should embody the core mindsets of being:</p> <ul style="list-style-type: none">collaborativeadaptableopen minded with a willingness for continuous learninga desire to empower others and enact ethical leadershipthink analytically and creatively

4. Infrastructure Sustainability Capability Areas of Practice

The infrastructure sustainability capability subtypes: **technical**, **business** and **core** can be further distilled into areas of practice. In total this framework contains twenty-seven infrastructure sustainability capability areas of practice. The diagram below displays the areas of practice against each capability subtype.

BUSINESS

- Change management
- Construction planning process
- Data literacy
- Design reviews
- Environmental management
- ESG reporting/sustainability reporting
- Interpreting technical information
- Project management
- Stakeholder engagement



TECHNICAL

- Fundamentals of sustainability
- Rating and management tools
- Innovation
- Social outcomes
- Energy and carbon
- Climate risk, adaptation and resilience
- Sustainable supply chain and procurement
- Resource efficiency
- Biodiversity
- Mechanical and physical principles of engineering

CORE

- Critical thinking and problem solving
- Collaboration
- Coping with uncertainty and ambiguity
- Negotiation and influencing
- Leadership
- People management
- Understanding biases
- Communication

The table below details the required capability within each area of practice:

Capability Subtype	Area of Practice	Capability Definition
TECHNICAL	Fundamentals of sustainability	Knowledge of generally accepted concepts, definitions, principles and challenges related to sustainability outcomes covering governance, environmental, social and economic aspects.
	Rating and management tools	The general framework, content and mechanics of sustainability rating and management tools and how these are applied in practice to deliver improved sustainability performance across the infrastructure lifecycle. Includes knowledge of available resources, networks and professional support and development.
	Innovation	A proactive and forward-thinking mindset to introduce/ideate, influence and implement new ideas, technologies, processes, or approaches that result in solutions to challenges, enhance efficiency, and maximise the sustainability outcomes of infrastructure projects and assets.
	Social outcomes	Knowledge and understanding of the opportunities available to improve outcomes for people and communities across the infrastructure lifecycle - relates to workforce, relationships with First Nations / Indigenous Peoples, cultural heritage, community impacts and opportunities and stakeholder engagement. Knowledge of best practice strategies and processes and how these fit with broader organisational outcomes and management systems.
	Energy and carbon	Knowledge and skills for the assessment, management, modelling and monitoring of energy use and associated greenhouse gas emissions across the infrastructure lifecycle. Knowledge of best practice strategies and processes related to energy efficiency, low carbon products and methods, renewable energy options and alignment with organisational and broader net zero commitments.
	Climate risk, adaptation and resilience	Knowledge and skills to assess the impacts of climate change and natural hazards on infrastructure assets across the life cycle, and to identify, with stakeholders, adaptation measures to treat those risks. Knowledge and skills to plan for how an asset can improve its resilience to shock or stress events and contribute to the resilience of a city, town or community as part of a wider infrastructure system.
	Sustainable supply chain and procurement	Knowledge and skills to proactively identify and manage sustainability risks and opportunities in the supply chain and, with relevant functions, use procurement processes to facilitate the delivery of priority sustainability outcomes. Ability to drive leading practices and processes that use the power of procurement to achieve sustainability objectives.
	Resource efficiency	Optimising resource and economic efficiency and minimising pollution and waste. Resource efficiency is linked with concepts such as waste minimisation, cleaner production, circular economy and industrial symbiosis. Skills involve resource management planning, resource use modelling and optimisation across the infrastructure life cycle.
	Biodiversity	Knowledge and skills to protect and enhance terrestrial and aquatic ecology through the use of rigorous evidence-based approaches to identify, measure and manage ecological values, impacts and opportunities. Best practice ecological impact assessment focuses on the implementation of measures to avoid, minimise and remedy development impacts and contribute to biodiversity restoration and enhancement.
	Mechanical and physical principles of engineering	Knowledge of concepts, definitions, methods and practices related to infrastructure design and construction. Ability to actively work with designers and constructors to communicate and implement sustainability requirements and proactively investigate opportunities. Ability to promote sustainability risks and opportunities in value engineering, options assessment and risk management activities.

Capability Subtype	Area of Practice	Capability Definition
BUSINESS	Change management	The ability to navigate and implement changes in infrastructure projects with a focus on sustainability outcomes. It involves incorporating sustainable practices, technologies, and processes into the planning, design, construction and operation of infrastructure assets. The goal is to drive positive environmental, social, and economic outcomes while effectively managing the challenges associated with change.
	Construction planning process	The ability to integrate sustainable design and delivery practices into the construction planning process of an infrastructure project. It involves identifying and investigating opportunities, leading sustainability assessments of construction options and organising resources and tasks to optimise sustainability outcomes across assessments of construction options, and the construction project lifecycle.
	Data literacy	The ability to understand, analyse, interpret and effectively utilise data to guide decision-making, inspire innovation, and drive strategic initiatives regarding sustainable practices or goals.
	Design reviews	The ability to understand and participate in design reviews on an infrastructure project and ensure the integration of sustainable design and delivery practices. It involves identifying and investigating opportunities, leading sustainability assessments of design options, and advocating to inspire innovation and optimise sustainability outcomes across the infrastructure lifecycle.
	Environmental management	The ability to understand and identify environmental impacts associated with infrastructure projects and assets, particularly those governed by legislation, and the processes and management systems required for identifying, managing and mitigating these. It involves motivating and steering teams and stakeholders in environmental management practices and initiatives resulting in enhanced and restorative environmental and community outcomes.
	ESG reporting, sustainability reporting	The ability to document, analyse and communicate the environmental, social, and governance (ESG) performance of an organisation in line with sustainability reporting standards e.g. GRI, IIR, and evolving regulatory requirements e.g. related to TCFD, TNFD. It may also involve guiding others to do this and driving the integration of transparent and comprehensive sustainability reporting into regular business operations or project delivery.
	Interpreting technical information	The ability to comprehend and interpret technical data and information relating to sustainable infrastructure delivery. It involves the analysis and translation of technical details into understandable and actionable insights which support organisational and project decision-making, and the integration of sustainable practices or the delivery of sustainability goals.
	Project management	Using project management tools and methodologies. The ability to undertake systematic planning, scheduling, and budgeting for infrastructure projects, including the ability to identify opportunities and mitigate project risks as they apply to identified environmental, economic, social and governance outcomes.
	Stakeholder engagement	The ability to collaborate and communicate with diverse stakeholders, including local communities, government agencies, environmental groups, businesses, and other entities to build positive relationships, foster transparency and integrate various perspectives to enhance outcomes for people and planet through systemic and strategic involvement.



Capability Subtype	Area of Practice	Capability Definition
CORE	Critical thinking and problem solving	The ability to approach complex problems and challenges with flexibility, adaptability and a focus on continuous improvement. Breaking down challenges into manageable parts, exploring multiple solutions and rapidly iterating until an effective and sustainable solution is determined.
	Collaboration	The ability to work effectively across a diverse and multidisciplinary team or set of stakeholders, leveraging collective strengths to share knowledge and information to achieve common goals in sustainable development.
	Coping with uncertainty and ambiguity	The ability to navigate challenges, make informed decisions in the absence of complete information, and foster adaptability and resilience in unpredictable circumstances whilst prioritising the successful integration of sustainable practices and outcomes.
	Negotiation and influencing	The ability to navigate discussions where there might be competing views. It involves building consensus, and leveraging interpersonal influence with individuals, teams and stakeholders towards mutually beneficial agreements, decisions or actions within the context of achieving positive sustainability policies, practices and outcomes.
	Leadership	The ability to guide, inspire and drive teams and stakeholders towards the integration of sustainability goals, policies and practices into project delivery and organisational strategies, systems and behaviours.
	Understanding bias	The ability to recognise, comprehend and mitigate biases within oneself and others. It involves fostering an inclusive environment, creating awareness and implementing plans or actions to minimise the impact of biases on sustainability decision making and outcomes.
	People management	The ability to lead and motivate individuals and teams towards collaborative and effective sustainability practices and outcomes. It also involves fostering a positive and inclusive team culture and optimising the individual and collective potential of team members.
	Communication	The ability to clearly articulate ideas, demonstrate active listening and convey complex concepts in a compelling manner to diverse audiences, that fosters understanding and collaboration around sustainable practices amongst teams and stakeholders.

5. Competency Levels

An individual’s ability to apply skills, knowledge, and mindsets with higher levels of responsibility, complexity and capability that develops over time and with use, is usually reflected in role level or years of experience.

This framework uses a five level competency structure beginning at junior or graduate entry level, finishing at senior professional level. These five levels of competency can be described using either role titles or years of experience.

	FOUNDATION		INTERMEDIATE		ADVANCED
Role Title	Junior/ Graduate	Coordinator	Advisor	Senior Advisor/ Consultant	Manager/ Principal Consultant
Years' Experience	0-1	2+	3+	5+	10+

It is expected that levels of proficiency against any of the 27 infrastructure sustainability capability areas of practice will progress against the levels of competency. That is, each level builds upon the previous levels. Many of the areas of practice will be directly affected by the experience of the individual, for example as a graduate that might be which degree they have studied and for someone in the workforce, that might be what roles or projects they have undertaken and gained experience from. This experience will provide some indication of the level of competency against the various areas of practice, this however, is not a prescriptive requirement.

It is important to note that an infrastructure sustainability professional is not necessarily required to have capability in all 27 areas of practice, particularly the technical areas. This framework outlines the areas of practice, found through ISC research, which are commonly used by infrastructure sustainability professionals. It has been designed to support individuals in building capability in areas applicable to their role or interest and to support the retention of professionals by demonstrating career progression pathways.

Role Title	Qualifications and Training
Junior/Graduate	<ul style="list-style-type: none"> Relevant tertiary qualifications in Engineering, Science, Sustainability or Social Sciences Undertaking or have completed a Graduate Program
Coordinator	<ul style="list-style-type: none"> Relevant tertiary qualifications in Engineering, Science, Sustainability or Social Sciences Site tool i.e. Infrastructure Sustainability Accredited Professional (ISAP) or Greenstar
Advisor	<ul style="list-style-type: none"> Relevant tertiary qualifications in Engineering, Science, Sustainability or Social Sciences Site tool i.e. Infrastructure Sustainability Accredited Professional (ISAP) or Greenstar
Senior Advisor/ Consultant	<ul style="list-style-type: none"> The qualifications as per previous levels Lead auditor accredited to review sustainability performance Management systems and compliance with international standards (ISO 14001 Lead Auditor) and Project Management certification
Manager/ Principal Consultant	<ul style="list-style-type: none"> The qualifications as per previous levels Additional certificates or degree such as Honors, Masters Leadership or Management Development Program



6. Capability Framework

CAPABILITY SUBTYPES

		FOUNDATION		INTERMEDIATE		ADVANCED
		Junior/Graduate	Coordinator	Advisor	Senior Advisor/Consultant	Manager/Principal Consultant
		0-1 years experience	2+ years experience	3+ years experience	5+ years experience	10+ years experience
TECHNICAL		Develops foundational abilities in the governance, environmental, social, and economic dimensions of sustainability, showcasing an understanding of their significance in supporting positive outcomes across the infrastructure lifecycle.	Actively applies knowledge and skills and collaborates with delivery teams in the governance, environmental, social, and economic domains of sustainability to support positive outcomes on infrastructure projects.	Provides guidance and expertise in the governance, environmental, social, and economic dimensions of sustainability, actively influencing positive outcomes throughout the infrastructure lifecycle. Demonstrates a deeper ability in some of these dimensions and contributes to strategic decision-making within projects.	Exhibits advanced abilities in the governance, environmental, social, and economic aspects of sustainability, leading initiatives that drive positive outcomes across the infrastructure lifecycle. Influences organisational strategies, ensuring a holistic integration of sustainability principles on diverse projects.	Demonstrates leadership in implementing governance, environmental, social, and economic sustainability principles, overseeing their effective integration throughout the infrastructure lifecycle. Shapes organisational strategies to align with sustainability goals, driving positive outcomes across portfolios and programs.
BUSINESS		Develops a basic understanding of how sustainability practices and goals align with business operations and project delivery. Begins to contribute to the integration of sustainability practices in day to day operations or delivery.	Actively applies skills and knowledge to align sustainability practices and goals with business operations and project delivery. Collaborates with teams to integrate sustainability practices effectively into day to day operations, project management plans and organisational processes.	Provides guidance on the alignment of sustainability practices and goals with business operations and project delivery. Demonstrates proficiency in integrating sustainability into day to day operations, project management and organisational processes.	Exhibits advanced abilities in leveraging business skills and knowledge to align sustainability goals with project delivery and organisational processes. Leads initiatives that integrate sustainability into day to day operations and project management plans and contributes to organisational strategies.	Demonstrates leadership in utilising business skills and knowledge to align sustainability goals seamlessly with project and organisational goals and processes. Shapes organisational strategies to embed sustainability into organisational and project leadership.
CORE		Develops an understanding of key behaviours and ways of working that contribute to successful outcomes in infrastructure sustainability delivery, demonstrating a collaborative and adaptable approach.	Actively applies key behaviours and ways of working to support successful outcomes in infrastructure sustainability delivery. Collaborates effectively with teams, displaying adaptability and a proactive approach to contribute to the management of sustainable outcomes.	Provides guidance on key behaviours and ways of working that contribute to successful outcomes in infrastructure sustainability delivery. Fosters a collaborative and innovative work environment to support teams in achieving sustainability goals or outcomes.	Leads and models behaviours and ways of working for successful outcomes in infrastructure sustainability. Guides and mentors teams, emphasising the importance of collaboration, innovation and adaptability in managing the integration of sustainable practices into infrastructure delivery and achieving sustainability outcomes.	Demonstrates leadership in instilling key behaviours and ways of working that drive successful outcomes in infrastructure sustainability delivery. Shapes organisational culture to prioritise collaboration, innovation, and effective teamwork, ensuring the seamless management of sustainable infrastructure development and delivery.

Capability Areas
of Practice:

TECHNICAL

		FOUNDATION		INTERMEDIATE		ADVANCED
		Junior/Graduate	Coordinator	Advisor	Senior Advisor/Consultant	Manager/Principal Consultant
		0-1 years experience	2+ years experience	3+ years experience	5+ years experience	10+ years experience
TECHNICAL	Fundamentals of sustainability	Possesses a foundational knowledge and basic understanding of sustainability concepts, principles, practices, and challenges across governance, environmental, social, and economic dimensions, demonstrating an awareness of the fundamentals within the field.	Applies and expands on sustainability foundational knowledge, demonstrating the ability to coordinate and integrate concepts into real life scenarios, providing support in operations and projects across the governance, environmental, social, and economic aspects. Keeps abreast of developments in sustainability and has an awareness of relevant sustainability standards.	Exhibits an advanced understanding of sustainability fundamentals, standards and latest developments, and offers advisory support and insight into governance, environmental, social, and economic considerations. Contributes informed sustainability decision-making within the organisation.	Possesses extensive expertise in sustainability fundamentals and the implications of relevant standards and latest sustainability developments. Provides strategic guidance and mentorship on governance, environmental, social, and economic dimensions, while actively addressing complex challenges and driving continuous improvement.	Demonstrates leadership in implementing sustainability fundamentals, adhering to standards, and responding to the latest developments at a managerial level. Ensures integration into organisational strategies and guides teams to achieve sustainable outcomes across governance, environmental, social, and economic realms.
	Rating and management tools	Develops a foundational understanding of sustainability rating and management tools and their basic application in assessing and enhancing sustainability performance across the infrastructure lifecycle. Has undertaken some rating tool training and had exposure to rating tool submissions.	Applies sustainability rating and management tools to specific projects, understanding the data/ evidence which is required and participating in its collection to assess sustainability performance and to improve sustainability outcomes across the infrastructure lifecycle.	Demonstrates proficiency and experience in the application of sustainability rating and management tools. Can compile and interpret rating data/ evidence and provide guidance on rating tool integration within projects to enhance sustainability performance across the infrastructure lifecycle.	Exhibits advanced expertise in leveraging sustainability rating and management tools, can identify deficiencies in rating data/ evidence and suggest pathways for improvement, and can offer strategic insights on rating tool application to drive improved sustainability performance throughout the infrastructure lifecycle.	Understands the significance of rating tools, and leads the strategic implementation of sustainability rating and management tools across projects. Communicates and ensures a comprehensive and effective approach to enhance sustainability performance throughout the infrastructure lifecycle.
	Innovation	Demonstrates an awareness of innovation in infrastructure sustainability, contributing ideas and showing receptivity to new approaches. Actively engages in learning and seeks opportunities to understand and apply innovative sustainability concepts within infrastructure projects.	Actively participates in the ideation and implementation of innovative solutions within infrastructure sustainability, displaying a proactive mindset. Collaborates with teams to influence and enhance efficiency, showcasing a growing capability in driving sustainability outcomes through innovative practices.	Applies a proactive and forward-thinking mindset to identify, influence and monitor innovative approaches or trials in infrastructure sustainability to ensure feasibility and a return on investment. Provides guidance to teams on integrating new ideas, technologies, and processes, contributing to enhanced efficiency and sustainability outcomes in projects.	Demonstrates advanced abilities in fostering innovation within infrastructure sustainability with broad stakeholder groups, actively driving the development and introduction of new ideas and technologies, whilst also ensuring feasibility and a balance with returns on investment. Influences strategic decisions, contributing to efficiency improvements and maximising sustainability outcomes across diverse projects.	Exhibits leadership in developing, promoting and implementing innovation within infrastructure sustainability, driving teams and stakeholders to proactively introduce feasible new ideas, technologies and approaches and deliver returns on investment. Influences organisational strategies to maximise efficiency and sustainability outcomes across portfolios or programs.

		FOUNDATION		INTERMEDIATE		ADVANCED
		Junior/Graduate	Coordinator	Advisor	Senior Advisor/Consultant	Manager/Principal Consultant
		0-1 years experience	2+ years experience	3+ years experience	5+ years experience	10+ years experience
TECHNICAL	Social outcomes	Develops a foundational awareness of social outcomes in infrastructure sustainability, understanding the importance of positively impacting people and communities across the infrastructure lifecycle. Begins to contribute to areas such as stakeholder engagement.	Actively engages in fostering positive social outcomes within infrastructure projects, demonstrating a growing understanding of areas such as workforce, relationships with First Nations/Indigenous Peoples, community impacts and cultural heritage. Undertakes stakeholder engagement.	Applies a deeper understanding of social outcomes, influencing and guiding teams in thinking about cultural heritage, relationships with first nations/indigenous peoples and community impact and opportunities. Undertakes or guides more complex stakeholder engagement and actively identifies engagement opportunities.	Exhibits advanced abilities in identifying and driving social outcomes across the infrastructure lifecycle, influencing strategies that positively impact relationships with and bring benefits to local communities and first nations/indigenous peoples. Contributes to comprehensive community impact assessments, showcasing expertise in integrating social sustainability into project planning.	Demonstrates leadership in prioritising and achieving positive social outcomes on infrastructure projects, and champions the relationship between social benefit and organisational value. Shapes organisational strategies to enhance community impacts and opportunities, improve relationships with first nations/indigenous peoples and drive a culture of social sustainability.
	Energy and carbon	Develops foundational knowledge in the management, modelling, and monitoring of energy use and carbon emissions within the infrastructure lifecycle. Begins to contribute to data collection for reporting, monitoring and understanding best practice concepts and strategies for energy efficiency, low carbon products, decarbonisation and reduction. Has a developing awareness of net-zero commitments.	Actively contributes to the management and monitoring of energy and carbon on infrastructure projects, collecting and analysing data and applying foundational knowledge to support concepts and strategies for energy efficiency, low carbon products, decarbonisation and reduction methods. Collaborates with teams to align project goals with net-zero commitments.	Applies a deeper understanding of energy and carbon management, influencing and guiding project teams in modelling and monitoring processes and the interpretation and analysis of data for reporting. Demonstrates expertise in best practice strategies for energy efficiency, low carbon products, decarbonisation and reduction, renewable energy options and meeting net-zero commitments on infrastructure projects.	Exhibits advanced or specialist abilities in leading energy and carbon initiatives across the infrastructure lifecycle, influencing strategic decisions and applying sophisticated or bespoke modelling and monitoring techniques and data analysis. Contributes to organisational best practices in energy efficiency, low carbon products, decarbonisation and reduction initiatives, renewable energy and meeting net-zero commitments.	Demonstrates leadership in managing and optimising energy use and carbon emissions on infrastructure projects, overseeing advanced and latest modelling and monitoring processes. Shapes organisational strategies for energy efficiency, low carbon, decarbonisation and reduction practices, and renewable energy options and meeting net-zero commitments.
	Climate risk, adaptation and resilience	Develops and demonstrates foundational knowledge in assessing climate risk and developing adaptation measures for infrastructure assets. Understands the impacts of climate change and natural hazards. Begins to participate in research and data collection for risk assessments.	Actively participates in collecting and analysing data for climate risk assessments for infrastructure projects. Understands risk management fundamentals and the relevant standards such as ISO. Begins to apply knowledge and skills, collaborating with stakeholders to identify and implement adaptation measures.	Applies a deeper understanding of climate risk, guiding teams in comprehensive risk assessments and escalating risks to senior leaders or external stakeholders for input. Undertakes stakeholder engagement to develop adaptation measures. Contributes to planning for asset resilience and the resilience of infrastructure within communities.	Exhibits advanced abilities in leading climate risk assessments across the infrastructure lifecycle, supporting teams to engage with stakeholders regarding risk and influencing adaptation measures through strategic planning and stakeholder engagement. Contributes to organisational best practices in enhancing asset and community resilience within broader infrastructure systems.	Demonstrates leadership and the ability to influence others in managing climate risk, overseeing comprehensive assessments and developing adaptation measures for infrastructure projects. Leads resilience planning on infrastructure projects ensuring collaboration with interdependent projects and within wider infrastructure systems.

		FOUNDATION		INTERMEDIATE		ADVANCED
		Junior/Graduate	Coordinator	Advisor	Senior Advisor/Consultant	Manager/Principal Consultant
		0-1 years experience	2+ years experience	3+ years experience	5+ years experience	10+ years experience
TECHNICAL	Sustainable supply chain and procurement	Develops foundational knowledge in sustainable supply chain and procurement. Demonstrates an understanding of how to identify sustainability risks and opportunities. Begins to build relationships and work with procurement teams.	Actively engages in sustainable supply chain and procurement practices, collaborating with relevant procurement functions to facilitate delivery and identify and manage sustainability risks and opportunities. Shows an awareness of sustainable procurement standards such as ISO.	Provides guidance to teams on sustainable supply chain and procurement processes and standards. Demonstrates expertise in leveraging the procurement process to facilitate the delivery of priority sustainability outcomes within infrastructure projects, such as embedding circular economy or recycle first principles into a tender. Supports external engagement or supplier forum delivery.	Exhibits advanced abilities in leading sustainable supply chain and procurement initiatives, actively managing sustainability risks and opportunities and enabling continuous improvement. Influences strategic decisions to align the procurement process with priority sustainability outcomes. Leads external engagement or supplier forums in assessing or understanding sustainable alternatives for infrastructure projects.	Demonstrates leadership in sustainable supply chain and procurement, overseeing initiatives to identify and manage sustainability risks and opportunities and improve procurement. Shapes organisational strategies to integrate sustainability priorities into procurement processes and embeds a culture of sustainable procurement.
	Resource efficiency	Develops a foundational understanding of resource efficiency, lifecycle assessments, and the importance of optimising resource and economic efficiency while minimising pollution and waste in infrastructure projects. Develops a foundational understanding of legal and policy context in infrastructure projects.	Actively applies resource efficiency understanding, contributing to lifecycle assessments, optimising resource and economic efficiency and minimising pollution and waste across infrastructure projects. Engages in resource use modelling and planning, opportunity identification, collating data and implementing practices to manage and achieve waste minimisation targets.	Guides teams in resource efficiency and lifecycle assessments, ensures adherence to any legislation or regulation, and influences projects by setting targets to optimise resource and economic efficiency and minimise pollution and waste. Demonstrates proficiency in resource use modelling and planning, actively contributing to the integration of areas such as circular economy concepts.	Exhibits advanced abilities in leading resource efficiency initiatives, lifecycle assessments and applying value engineering principles. Influences projects, suppliers and stakeholders to make changes within a project to achieve optimal resource and economic efficiency and minimise pollution and waste. Contributes expertise in resource use modelling and planning and actively supports the achievement of circular economy outcomes.	Demonstrates leadership in optimising resource and economic efficiency, oversees comprehensive resource management planning and modelling and lifecycle assessments across infrastructure projects. Shapes organisational strategies for resource efficiency and circular economy and drives continuous improvement.
	Biodiversity	Develops a foundational understanding of biodiversity management, and the importance of protecting and enhancing terrestrial and aquatic ecology in infrastructure projects. Has had exposure to evidence-based approaches to identify, measure, and manage ecological values, impacts, and opportunities.	Actively applies biodiversity understanding, contributing to the protection and enhancement of terrestrial and aquatic ecology in infrastructure projects. Engages with evidence-based approaches for identifying, measuring, and managing ecological values, impacts, and opportunities including understanding technical ecological assessments. Has an understanding of the role of the TNFD initiative.	Guides teams in biodiversity management, influencing the use of evidence-based approaches to identify, measure, and manage ecological values, impacts, and opportunities in infrastructure projects. Demonstrates proficiency in interpreting best practice ecological impact assessment, actively implementing measures to avoid, minimise and remedy impacts. Understands and engages with the TNFD initiative framework.	Exhibits advanced abilities in leading biodiversity initiatives, influencing projects for the protection and enhancement of terrestrial and aquatic ecology. Contributes expertise in the use of evidence-based approaches for identifying, measuring, and managing ecological values, impacts, and opportunities. Takes a lead role in analysing ecological impact assessments, making recommendations and driving outcomes. Actively contributes to identifying risks and opportunities via the TNFD initiative framework.	Demonstrates leadership in biodiversity management and compliance, overseeing the creation of initiatives for the protection and enhancement of terrestrial and aquatic ecology across infrastructure projects. Shapes organisational practices to align with industry standards in evidence-based approaches and best practice ecological impact assessment. Manages risks and opportunities identified by the TNFD initiative framework.

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		Junior/Graduate	Coordinator	Advisor	Senior Advisor/Consultant	Manager/Principal Consultant
		0-1 years experience	2+ years experience	3+ years experience	5+ years experience	10+ years experience
TECHNICAL	Mechanical and physical principles of engineering	Develops a foundational understanding of the mechanical physical principles of engineering for the design, procurement and construction of sustainable infrastructure. Begins to collaborate with project design engineers and delivery teams.	Applies understanding of the mechanical physical principles of engineering contributing to the design, procurement and construction of sustainable infrastructure and the integration of sustainable practices in day to day project delivery. Collaborates with engineers and begins to influence the implementation and integration of sustainability requirements.	Guides teams in understanding the mechanical physical principles of engineering contributing to sustainable infrastructure design, procurement and construction. Builds relationships with project teams and engineers to influence the implementation and integration of sustainability requirements and promote risks and opportunities in value engineering and risk management.	Exhibits an advanced understanding of the mechanical physical principles of engineering in sustainable infrastructure. Influences projects and leaders, actively engaging with engineers regarding sustainability integration and outcomes. Leads in promoting risks and opportunities in value engineering and risk management.	Demonstrates leadership in integrating the mechanical physical principles of engineering in sustainable infrastructure design, procurement and construction. Shapes organisational sustainability practices. Proactively influences in regard to sustainability integration and investigates and promotes risks and opportunities in value engineering and risk management.



Capability Areas of Practice: **BUSINESS**



		FOUNDATION		INTERMEDIATE		ADVANCED
		Junior/Graduate	Coordinator	Advisor	Senior Advisor/Consultant	Manager/Principal Consultant
		0-1 years experience	2+ years experience	3+ years experience	5+ years experience	10+ years experience
BUSINESS	Change management	Demonstrates an awareness of change management concepts, theories and processes. Begins to support sustainability change management processes within a project or the organisation. Contributes to the development of change management plans.	Actively applies and takes ownership of tasks that relate to change management processes on infrastructure projects. Collaborates with teams to navigate and implement sustainability-driven changes, incorporating change management practices and processes. Develops change management plans or implementation plans.	Guides teams in change management for infrastructure development to drive the incorporation of sustainable practices throughout the asset lifecycle. Demonstrates proficiency in navigating and implementing changes that drive positive environmental, social, and economic outcomes. Undertakes change impact or readiness assessments and monitors systems assessing performance and change progress.	Exhibits advanced abilities in change management associated with leadership, knowledge sharing, partnership, systems thinking and strategic vision. Influences projects, actively navigates complex changes to drive positive environmental, social, and economic outcomes. Develops change strategies for the organisation, engages with stakeholders to manage change impacts and develops systems for the ongoing monitoring of performance and change progress.	Demonstrates leadership in change management for large and complex infrastructure projects to drive sustainability outcomes. Shapes organisational strategy to align with industry standards and foster innovation, implementing changes for positive sustainability outcomes. Builds networks and influence which can be leveraged to minimise change impacts on infrastructure projects.
	Construction planning process	Develops a foundational understanding of the construction planning process and the importance of integrating sustainable design and delivery. Begins to participate in sustainability assessments of construction options and support teams to organise resources and tasks.	Actively engages in the construction planning process and advocates for the integration of sustainable design and delivery practices on infrastructure projects. Collaborates with project teams and stakeholders to undertake sustainability assessments, investigate opportunities and coordinate resources and tasks.	Guides teams participating in the construction planning process to ensure the integration of sustainable design and delivery practices. Advises on sustainability assessments, sustainable design opportunities and areas for investigation. Demonstrates proficiency in organising resources and tasks across the construction project lifecycle.	Exhibits advanced abilities in the integration of sustainable design and delivery practices during the construction planning process. Leads teams in identifying and investigating sustainable opportunities and undertaking sustainability assessments. Provides expertise in optimising sustainability outcomes and fostering innovation across the infrastructure lifecycle.	Demonstrates leadership and shapes organisational strategy to ensure the integration of sustainable design and delivery practices during construction planning processes. Develops relationships and networks to optimise sustainability outcomes and innovation across the construction project lifecycle.
	Data literacy	Develops foundational data literacy skills and understanding, and begins to analyse data to support sustainable practices.	Actively applies data literacy skills, analysing data to provide information to decision-makers to inspire innovation and drive the implementation of sustainable practices.	Guides teams in data literacy, influencing the effective utilisation of data for informed decision-making and the implementation of sustainable practices.	Exhibits advanced data literacy abilities, leading teams in analysing and utilising data for strategic initiatives and innovation to achieve sustainability outcomes.	Demonstrates leadership in data literacy, shaping organisational strategies and practices to effectively use data in decision-making and innovation in infrastructure sustainability.

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		Junior/Graduate	Coordinator	Advisor	Senior Advisor/Consultant	Manager/Principal Consultant
		0-1 years experience	2+ years experience	3+ years experience	5+ years experience	10+ years experience
BUSINESS	Design reviews	Develops a foundational understanding of the design review process on an infrastructure project and the importance of integrating sustainable design practices to optimise sustainability outcomes. Begins to participate in sustainability assessments of design options.	Actively engages in sustainability assessments during design reviews and advocates for sustainable design practices on infrastructure projects. Collaborates with project teams and stakeholders to investigate opportunities, align with industry standards and apply sustainability principles.	Guides teams through comprehensive sustainability assessments during design reviews, identifying opportunities, ensuring alignment with industry standards and advocating for the adoption of sustainable design concepts. Advises project teams regarding sustainable design opportunities and areas of investigation.	Exhibits advanced abilities in leading sustainability assessments during design reviews, and driving the integration of sustainable design and delivery practices throughout project design and development. Provides expertise to project teams to identify and investigate sustainable design opportunities and innovation across the infrastructure lifecycle.	Demonstrates leadership in overseeing sustainability assessment during design reviews on infrastructure projects. Develops a culture of innovation in sustainable design within the team or organisation. Cultivates relationships and networks to champion sustainable design and innovation and set industry standard for sustainability in design.
	Environmental management	Develops a foundational understanding of environmental management practices, the associated legislation, the environmental impacts associated with infrastructure projects and assets, and the processes and systems for managing and mitigating those impacts. Begins to participate in project environmental impact assessments.	Actively contributes to identifying, managing and mitigating environmental impacts on infrastructure projects. Develops a deepening understanding of environmental management legislation and compliance. Liaises with teams and stakeholders to undertake environmental impact assessments, advocating for enhanced and restorative environmental and community outcomes.	Guides teams in the processes and systems for identifying, managing and mitigating environmental impacts on infrastructure projects and ensuring compliance to environmental management legislation. Coordinates teams and stakeholders to undertake environmental impact assessments, advocating for enhanced and restorative environmental and community outcomes.	Exhibits advanced abilities in leading environmental impact assessments on infrastructure projects and ensuring compliance to environmental management legislation. Steers teams and stakeholders in the successful execution of environmental management practices. Uses relationships to advocate for environmental management practices and the delivery of enhanced and restorative environmental and community outcomes.	Demonstrates leadership in environmental management on infrastructure projects. Leads and motivates teams in the execution of environmental management practices and contributes to organisational strategy regarding environmental management. Develops networks to champion and encourage innovation in environmental management and the delivery of enhanced and restorative environmental and community outcomes.
	ESG reporting, sustainability reporting	Develops a foundational understanding of ESG reporting, sustainability reporting standards (e.g. GRI, IIR) and evolving regulatory requirements (e.g. related to TCFD, TNFD). Begins to learn how to document and analyse environmental, social, and governance (ESG) performance for different audiences. Contributes to the preparation of organisational ESG or sustainability reports.	Actively applies ESG reporting skills, documenting and analysing ESG performance for different audiences and ensuring adherence to relevant sustainability standards, disclosure requirements and evolving regulatory requirements. Participates in organisational reporting, collating and analysing data and preparing sustainability or ESG reports.	Guides teams in ESG reporting, understanding different audiences and managing the documentation and analysis of environmental, social, and governance performance and the adherence to relevant sustainability standards, disclosure requirements and evolving regulatory requirements. Demonstrates proficiency in developing reports and integrating sustainability reporting into regular business operations.	Exhibits advanced abilities in leading ESG reporting initiatives and understanding the relevant ESG reporting standards and regulatory requirements. Manages the analysis of environmental, social, and governance performance for a variety of audiences. Guides teams effectively, steering them toward best practice sustainability reporting and understanding the evolving regulatory environment.	Demonstrates leadership in key ESG reporting topics, overseeing initiatives to document and analyse environmental, social, and governance performance for key audiences. Drives the integration of transparent and comprehensive sustainability reporting into routine business operations, ensuring adherence and understanding of relevant ESG standards and the evolving regulatory environment.

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		Junior/Graduate	Coordinator	Advisor	Senior Advisor/Consultant	Manager/Principal Consultant
		0-1 years experience	2+ years experience	3+ years experience	5+ years experience	10+ years experience
BUSINESS	Interpreting technical information	Develops foundational skills in interpreting technical information for sustainable infrastructure delivery, learning to comprehend and interpret technical data. Begins to contribute to the analysis and translation of technical information.	Actively applies skills in interpreting technical information, contributing to the analysis and translation of technical data for project decision making to ensure sustainable infrastructure delivery.	Guides teams in interpreting technical information, managing the analysis and translation of technical data for sustainable infrastructure delivery. Demonstrates proficiency in providing understandable and actionable insights for organisational or project decision making.	Exhibits advanced abilities in the interpretation of technical information, ensuring accurate analysis and translation of technical data for sustainable infrastructure delivery decision making. Guides teams in providing understandable and actionable insights to achieve sustainability goals and the integration of sustainable practices.	Demonstrates leadership in interpreting technical information, overseeing the analysis and translation of technical data for sustainable infrastructure delivery and the integration of sustainable practices. Leads the preparation and presentation of findings, insights and recommendations for organisational decision makers.
	Project management	Develops foundational project management skills in infrastructure sustainability design and delivery, applying / implementing project management tools and methodologies for planning, scheduling, and budgeting. Begins to contribute to developing project management documentation and undertaking project coordination activities.	Actively applies project management skills, undertaking systematic planning, scheduling, and budgeting for infrastructure projects in sustainability. Identifies opportunities and risks related to environmental, economic, social, and governance outcomes. Develops and monitors project documentation and coordinates project activities within a team.	Guides teams in project management for infrastructure sustainability, applying systematic planning, scheduling, and budgeting. Demonstrates proficiency in identifying opportunities and mitigating project risks associated with environmental, economic, social, and governance outcomes. Manages project delivery activities with teams and stakeholders, including the escalation of risk. Develops documentation for project governing bodies.	Exhibits advanced project leadership capabilities, providing direction and support to project teams for achieving sustainability goals. Guides teams effectively through complex challenges and project risks, demonstrating a strong commitment to delivering environmental, economic, social, and governance outcomes. Leads small groups of project managers and coordinators, project team meetings and the development of reporting documentation for project governing bodies.	Demonstrates leadership in driving sustainability within project teams, providing strategic direction and support to achieve sustainability goals. Oversees effective communication and collaboration, ensuring the integration of sustainable practices in project delivery. Leads large teams of project managers and coordinators. Attends meetings with and presents project reports or information to senior leaders and project governing bodies.
	Stakeholder engagement	Develops foundational stakeholder engagement skills in infrastructure sustainability, learning to collaborate and communicate with diverse stakeholders (internal and external) to foster transparency and build positive relationships. Begins to take part in stakeholder engagement activities.	Actively applies stakeholder engagement skills, collaborating and communicating with diverse stakeholders (internal and external) to build positive relationships and foster transparency in infrastructure sustainability. Contributes to or undertakes minor stakeholder engagement.	Guides teams in stakeholder engagement (internal and external) for infrastructure sustainability, managing collaboration and communication with diverse stakeholders to integrate sustainability practices or drive sustainability outcomes. Undertakes or guides more complex stakeholder engagement and actively identifies external engagement opportunities.	Exhibits advanced abilities in managing and engaging with stakeholders (internal and external) in order to collaborate and deliver positive environmental, economic, social, and governance outcomes for people and the planet. Leads stakeholder engagement activities and manages key external stakeholder relationships on behalf of the organisation.	Demonstrates leadership in stakeholder management, leading and planning complex engagements and consultations to ensure holistic responses to sustainability challenges or opportunities. Represents the organisation and leads engagement at large stakeholder events. Fosters existing or develops new relationships with a variety of external stakeholders relevant to organisational goals and strategies.

**Capability Areas
of Practice:**

CORE



CAPABILITY AREAS OF PRACTICE - CORE

		FOUNDATION		INTERMEDIATE		ADVANCED
		Junior/Graduate	Coordinator	Advisor	Senior Advisor/Consultant	Manager/Principal Consultant
		0-1 years experience	2+ years experience	3+ years experience	5+ years experience	10+ years experience
CORE	Critical thinking and problem solving	Demonstrates foundational skills in critical thinking and problem solving. Can apply basic problem-solving techniques to address challenges and support sustainable practices or delivery.	Exhibits proficient abilities in critical thinking and problem solving. Applies problem-solving strategies to navigate challenges and engages with solution focused approaches that advance sustainable practices or delivery.	Displays adept skills in critical thinking and problem solving. Ability to apply innovative problem solving techniques to overcome challenges and drive delivery to achieve sustainable practices or outcomes.	Demonstrates advanced proficiency in critical thinking and complex problem solving. Ability to apply creative problem-solving methods to navigate complex challenges and foster innovative approaches for sustainable practices or delivery.	Exercises strong leadership in critical thinking and problem solving. Leads sophisticated problem-solving to address multifaceted challenges and drive decision making in integrating sustainable practices or delivering sustainable outcomes.
	Collaboration	Demonstrates a willingness to contribute to collaborative tasks and team projects. Actively participates in discussions, and shares information and updates with team members.	Engages in collaboration with team members or other teams and stakeholders to share insights to achieve project milestones. Demonstrates a proactive approach to cooperation and collective strength.	Facilitates collaboration amongst teams and stakeholders, leveraging collective strengths and knowledge to drive sustainability outcomes and effectively integrate sustainable practices into business operations or project delivery. Demonstrates adeptness in collaboration and codesign and contributes expertise and insights to collaborative discussions.	Champions collaboration at a strategic level across external partners and stakeholders to drive sustainability outcomes. Integrates sustainable practices into business operations or project delivery. Fosters a culture of collaboration and identifies team and individual strengths. Establishes partnerships and alliances to leverage resources and expertise. Resolves conflicts and navigates challenges in collaborative effort.	Leads large-scale collaborative projects or programs. Engages with senior leadership and external stakeholders for collaborative decision-making. Exhibits mastery in leveraging collective strengths and fostering a collaborative environment. Develops collaborative networks and communities of practice within the industry.
	Coping with uncertainty and ambiguity	Demonstrates the ability to adapt and make informed decisions when faced with uncertain or ambiguous situations. Begins to apply this ability to sustainability concepts and challenges.	Effectively navigates uncertainty and ambiguity to inform decisions. Fosters adaptability and develops contingency plans or alternative strategies to address uncertainties. Communicates effectively about uncertainties and keeps stakeholders informed.	Assesses complex and ambiguous situations within area of expertise. Develops methodologies for managing uncertainty and risk. Provides guidance and support to junior team members in coping with ambiguity. Engages stakeholders in discussions about uncertainties and potential impacts.	Leads initiatives or projects which involve high levels of uncertainty and ambiguity. Anticipates and proactively addresses potential risks and challenges. Develops long-term strategies for managing uncertainty across the organisation. Influences decision-making processes by providing insights into uncertainties. Collaborates with external partners or experts to gain insights and mitigate risks.	Builds a culture of resilience, adaptability and proactive risk management. Leads by example, demonstrating agility, decisiveness, and strategic thinking in uncertain situations. Engages with senior leadership on strategic initiatives related to uncertainty management. Develops robust processes, tools and methodologies for dealing with uncertainty.

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		Junior/Graduate	Coordinator	Advisor	Senior Advisor/Consultant	Manager/Principal Consultant
		0-1 years experience	2+ years experience	3+ years experience	5+ years experience	10+ years experience
CORE	Negotiation and influencing	Participates and provides input into team discussions. Demonstrates foundational skills in negotiating and influencing.	Actively engages in negotiation and influencing and navigates competing views to build consensus. Demonstrates the ability to build relationships and influence project outcomes.	Applies nuanced negotiation and influencing techniques to stakeholder or team member discussions. Skilfully navigates discussions to build consensus on project objectives or strategic initiatives. Influences decision-making processes within area of expertise through data-driven insights and persuasive communication. Collaborates cross-functionally, building alliances and networks to achieve mutual goals and objectives.	Exhibits advanced capabilities in negotiation and influencing. Leads negotiations with senior stakeholders, external partners, or clients on complex projects or contracts. Leads discussions and builds and maintains strategic alliances and partnerships, leveraging interpersonal influence to drive long term success.	Demonstrates leadership in negotiation and influencing, effectively navigating competing views to build consensus. Represents the project or organisation in high-stake negotiations with key stakeholders, regulatory bodies or industry partners. Uses influence to shape project culture and direction.
	Leadership	Articulates personal values, demonstrates transparency, honesty and integrity. Acts in accordance with project or organisational values. Fosters a growth mindset, learning from setbacks, reflecting and applying feedback.	Leads specific tasks within a project team. Provides guidance to junior team members. Works closely with teams, assisting with activities to achieve shared goals. Offers constructive suggestions when participating in decision-making or planning activities.	Begins to exhibit leadership, influencing teams and stakeholders to implement sustainable practices and drive positive outcomes in project delivery. Demonstrates a commitment to continuous learning and professional development.	Identifies different types of leadership challenges (e.g. simple, complicated/technical, complex/adaptive or chaotic/crisis) which can arise on infrastructure projects and then chooses appropriate leadership style to address them and achieve sustainable outcomes. Mentoring or coaching junior staff and inspiring teams and stakeholders to commit to sustainability practices or goals.	Demonstrates a long-term, eco-centric and connected world view of infrastructure and fosters senior level professional relationships and networks. Contributes to organisational strategies and project delivery processes regarding sustainable infrastructure development. Mentors and coaches intermediate level staff.
	Understanding biases	Demonstrates awareness of common biases such as confirmation bias. Seeks opportunities to learn about biases through training or on-the-job study. Shows openness to feedback regarding biases.	Exhibits effective awareness and management of bias by actively identifying within oneself and others and implementing mitigations to minimise bias in project delivery and organisational processes. Begins to consider biases when interpreting data, feedback or information from different sources.	Demonstrates adeptness in understanding a number of common workplace biases, such as confirmation bias, similarity bias, affinity bias and the contrast effect, by identifying and mitigating biases and implementing proactive measures to minimise bias in decision-making and ensure fair and equitable outcomes.	Displays advanced proficiency in understanding and managing bias by leading efforts to create awareness, identify biases and implement robust strategies to mitigate their impact on team members and stakeholders.	Exercises strong leadership in understanding bias by championing inclusive practices, creating awareness of biases, and implementing comprehensive strategies to mitigate their influence on sustainability decision-making processes and outcomes, ensuring fairness and equity across teams and initiatives.

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		Junior/Graduate	Coordinator	Advisor	Senior Advisor/Consultant	Manager/Principal Consultant
		0-1 years experience	2+ years experience	3+ years experience	5+ years experience	10+ years experience
CORE	People management	Demonstrates understanding of and empathises with colleagues' perspectives, emotions, and needs. Builds rapport with colleagues and fosters a positive work environment.	Exhibits foundational people management skills by coordinating and guiding team members. Contributes to team collaboration creating a positive team environment. Encourages and motivates others.	Demonstrates people management abilities by providing guidance and support to junior team members. Fosters a culture of collaboration and inclusivity that optimises team performance to achieve sustainability outcomes. Collaborates with other teams or departments on cross-functional initiatives.	Undertakes people and performance management on infrastructure projects and contributes to the professional development of team members. Cultivates a culture of excellence and innovation in sustainability practices, inspiring and empowering individuals to maximise their potential and drive meaningful impact across projects and initiatives. Assists in developing and implementing people management strategies. Participates in decision-making processes related to team management.	Exercises strong leadership in people and performance management and maintaining high performing teams. Considers and manages the wider development and career pathways of individuals. Implements a culture of accountability and collaboration and optimises team performance to achieve sustainable outcomes on projects and for the organisation. Collaborates with senior leadership on strategic workforce planning and talent development. Plays a key role in resolving complex people management issues and conflicts.
	Communication	Demonstrates the ability to effectively convey information in a clear manner. Listens actively and asks clarifying questions to ensure understanding. Uses appropriate communication channels based on context. Seeks feedback on communication style and actively works on improving it.	Exhibits proficient communication abilities in conveying information and promoting key messages regarding sustainable practices and outcomes on projects. Uses effective communication and writes clear and professional emails, notes and technical reports to collaborate with teams and stakeholders to achieve shared objectives. Participates in presentations or discussions related to specific projects or initiatives.	Displays adept communication skills in effectively conveying information and promoting key messages to advance sustainable practices or goals on projects. Shows a strong understanding of how and why good communication drives team performance and stakeholder commitment towards common goals. Facilitates meetings and workshops ensuring active participation and engagement. Acts as a liaison between different teams or departments, fostering knowledge sharing. Represents the team or department in external communications or client interaction.	Demonstrates advanced communication proficiency. Handles challenging or sensitive communication situations with professionalism and tact. Influences and persuades key stakeholders through effective communication. Develops and implements communication strategies. Leads communication efforts for major projects and initiatives.	Exercises strong leadership by effectively conveying strategic information and setting the tone for effective communication within the team and across stakeholder groups. Provides regular updates and transparent communication on organisation or project goals, strategies, and performance. Ensures that communication channels are clear, open, and accessible to all team members. Acts as a spokesperson or ambassador in external communications. Manages crisis communication situations, remaining calm and confident while addressing concerns.



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