Chartered Member – Competency Requirements

Additional Landscape Competencies
Members will be required to meet a selection of these competencies based on their knowledge and experience.

All applicants
All applicants for chartered membership must achieve all Core Landscape Competencies and five Additional Landscape Competencies (16 competencies in total) to the following levels:
9 competencies to Level B (this must include Sustainability, Climate and Resilience) and;
7 competencies to Level C

Choices must:
Be no more than 1 from:
• Contract administration (must be taken to level B by anyone wishing to work as a Contract Administrator)
• Contract management
And no more than 2 from:
• Design – garden
• Design – landscape
• Design – public realm

Chartered Landscape Architect Pathway
Subject to the requirements for all applicants those wishing to use the title Chartered Landscape Architect must include in their choices:
A minimum of 1 at Level B from:
• Design – garden
• Design – landscape
• Design – public realm
A minimum of 2 (at Level B or C) from:
• Contract administration or Contract management
• Landscape assessment
• Landscape construction (materials and systems)
• Landscape planning and/or policy
• Master planning
• Planting and horticulture
• Procurement and tendering
• Visualisation and photography
• Water management

Core Landscape competencies

Professional competencies
Members need to achieve all competencies at levels indicated:
Level B
Level C
Level D

These competencies are common across all professional sectors.
**Technician – Competency Requirements**

### Additional Landscape Competencies

Members will be required to meet a selection of these competencies based on their knowledge and experience.

#### All applicants

All applicants for Technician Membership must achieve all the Core Landscape Competencies and either one or two Additional Landscape Competencies to the following levels:

- **7 to Level D**
  - AND EITHER:  
    - **5 to Level C** (which must include Sustainability, Climate and Resilience)  
    - OR:  
      - **1 to Level B** and **3 to Level C** (one of the Level C choices must be Sustainability, Climate and Resilience)

Choices must:

- **Be no more than 1 from:**
  - Contract administration (must be taken to level B by anyone wishing to work as a Contract Administrator)
  - Contract management

- **And no more than 1 from:**
  - Design – garden
  - Design – landscape
  - Design – public realm

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**Core Landscape competencies**

Common across all landscape sectors, these competencies define the unique nature of our profession. All future members will be required to meet them at some level.

**Professional competencies**

Members need to achieve all competencies at levels indicated:

- **Level D**
- **Level C**

Plus one from the list to Level C.
### Professional competency areas

#### Communication, negotiation, influencing and engagement

<table>
<thead>
<tr>
<th>Competency</th>
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</tr>
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<tbody>
<tr>
<td><strong>Communication, negotiation, influencing and engagement</strong></td>
<td>This competency looks at the way in which a landscape professional communicates both with colleagues and consumers of landscape services. Landscape professionals competent in this area understand and use appropriate, clear and concise written and verbal communication for specific circumstances and audiences. They engage effectively with stakeholders and are able to effectively influence others and negotiate to reach agreement and resolve conflicts.</td>
<td>Demonstrates an understanding of the importance of appropriate communication and the need to gain support for specific ideas.</td>
<td>Contributes to the provision of appropriate communications. Can gain support for ideas in order to advance the objectives of specific projects and influence outcomes.</td>
<td>Employs communication appropriate to a variety of audiences. Is able to build strong working relationships with others and is able to present key points persuasively.</td>
<td>Is an authority on the provision of written and oral advice on situations of varying complexity. Is expert in the negotiation of difficult situations and has substantial impact, achieving positive outcomes.</td>
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</tbody>
</table>

### Data management

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<tr>
<td><strong>Data management</strong></td>
<td>Hold, use and share information and data adopting appropriate security measures and understands and applies relevant legal and ethical standards and organisational data management procedures.</td>
<td>To be competent you will need to demonstrate that you:</td>
<td>Can:</td>
<td>Can:</td>
<td>Are called upon to:</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>• Oral, written and graphic communications appropriate to specific audiences</td>
<td>• Communicate in ways that are appropriate to a variety of audiences.</td>
<td>• Share data appropriately and in accordance with legal and regulatory requirements.</td>
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<td></td>
<td>• The need to gain support for ideas in order to advance the objectives of specific projects and influence outcomes</td>
<td>• Gain support for own ideas in order to advance the objectives of specific projects and influence outcomes</td>
<td>• Develop effective relationships with others.</td>
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<td>• Present key points persuasively.</td>
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<td>• Challenge constructively</td>
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**Landscape Institute entry standards competency framework – Professional competencies**

December 2020
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<tr>
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<tr>
<td>Digital practice</td>
<td>Uses digital technology and media to perform tasks, solve problems, communicate, manage information, collaborate and create.</td>
<td>Demonstrates an understanding of digital technology, media and software</td>
<td>Contributes to the use of digital technology, media and software</td>
<td>Uses typical digital technology, media and software</td>
<td>Is an authority on the use of digital technology, media and software.</td>
</tr>
<tr>
<td>Economic systems and context</td>
<td>Understands and applies the system of production, resource allocation and distribution of goods and services relevant to a country/nation of practice.</td>
<td>Understand: • Office software used for the preparation of business communications • Digital tools for communicating and networking including email and social media • Digital tools for managing information • Protocols and legal requirements regarding digital communication • Basic principles of digital technologies relevant to the area of practice</td>
<td>Can: • Use commonly used office software to prepare simple business communications • Use digital tools for business communication including email and social media • Apply appropriate protocol and legal requirements • Applies basic principles of digital technologies relevant to the area of practice</td>
<td>Can: • Use office software for complex business communication including reports • Develop a professional network via social media • Use digital technologies relevant to the area of practice</td>
<td>Are called upon to: • Advise others on the use of digital technologies and software • Provide training and CPD for others • Write policies, procedures and guidelines • Undertake research</td>
</tr>
</tbody>
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**TECHNICIAN PYRAMID**

**CHARTERED MEMBER PYRAMID**

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<tr>
<td>Economic systems and context</td>
<td>Understands and applies the system of production, resource allocation and distribution of goods and services relevant to a country/nation of practice.</td>
<td>Understand: • The meaning of macro economics including fiscal and monetary policies relevant to the country of practice • The meaning of microeconomics • Market economics and supply and demand • The structure, organisation and management of businesses • Business economics including employment, pricing, competition and marketing • The role of a Government as a regulator • Accounting principles and procedures</td>
<td>Can: • Assist in making a productive contribution to a business • Assist in setting costs/prices/fees • Analyse a market • Contribute to the marketing, promotion of a business • Contribute to complying with Government regulation on businesses • Work to agreed terms of business</td>
<td>Can: • Analyse market conditions • Assess financial viability of an organisation • Manage work • Sets costs/prices for work/services • Agrees terms of business</td>
<td>Is called upon to: • Advise others on economics and pricing • Provide training and CPD for others • Write policies, procedures and guidelines • Undertake research</td>
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<td>Equality and diversity</td>
<td>Treats all individuals with respect, responds sensitively to differences and encourages others to do likewise. Seeks to ensure equality of opportunity for all. Supports principles of fairness of opportunity for all. Plays a part in creating a culture and practice that recognises, respects and values people’s differences for the benefit of all.</td>
<td>Demonstrates an understanding of the need to deliver services and interact with others in ways that show support for equality and diversity. Demonstrates an understanding of what discrimination looks like and what to do about it if it occurs.</td>
<td>Contributes to the delivery of landscape services in a way which demonstrates support for equality and diversity. Is able to identify discriminatory behaviour and deal with it in the appropriate way.</td>
<td>Undertakes active promotion of equality and diversity in the workplace and consistently evaluates the level of entity/firm/organisational commitment to this area. Is a role model for inclusivity.</td>
<td>Is an authority on equality and diversity law and practice relevant to the landscape profession. Is the go to expert on organisational methods and processes used to resolve equality related issues.</td>
</tr>
<tr>
<td>Governance of societies (legal and political)</td>
<td>Understands and has the ability to work within the political and legal framework of the countries/nations of practice.</td>
<td>To be competent you will need to demonstrate that you:</td>
<td>Can: Work within the political framework of your country of practice</td>
<td>Can: Advise on compliance with legislation or regulation (relevant to your area of practice)</td>
<td>Are called upon to:</td>
</tr>
<tr>
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<td>Understand: • Principles of equality and diversity  • The need to deliver services and interact with others in ways that show support for equality and diversity. • The need to act in accordance with firm/organisation/entity diversity policies and to treat others with dignity and respect.  • What discrimination looks like and what to do about it if it occurs.</td>
<td>Can: • Deliver services in a way which demonstrates your support for equality.  • Identify discriminatory behaviour and report it to the relevant authorities.  • Deliver services in accordance with firm/organisation/entity diversity policies.  • Deliver services in ways that recognise the existence of the protected characteristics.  • Identify where your own behaviour affects others and are able to mitigate any impacts where this undermines equality.</td>
<td>Can: • Promote equality in the workplace  • Evaluate the extent to which organisation/firm/entity equality policy is applied both by yourself and others.  • Identify discriminatory behaviours or trends and seeks out opportunities to address these.  • Enable others to promote equality.  • Develop a culture of inclusivity and supports individuals exercising their rights under policy or law.</td>
<td>Are requested:  • Advise on cultural change that is needed to promote equality and diversity.  • Identify organisational methods and processes which could be used to resolve equality related issues raised in the workplace.  • Evaluate and advise on the effectiveness of organisational equality policy and the appropriateness of measures in place to meet legal equality requirements.</td>
</tr>
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## Health and safety

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<td></td>
<td>Complies with relevant health and safety legislation and regulation and organisational policies. Manages risk including the identification of hazards, assessment of risks and implementation of control measures. Manages own personal safety and that of others.</td>
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<td></td>
<td>Is an authority on Health and Safety law and H&amp;S organisational policy processes. Is the go to expert on health and safety as it relates to job CDP relating to different organisational job roles.</td>
</tr>
</tbody>
</table>

To be competent you will need to demonstrate that you:

- Understand:
  - Health and Safety law
  - Organisational policies
  - What health and safety hazards are relevant to your role
  - The range of health and safety issues can that can arise in the course of delivering your role.
  - The impact on different people of different health and safety issues.
  - How to identify a health and safety risk in the delivery of landscape services and identify appropriate controls.

- Can:
  - Apply relevant health and safety law in the workplace and to site based work.
  - Apply an organisation’s safety and health management systems and policies
  - Contribute to reducing health and safety risks
  - Follow organisational policies for own personal safety

## Management of organisations and services

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<td></td>
<td>Contributes to the operational, financial, strategic, people and risk management of practices and organisations providing landscape services. Delivers high standards of client and customer care.</td>
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<td></td>
<td>Is an authority on strategic objective development and implementation and provides advice to the senior levels of the organisation on this.</td>
</tr>
</tbody>
</table>

To be competent you will need to demonstrate that you:

- Understand:
  - The different types of organisation within which a Landscape Professional may work
  - What the firm/organisation/entity does, how it is structured and what your role and place is within that structure
  - Which markets your firm/organisation works within and how it operates both in the short and long term
  - The decision-making structure of your entity/organisation/firm and how operational and strategic decisions are made
  - The LI Code of Conduct and how it relates to own role and what you must do to practice in accordance with it.
  - Relevant insurances for employers and the public

- Can:
  - Explain what the firm/organisation/entity strategic objectives are, where these are set out and how the different roles (including yours) contribute towards them
  - Explain how organisational/organisational/organisation/enterprise risk is identified and what processes are in place to manage risk effectively
  - Promote the LI Code of Conduct and how to work within this

- Can:
  - Contribute and refer to strategic aims/objectives of the entity and the LI in delivery or management of landscape services
  - Identify areas for improvement in working with the LI Code and take action according to entity policy
  - Identify and manage risk

- Are asked to:
  - Evaluate and revise entity strategic, people and risk management policy and associated processes.
  - Advise and provide guidance to others on best practice in customer care and professionalism in service delivery, with reference to entity and LI standards.
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<tr>
<td>People management and leadership</td>
<td>Manages people development, their work activities and performance. Continuously improves team performance and shows leadership to influence, motivate, and enable others to to maximise their contribution to the business.</td>
<td>Demonstrates an understanding of what people management covers, including giving and receiving performance enhancing feedback. Understands the need to have clear performance expectations and an evaluation process.</td>
<td>Contributes to the giving and receiving of performance improvement feedback and sets/monitors SMART performance objectives. Can undertake challenging performance conversations and can delegate where necessary.</td>
<td>Undertakes coaching to help others towards improved performance and motivates others. Adapts your own leadership style according to the individual concerned.</td>
<td>Is an authority on organisational performance management processes and structures. Is asked to mentor senior leaders. Is the go to expert on performance management.</td>
</tr>
</tbody>
</table>

To be competent you will need to demonstrate that you:

**Understand:**
- The essential components of good people management including employees, volunteers and others
- The need for and purpose of giving and receiving performance enhancing feedback
- The need to have clear performance expectations and a process by which this can be evaluated
- Employer duties and contracts of employment

**Can:**
- Receive and act upon performance improvement feedback.
- Set and monitor progress against SMART performance objectives
- Delegate tasks where necessary to appropriate individuals or teams at appropriate times
- Show leadership within a team

**Can:**
- Coach junior individuals/teams towards improved performance, to help them overcome challenges, identify solutions and make decisions.
- Motivate others, demonstrating an understanding of the different ways of motivating individuals in the team, understanding and showing knowledge of individual learning styles.
- Constructively address under performance by others
- Adapt your own leadership style according to individual levels of competence and commitment to the task.

**Are asked to:**
- Advise on and review organisational performance management processes and structures in order to improve service delivery and professional development of individuals.
- Mentor and coach senior leaders within the firm/organisation/entity.
- Deliver training on performance management techniques.
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<tr>
<td>Professional judgment, ethics and values</td>
<td>Complies with the Landscape Institute’s Code of Conduct and Charter and relevant laws relating to professional responsibility relevant to the country of practice. Fosters and maintains a professional working relationship with clients and customers, and shows commitment to reflective practice and to developing and maintaining competence.</td>
<td>Demonstrates an understanding of relevant law and regulation and, at a high level, how to deliver landscape services in accordance with all of these.</td>
<td>Contributes to the delivery of landscape services in accordance with LI best practice guidance. Can identify ethics issues as they arise in the workplace and identify solutions. Actively seeks out professional development to improve practice.</td>
<td>Undertakes professional development in relation to yourself and colleagues. Undertakes the provision of advice and guidance to others on the LI Code and relevant law. Is a role model on best practice in customer service.</td>
<td>Is an authority on professional standards and competence in delivery across your organisation. Is the expert on professional negligence and misconduct or where the firm/organisation/entity may be legally liable. Can advise in these situations.</td>
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<tr>
<td>Project management</td>
<td>Plans, structures and prioritises own work to achieve results. Uses appropriate processes, methodologies, tools and techniques to manage projects effectively. Manages time, budget and risk and evaluates projects. Manages conflicts and adopts appropriate methods of conflict avoidance and resolution. Demonstrates an understanding of basic project management e.g. contracts, procurement, quality control and progress management. Understands the scope of a project and its objectives. Contributes to project proposals and is able to prepare a project plan. Can use different, appropriate project planning, modelling methods and tools and can explain the reason for the selection of particular models over others. Undertakes project planning in relation to complex/large-scale projects. Develops and implements effective mechanisms for specific aspects of projects. Can deal with changes in delivery without affecting outcomes.</td>
<td>Is an authority on project planning and management. Is the organisational expert on standards for initiation and planning of projects and programs. Advises on effective control and response systems.</td>
<td>To be competent you will need to demonstrate that you: Understand: • The formal requirements of project management e.g. contracting, procurement, quality control and progress management • The scope of specific project objectives • Team/own responsibilities under the project plan • Overall project goals, dependencies and business value Can: • Prepare project proposals that are credible and technically complete • Prepare a project strategy, scope, business case, and assessment of time, costs, risks and probabilities • Undertake supervised project contracting, procurement, quality control and progress management • Select and use different, appropriate modelling methods and tools • Explain your general understanding of assumptions and limitations relevant to the project Can: • Plan projects in a credible, complete and transparent way in relation to complex/large-scale projects • Include in your planning: strategy, scope, business case, and assessment of time, costs, risks and probabilities • Develop and implement effective control and response mechanisms for specific aspects of projects • Handle minor variations/unforeseen changes without affecting outcomes • Select and use modelling tools and methods, as appropriate and applies understanding of project assumptions and limitations Are asked to: • Set direction, policies and standards for initiation and planning of projects and programs • Ensure these are consistent with strategic needs and priorities • Develop and implement effective control and response systems at organisation level governing project contracting, procurement, quality control, progress management, variations, integration and closure in relation to project goals • Find, develop and disseminate new modelling methods and tools • Guide continuous development of modelling capability within the organisation</td>
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### Competency: Team working and collaboration

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<tr>
<td>Team working and collaboration</td>
<td>Works effectively in teams. Develops effective working relationships and shows inter disciplinary understanding and cooperation</td>
<td>Demonstrates an understanding of the need to work well with others towards a common objective and can identify the different forms of team working suitable for different contexts.</td>
<td>Contributes to the effective working of the team and the realisation of the organisation’s objectives. Is part of the solution where team work breaks down and proactively seeks out and promotes positive working relationships.</td>
<td>Undertakes exercises aimed at evaluating the effectiveness of team working in the organisation and promotes solutions to address them. Is a team working role model to others.</td>
<td>Is an authority on team building and collaboration</td>
</tr>
</tbody>
</table>

To be competent you will need to demonstrate that you:

**Understand:**
- The rationale for working well with others
- The context for teamwork in your organisation/entity/ firm and the roles that different individuals perform within a team
- The development phases that a new team experiences
- Different forms of team working appropriate to context including virtual working

**Can:**
- Work effectively with others as part of a team to maximise your and their contribution to the firm/organisation/entity’s aims and objectives
- Help members of the team work together collegiately and towards the same agreed aim
- Compromise where necessary in relation to the professional judgement of others and apply yourself in delivery of agreed aims
- Identify where relationships have broken or may break down and implement appropriate solutions to remedy the situation and get the team back on track

**Are called upon to:**
- Advise others on teamworking and collaboration
- Provide training and CPD for others
- Write policies, procedures and guidelines
- Undertake research
- Act as an ambassador for team working and collaboration

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**Note:**
- Landscape Institute entry standards competency framework – Professional competencies
- December 2020