

# **The Chartered Institution of Wastes Management**

**The Structured Learning & Development Scheme**

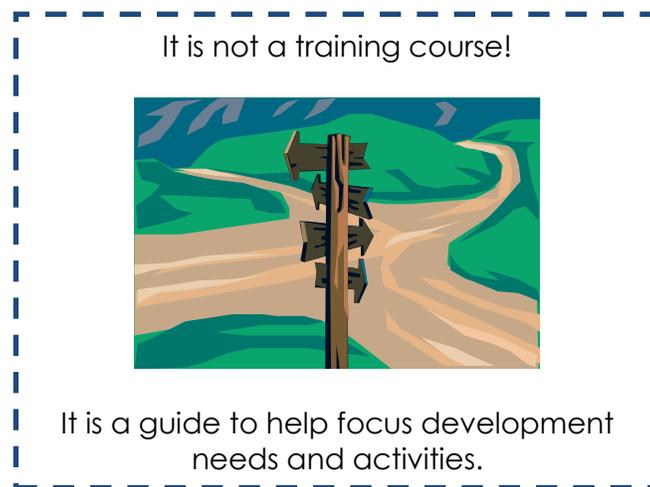
**August 2011**

## 1. Introduction

The Chartered Institution of Wastes Management's Structured Learning and Development (SLD) scheme is designed to assist members to develop the skills required to maintain or progress their career within the wastes management industry. It assists in the preparation for Full Membership (Chartered Waste Manager) and will also be helpful to those people who are looking to upgrade their membership using the Experienced Practitioner Route (EPR).

Full Membership of the Institution makes a statement about our professional capabilities and commitment to the Industry. Full Members can use the designatory letters MCIWM and the title Chartered Waste Manager.

The Structured Learning and Development Scheme provides a framework to build your own unique programme of vocational training, learning and personal development in order to further develop your career, current and future, and professional status.



Your structured development programme should normally be expected to take a minimum of four years. At the end of this period you should aim to transfer to the class of Member of the Institution. The appropriate amount of time will depend on your qualifications and route you are taking to Chartered Membership.

## 2. Purpose

SLD provides a mechanism for identification of a range of education, training, personal development and relevant experience opportunities that can lead to the development of a fully competent professional waste manager.

For those undertaking (or who have previously undertaken) any academic qualifications the SLD framework can help to extend the knowledge acquired during your academic studies so as to apply and develop your understanding of industry practice and principles and to gain further experience.

Structured learning and development will also prepare you for full membership of the Institution, which carries with it the title Chartered Wastes Manager. It can help you to gain the necessary experience; introducing you to the criteria you will need to demonstrate at your professional interview leading to becoming a Chartered Waste Manager.



#### **In a nutshell what are the benefits of SLD?**

- Provides a framework to identify development needs and opportunities for graduates or other members who are not yet obligated to undertake CPD, to help maintain and develop their future careers.
- Allows members to develop an understanding of the wastes management industry, as a whole, beyond their own particular specialism.
- Involves appropriately qualified and experienced members of CIWM to act as mentors to assist the development of young professionals.
- Encourages new members to become involved in the activities of the Institution.
- Enables those new to the industry to acquire the skills and competencies expected of the professional waste manager.
- Supports applications to upgrade to a Chartered Waste Manager including those utilising the Experienced Practitioner Route.

### **3. Getting Started**

As a new member of the CIWM you should read this SLD guide and also download a copy of the SLD Personal Development Plan (PDP) and log spreadsheet. This and other documents are available to download from [www.ciwm.co.uk/CIWM/ProfessionalDevelopment/SLD/Structuredlearnanddevelop.aspx](http://www.ciwm.co.uk/CIWM/ProfessionalDevelopment/SLD/Structuredlearnanddevelop.aspx)

You should try to identify a suitable mentor to help you identify learning and development opportunities. See section 4 for further information on the role of mentors. If you have any queries you should contact [education@ciwm.co.uk](mailto:education@ciwm.co.uk)

If you prefer you can log your SLD via the CIWM website. You will need to 'register' on the CIWM website as a member in order to set up your login details/ password and gain access to the member only part of the site. (see section 5 iii for more details).

#### 4. Mentors

Mentoring plays an important role in the structured Learning and Development scheme and you should ideally undertake your training programme under the guidance of a Mentor.

A Mentor should:-

- ideally be a full Member or Fellow of the Institution
- have worked in the waste management industry for a minimum of five years
- be willing to share their knowledge and experience with someone less experienced

Your mentor does not necessarily have to work in your own organisation, it might be appropriate to select a Mentor from outside. In certain circumstances a Mentor might be a full member of another chartered professional body.

It may be advantageous to have different mentors for different stages in your development i.e. someone who is a technical expert in relation to your specific sector/ job role and if necessary someone from outside of your area to ensure that you achieve the wider industry awareness. Advice about this can be sought from the Institution if required.

If your mentor is not a full Member or Fellow of CIWM it would be important to talk to a Full Member or Fellow in preparation for your Professional Interview.

Ideally you will identify your Mentor yourself, as you need to be able to develop a good working relationship. However it is acknowledged that it may be difficult for some members to identify suitable Mentors. The CIWM can help with this if you are having difficulties in identifying a suitable Mentor.



Your Mentor will need to challenge you and motivate you as well as helping to identify sources of help and development opportunities as appropriate.

It is recommended that you meet with your mentor every three months, during the first year, to discuss your progress and then at six monthly intervals.

Your completed pdp and development log should form the basis of your discussions with your Mentor.

Traditionally a mentor is usually someone who helps a junior member of staff develop or build skills, someone who has the skills, knowledge and experience and is tasked with passing them on. However in this context a mentor is there to help ensure you are preparing your personal development plan appropriately, covering not just the skills and knowledge for your current position but planning for the future and the requirements of a Chartered Waste Manager.

Therefore mentors also have a key role to play in helping you progress towards full professional membership of the Institution. They will be able to help you prepare your application and ensure that you have provided the required amount of information about your career and your involvement in wastes management. A number of Mentors are also professional interviewers and will therefore be able to help you prepare for your Professional Interview and indicate to you what the interview panel will expect from you. At the very least you should talk to someone who has successfully gone through the Professional Interview. It is also recommended that you attend a Professional Interview / Upgrade workshop.

The Guide for Mentors will provide you and your Mentor with more information on their role and responsibilities.



Being a mentor is also a means of demonstrating one of the criteria for Chartered Waste Manager – Management and Leadership. Therefore at an **appropriate time** in your development you may like to consider becoming a mentor for a new member as one of your personal development needs and opportunities.

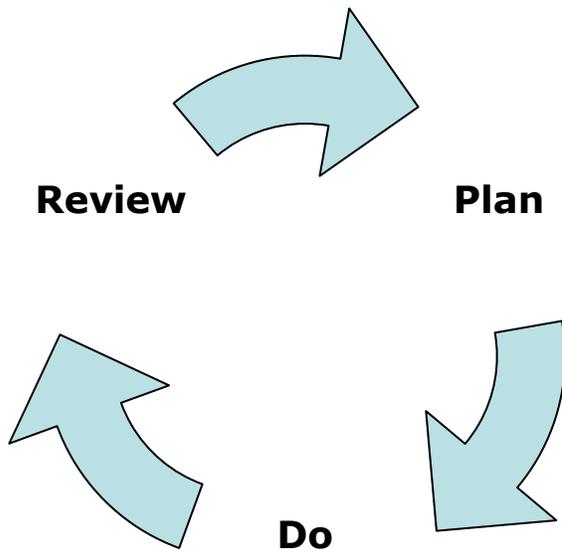
## 5. Structured Learning and Development Process

The three main components of SLD are:-

- i) Production of a Personal Development Plan
- ii) SLD Framework- Key areas for development
- iii) Maintenance of development log

### i) Production of a Personal Development Plan.

This process should follow the Plan-Do-Review cycle.



### Plan

First step should be to plan development needs:

- What are they and how can they be achieved? The framework within the SLD guide and the criteria/ competences for Chartered Waste Manager should be used to help identify development needs. Discuss with your mentor to ensure they are appropriate and sufficiently challenging. Ensure you identify any gaps in your knowledge.
- In what ways can the development needs be met, what are the activities/ options available? Discuss options and opportunities with your mentor. The section on development activities gives you suggestions for a range of different types of development activities you could consider.

- Once you have decided which options are appropriate to pursue, record in your personal development plan and decide on a deadline for completion. This should be realistic but also timely enough to ensure you maintain momentum with your development.

## Do

Undertake the development activity within the specified time period.

- If using self managed learning i.e. reading journal or web articles about a specific topic ensure that you spend an appropriate amount of time actually absorbing the information rather than just reading the headlines!!
- Utilise networking opportunities
- Record what you have done, how you are going to use it, what you have learnt etc. This helps to reinforce and embed learning into the conscious mind helping with retention.

## Review

Review your development and reassess your ongoing development needs

- Identify if any activities have not yet been completed; consider what needs to happen to ensure that you can achieve them.
- Identify additional areas of development, considering needs relating to your technical knowledge (specific and wider awareness) along with the professional type skills (management, presentations, communications etc).
- Record on your PDP

The next step is then to revisit the planning stage and consider how you are going to achieve your current needs etc.

### **ii) Structured Learning and Development Framework – Key areas of Study**

This section gives guidance on the key areas your development should cover. However, your starting point should always be:

- What do I need to learn, know, and practice etc for my current role?
- What do I need to learn, know, and practice etc to prepare me for next role? (career development)
- What do I need to learn, know, and be aware of to help broaden my knowledge of the wider Waste Management Industry and meet the criteria for 'Chartered Waste Management'.

In order to ensure that your development covers an appropriate depth and breadth you should identify which of the 4 groups (see below) your chosen

topics relate to – the SLD PDP and log template will require this! As you continue to review and plan your development activities you should ensure that you cover all the necessary groups and therefore develop all round skills for your future career.

The scheme provides a suggested amount of time to be spent on each of the groups; however you will find that this may vary according to your current and future roles and experience. The time requirements are a suggested guide only. The guide times are also specified over a 4 year period, the minimum amount of years experience needed before you can apply for Chartered Membership.

! Remember – your development areas will be personal to your individual circumstances.

! Don't forget that your development plan should enable you to develop a depth within appropriate areas related to your specialism and also a breadth of knowledge across the wider industry.

**Group 1** - The Waste Management System

**Group 2** - Waste Management Technology,  
Engineering and Operation

**Group 3** - Management and Administration

**Group 4** - Related Wastes Management  
Subjects

The topics to be covered in each of these groups could include subjects drawn from the suggestions which follow, **(this is not an exhaustive list)**. These will depend on your individual needs and should be discussed and agreed with your Mentor.

### **Group 1 - The Waste Management System**

*Waste as an Environmental Issue  
Waste management policy and strategy  
Waste Management Legislation and Enforcement*

### **Group 2 - Waste Management Technology, Engineering and Operation**

*Landfill  
Incineration  
Waste Treatment  
Waste Materials Reduction, Recycling and Recovery  
Wastes Regulation  
Monitoring of Wastes Management Operations  
Waste Collection and Transfer  
Cleansing Services  
Contract Management  
Hazardous Waste Treatment*

### **Group 3 - Management and Administration**

*Management Principles and Requirements  
Management of Staff and Workforce  
Financial Management  
Database and Information Management/ analysis  
Occupational Health and Safety Management  
Environmental Management  
Interpersonal skills/ Communications / presentations  
Problem solving  
Planning*

### **Group 4 - Related Wastes Management Subjects**

*Contaminated Land  
Pollution Prevention  
Environmental Assessment and Audit  
Renewable Energy  
Climate change  
Sustainable consumption/ production and resource use*

Table 1 gives the **suggested** minimum number of development days over the suggested 4 year period for each of the above groups.

**Table 1**

| <b>Topic Group</b>  | <b>Minimum Development Days</b> |
|---|---------------------------------|
| <i>Group 1<br/>The Waste Management System</i>                                | 7.5                             |
| <i>Group 2<br/>Waste Management Technology,<br/>Engineering and Operation</i> | 24                              |
| <i>Group 3<br/>Management and Administration</i>                              | 14                              |
| <i>Group 4<br/>Related Wastes Management<br/>Subjects</i>                     | 2.5                             |
| <b>Total</b>  | <b>48</b>                       |

N.B. One day = not less than six hours learning or equivalent  
The breakdown of days per topic may vary according to the nature of your job. Satisfactory completion of modules on Masters Degree courses can contribute towards this development programme, however you will need to map the content to this framework to ensure that you are covering sufficient breadth to prepare you for Chartered Waste Manager Status.

If you are using the SLD scheme for 'topping up' development for either your application via the Experienced Practitioner Route or following a recommendation to complete a period of SLD after your Professional Interview, your development needs may be different from the above table. If either of these situations applies the starting point should be a Personal Development Plan based around either the gaps relating to the requirements of your expanded supporting statement or the feedback from the interview panel. Your development plan and log will then be needed as part of your subsequent application.



## What activities count towards SLD

### **Off the job training/ development.**

This could include:-

- Attendance at relevant training courses, conferences and seminars organised by a range of training providers or professional bodies including CIWM.
- Reading of technical journals, electronic media, and the national press. Providing the articles are appropriate and learning/ update/ awareness has actually been achieved.
- Attendance at CIWM Regional Centre events, including NGG visits and activities.
- Post graduate courses including work placements (details of a range of relevant postgraduate courses are available on the CIWM website).
- Job shadowing (gaining experience of other roles / jobs etc)
- E-learning
- External meetings with clients, contractors, regulators, politicians or community groups etc
- Site visits

It is not always possible to attend training courses or academic programmes therefore an element of self managed learning i.e. journals, news on line, e-learning etc is acceptable. (But don't forget you should ensure the learning takes place rather than just skim reading the article!!).

### **Work based training/ development**

This should include:-

- Activities contributing to the development of a critical analysis and analytical skills (Reports)
- Development of verbal and written communication skills (chair meetings, presentations, project management, reports etc)
- Secondments / assignments.
- Meetings where matters relating to topics other than your normal area of expertise are discussed.
- Mentoring and coaching others.

You should ensure that you take time to identify and access opportunities to see and be involved in different activities, developing new and improving existing skills. Work place training undertaken as part of preparation for demonstration of Operator Competence (re environmental permitting), can contribute under this heading.

### iii) Production of Development Log

You should keep a written record of your learning, development and experience in the form of a development log. Ideally your learning will have already been planned and therefore you will add to your development plan. There will however always be other activities that happen and were not in your development plan. These are equally important and should be logged. The completed development plan and log will be important when you apply for upgrade.

Your Development plan / Log will:

- Provide a permanent record of the training/ learning etc you have undertaken
- Provide a means for you to assess your progress and achievements
- Encourage the development of written skills
- Give you the opportunity to put your feelings and ideas about your work and training on record
- Form the basis of discussion and comment for you and your Mentor
- Provide written evidence in support of your application for professional membership of the Institution

A spreadsheet is available from the CIWM website which you can use as the basis for your Development plan and log. You may however choose to keep your log in some other format. Your log should be more than just a diary and could include reports on meetings and training courses you have attended to demonstrate what you have learnt and how you are going to use the knowledge / skills. SLD can be recorded on the Members' Area of the website in the same way as CPD if required.

If you have not already 'registered' on the CIWM website log onto [www.ciwm.co.uk](http://www.ciwm.co.uk) and find the link to register on the top left corner. Click on '**register as a CIWM member user**' and set your username and password. Now when you 'login' (top left corner of website) you will access your own 'account' page. This will give a link to log your CPD or SLD. If you need to find this page again, ensure you are logged in and go to 'my account' (top left of website) or go to the Membership page and follow the link to Members Area.

As your development programme will normally take over four years you could send your log to HQ at the end of each full year if you would find some independent feedback useful. After the appropriate amount of time, development and with appropriate mentoring and effort on your part you will be ready to transfer to the class of Member.

However some people may only be doing SLD for a shorter period of time in order to complete your preparation for upgrading your membership. Therefore you may send your completed pdp/ log in to CIWM as part of your application, however if you would like the Education and Training team to have a look at it before you do this they would be happy to provide some feedback.

## **6. SLD and CIWM Membership**

When you join as Graduate/Licentiate members you should see this as your first step towards becoming a Chartered Waste Manager. This title can only be used by those in the membership class of Member (MCIWM). Members in other grades may also want to consider becoming a Member (MCIWM) and a Chartered Waste Manager.

The entry requirements for the class of Member are:-

- Educated to first degree level or equivalent
- Have worked in the waste industry for a minimum of four years
- Have undergone a period of Structured Learning and Development
- Satisfactory completion of a Professional Interview

• Affiliate members who also have the appropriate academic qualifications and experience should consider upgrading to Member.

Following the CIWM SLD scheme is not compulsory but it will help to meet these entry requirements, and will ensure that you have an up to date development log as required for the application form and if completed appropriately will help to prepare you for the final step - the Professional Interview. (See Section 7).

At this stage it is essential to discuss your professional development programme with your Mentor to decide if you are ready to take this step. Special attention should be given to looking at the breadth of your awareness and identifying a suitable topic to base your presentation on at your interview. The whole of your development log together with your written statement will form the basis of your professional interview.

The first stage of this process will be the preparation of your application which should include:-

- An application form signed by two sponsors who are full Members of the CIWM (i.e. a Member or Fellow) or a full Member of another relevant Chartered Institution. Your sponsors should know you well enough to provide a written reference relating to your professional capabilities, one of which could be your Mentor.
- The final version of your development log.
- A personal statement that should set out the practical experience **you** have gained during your period working in wastes management since completion of your academic studies. It should be written in the first person singular and focus on the extent and level of **your** involvement in specific projects and not merely reflect the activities of the organisation you work for.

For those members who do not have an appropriate qualification but feel they would or could meet the criteria for a Chartered Waste Manager the **Experienced Practitioner Route (EPR)** can be utilised as a mechanism to upgrade to Member (MCIWM). For those who don't yet meet the criteria, the SLD framework can also be useful to help prepare for upgrade by this route.

The EPR requirements are:

- Minimum of 5 years relevant experience in the Waste Industry
- Application includes, a CV, copies of relevant certificates, development log and an Expanded Supporting Statement covering the Criteria/competences required of a Chartered Waste Manager.
- Satisfactory completion of a Professional Interview.

A SLD plan could be used to ensure that individuals have the necessary skills, knowledge and experience; are ready to produce an appropriate expanded supporting statement and are prepared for the Professional Interview.

As an experienced practitioner you may already have significant knowledge and experience. Therefore your structured learning and development may only need to be used to identify any gaps, broaden your awareness and prepare you for your interview.

The application via the EPR will be the same as for Graduates however you will also need to submit an expanded supporting statement.

Your expanded supporting statement should aim to demonstrate how you show the following:

- Knowledge and understanding of waste management
- Ability to analyse and evaluate problems and develop practical solutions
- Leadership in management of waste
- Effective interpersonal skills
- Commitment to Professional Standards.

For more information about the Experienced Practitioner Route and what should be included in the Expanded Supporting Statement please see the information on the CIWM website –

[http://www.ciwm.co.uk/CIWM/Membership/ClassesAndFees/Experienced\\_practitioner\\_route.aspx](http://www.ciwm.co.uk/CIWM/Membership/ClassesAndFees/Experienced_practitioner_route.aspx)

## **7. Professional Interview**

Your interview panel will be made up of three senior members of the Institution and will last for approximately one hour. At least one of the interviewers should have experience in your area of specialism.

The interview will be conducted so as to enable applicants to demonstrate that during their employment and SLD programme they have:-

- developed and proved their technical competence, including the exercising of independent judgement requiring both practical experience and the application of theoretical principles;

- attained an understanding of the role of the professional waste manager;
- Acquired an understanding of the industry beyond their own area of expertise. This should include financial, commercial, statutory, safety and environmental considerations.

The criteria/ competences that must be demonstrated through application and interview (whether for the Experienced Practitioner Route or Graduate route) are as follows:

- Industry Knowledge –a breadth of understanding and awareness of the wider Waste Industry,
- Technical Competence - in your specific sector/ specialist area,
- Management and Leadership,
- Communication skills,
- Independence and awareness
- Ability to Organise
- Professionalism
- Presentation Skills



You will be expected to deliver a short presentation. Therefore it is highly recommended that presentations form part of your SLD plan if this is something you are not already confident with.

Your Mentor will be able to advise you on what to expect at your professional interview. You are also encouraged to attend a Professional Interview Workshop (see website for details).

For more information regarding applying for membership upgrade and the Professional Interview please see the CIWM website - [http://www.ciwm.co.uk/CIWM/Membership/Chartered\\_Waste\\_Manager/Chartered\\_Waste\\_Manager.aspx](http://www.ciwm.co.uk/CIWM/Membership/Chartered_Waste_Manager/Chartered_Waste_Manager.aspx)

## **7. Structured Learning & Development and New Generation Groups**

When you became a member of the CIWM you were assigned to one of the Institution's ten regional Centres. The Centres hold a number of regional events, conferences and site visits every year and you will receive details of all the events held in your region. Attendance at these regional events (any Centre) is an important part of your structured development programme (and networking) and should be included in your development log.

In addition, each of the Institution's regional Centres has at least one New Generation Group (NGG). These groups organise events which are targeted specifically at members new to CIWM or the Waste Management Industry, whatever age. These include:-

- Technical Meetings and Workshops
- Site Visits to Waste Management Facilities
- Careers Evenings
- National Event - A two day conference which includes technical sessions, careers advice and an opportunity to meet other members

Contact details for your local NGG co-ordinator and details of upcoming meetings for all Regional Centres can be found on the CIWM's website –

<http://www.ciwm.co.uk/CIWM/Membership/NewGenerationGroup/CIWMNewGenerationGroups.aspx>

Regional Centre events and NGG events are held locally and are generally low cost.

## **8. Conclusion - Benefits of Full Membership**

Taking part in the Institution's Structured Learning and Development Scheme should provide you with the skills and experience required as a professional waste manager, provided you have appropriately considered your development needs! At the same time it will have prepared you to progress to full membership of the CIWM. This programme will therefore give you a clear advantage over those who have not taken part in the scheme.

As a full professional Member you will receive the following additional benefits:-

- Use of designatory letters MCIWM after your name
- Use of the title Chartered Waste Manager
- Full members are also recognised in Europe under the European Communities (Recognition of Professional Qualifications) Regulations
- Full voting rights in matter of Institution business
- Opportunity to play an active role in the work of the Institution at regional and national level

- Enhanced professional standing

The importance of the last benefit should not be underestimated. Professional membership of the Chartered Institution of Wastes Management is a benchmark of your quality as a professional waste manager and will help you considerably in the future development of your career.

Once you become a Full Member of CIWM you will be expected to undertake Continuing Professional Development. You will be obligated to undertake a minimum of 30 hours CPD per year and should keep ongoing records of your CPD in a similar way to your SLD log. This can be in any format, either electronically (excel or word), paper or online through the members only areas of the CIWM website.

Appropriately undertaken CPD ensures that you keep up to date and enable you to further develop your career in a required direction.

CIWM would also encourage you to share your expertise and experience gained by participation in the activities of the institution either locally through local Centre Councils and their activities, nationally through committees and special interest groups (SIGs) or more personally by championing membership of CIWM and mentoring.

For further details about SLD or CPD please see the information on the Professional Development area of the CIWM Website or contact [education@ciwm.co.uk](mailto:education@ciwm.co.uk)

For further details about membership please see the information on the Membership area of the CIWM website or contact [member@ciwm.co.uk](mailto:member@ciwm.co.uk)