

## CSHEMA'S RECOMMENDED CORE COMPETENCIES FOR THE EHS PROFESSION

CSHEMA has identified these knowledge, skills, and abilities for environmental, health, and safety professionals. Regardless of job responsibilities or position level, these competencies permeate all work in the profession, though prioritization may differ.

Core competency refers to a set of composite skills, knowledge, and behaviors that provides the basis and forms the foundation for successful professional practice in environmental health and safety work.

### Discipline Specific Conceptual Knowledge

Subject Matter Expertise: The ability to demonstrate a broad base of established and evolving knowledge within a discipline and detailed knowledge of the area(s) of expertise including, but not limited to:

- Biosafety
- Building Design
- Business Continuity
- Construction Safety
- Emergency Management
- Environmental
- Ergonomics
- Facilities
- Fire Safety
- General Safety
- Hazardous Materials
- Hazardous Waste
- Industrial Hygiene
- Laboratory Safety
- Nanotechnology
- Occupational Safety
- Occupational Health
- Performing Arts Safety
- Radiation Safety
- Risk Management
- Sustainability

Additionally, CSHEMA's Communities of Practice (COP) form and dissolve as the discipline specific areas evolve. Current listing of CSHEMA COPs can be found at: <https://www.cshema.org/communities>

### Influence and Negotiation

Problem Solving: Ability to obtain information and identify key issues and implications to make informed and objective decisions.

- *Ability to collect relevant information necessary for reaching an outcome*
- *Ability to critically reflect during an activity (reflection in action)*
- *Ability to critically reflect after an activity (reflection on action)*
- *Ability to identify salient information as well as missing information when reviewing*
- *Ability to make informed decisions and move to act to solve the problem*

Leading Others: Ability to organize and motivate people to get things accomplished in a way that everyone feels a sense of order and direction.

- *Ability to develop a personal leadership style*
- *Ability to convey a sense of personal self-confidence and humility*
- *Ability to learn from prior experiences as well as the experiences of others*

- *Ability to utilize self-reflection methods toward personal growth*
- *Ability to develop a personal set of ethics, morals, and values and model them*

Performance Management: Ability to proactively investigate new perspectives, attitudes, and behaviors and takes steps to evaluate and improve performance.

- *Ability to strategically plan for individual and team performance*
- *Ability to strike harmony between operational and strategic goals*
- *Ability to maximize individual and team skill sets*
- *Ability to maximize team synergy and motivate others*
- *Ability to identify weaknesses and employ improvement strategies for individuals and teams*

Conflict Resolution: Ability to listen, manage conflicts, reach a resolution and/or achieve compromise while meeting meaningful goals and respecting other parties' perspectives.

- *Ability to promote constructive and objective discourse to formulate plans*
- *Ability to demonstrate advanced skill and tact in handling difficult situations and sensitive matters*
- *Ability to elicit constructive feedback and apply effectively to impact change*
- *Ability to minimize the impact of conflict on team performance or organizational goals*
- *Ability to seek external resources and expertise to resolve situations as needed*

Systems Thinking: Ability to employ a sense of vision to create new and innovative concepts, products, and solutions.

- *Ability to employ product management paradigms to develop roadmaps, planning cycles and overall management of systems*
- *Ability to employ a diverse team of professionals and gain other's perspective for ideas, proposals, and solutions*
- *Ability to apply progressive approaches and technology to develop solutions*
- *Ability to identify and distill best practices for applications*
- *Ability to conceptualize a life cycle and manage projects through all cycle phases*

Partnerships/Collaboration: Ability to work with and help others to accomplish objectives; identify areas of person expertise and seeks out opportunities to lend expertise to groups to maximize outcomes.

- *Ability to identify and maximize individual's subject matter expertise and experiences to impact opportunities*
- *Ability to identify and leverage the strengths of others to accomplish goals*
- *Ability to employ diverse communication methods*
- *Ability to aggregate resources for group success and transformative outcomes*

- *Ability to listen to and considers ideas from others, even when different from own*

## **Communication**

Technology Adaptation/Adoption: Ability to seek out ways to employ technology to optimize organizational and individual performance; demonstrate proficiency in using tools and application packages; employ technology to assist in work activities.

- *Ability to identify programmatic improvement opportunities, including program efficacy and information sharing with technology*
- *Ability to evaluate technology opportunities*
- *Ability to assess and replace technology (hardware and software)*
- *Ability to understand the human factor and technology's impact on users*

Public Speaking and Training: Ability to deliver clear, effective communication and takes responsibility for understanding others.

- *Ability to bolster natural public speakers and invest in enhancing speaking skills*
- *Ability to recognize verbal and non-verbal communications and to react accordingly*
- *Ability to invoke self-awareness of non-verbal cues communicated to others*
- *Ability to stay abreast of and employ novel technology and methods*
- *Ability to sustain a judgement free and no-fault training environment*
- *Ability to offer dynamic training incorporating audience engagement and feedback*

Continual Learning and Development: Ability to seek feedback from others and use other sources of information to identify appropriate areas for learning.

- *Ability to recognize the need for personal improvement*
- *Ability to dedicate time and resources for personal improvement and continuing education*
- *Ability to solicit feedback on professional development content areas Ability to diversify means for taking professional development*
- *Ability to contribute to the professional development of others Ability to accept all feedback and use it constructively*

Message Delivery: Ability to use writing skills and editorial judgement to develop messages for various audiences; and deliver them by evaluating the most appropriate channel for the needs of the target audience.

- *Ability to deliver messages by evaluating the appropriate channels for the needs of the target audience*
- *Ability to craft a message, succinctly and professionally, while maximizing impact for a target audience*
- *Ability to identify your audience*

Conveying Role Value: Ability to draw upon a variety of capacities to instill in an employee a sense of value for the task at hand.

- *Ability to actively impact communications*
- *Ability to identify effectiveness of roles in communications and adapt to group dynamics*
- *Ability to understand the impact of a quiet presence in group dynamics*
- *Ability to increase the effectiveness of a role with non-verbal communication*

## **Program Management**

Decision Making: Ability to recognize and analyze problems and make choices under uncertain conditions; show good judgement.

- *Ability to identify salient problems while minimizing impacts of diversions*
- *Ability to critically synthesize, reflect and react for timely decision making*
- *Ability to make decisions, act and progress to the next step*
- *Ability to use benchmarking to compare appropriate data*
- *Ability to make informed decisions by availing oneself to resources and experts*

Strategic Planning: Ability to employ a sense of vision to create new innovative concepts and solutions.

- *Ability to identify the need and value for strategic planning*
- *Ability to embrace strategic planning resources or industry experts*
- *Ability to ascertain the organizational needs, available resources, and organizational goals prior to commencing strategic planning*
- *Ability to include stakeholder feedback and working groups in the strategic planning process*
- *Ability to identify adaptive strategic planning and reassess goals, outcomes and efficacy*

Risk Management and Mitigation: Ability to plan and implement measures that will avoid, overcome, or compensate for elements of risk.

- *Ability to identify risk and impacts*
- *Ability to conduct and allocate resources for an appropriate risk assessment for an institution and scope*
- *Ability to incorporate programmatic risk assessments, to inform enterprise risk management*
- *Ability to reflect on a risk assessment to build a mitigation strategy and timeline for implementation*
- *Ability to determine your program's risk tolerance*

Compliance: Ability to evaluate compliance with appropriate laws, regulations, industrial codes, control systems, and social responsibilities.

- *Ability to identify innovative means for compliance*
- *Ability to build a comprehensive compliance framework from model programs, subject matter expert's*

*input with relevant experience and heightened expertise*

- *Ability to conduct objective peer reviews and third-party assessments to gauge efficacy*
- *Ability to incorporate stakeholders during self-directed institutional assessments to gauge a culture of compliance*

Critical Incident Analysis: Ability to evaluate an incident investigation system; analyze root causes of an incident.

- *Ability to evaluate an incident investigation system*
- *Ability to analyze root causes of an incident*
- *Ability to incorporate after action lessons learned for continuous program improvement of incident management*
- *Ability to identify regulatory obligations of critical incidents, including reporting and notifications and follow-up actions*

Sustainability Literacy: Ability to understand how environmental, economic, and social sustainability impacts the organization and in turn, how the organization impacts sustainability.

- *Ability to define impacting variables and metrics on organizational sustainability*
- *Ability to identify organizational sustainability in terms of social, environmental, and economic impacts*
- *Ability to influence stakeholder behavior towards sustainable methodologies*
- *Ability to educate others comprehensive sustained programming from a long-term sustainability literacy to formulate strategic framework for sustainability that incorporates all major elements*
- *Ability to educate all levels of an organization in the importance, elements, and necessity for a sustainability framework*

*CSHEMA's core competencies were inspired by NIH, the Nielson Group, the National Postdoctoral Association, the Risk and Insurance Management Society, Strandberg Consulting, and other publicly available resources.*

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