

## Improving the world through engineering

### GUIDANCE FOR INDUSTRIAL ADVISORS

#### THE ROLE OF THE INDUSTRIAL ADVISOR

Industrial Advisors are appointed by the Professional Review Committee to provide expert guidance to the Institution of Mechanical Engineers (IMechE) staff, the Professional Review Committee and where necessary other committees involved in the membership application process.

The Industrial Advisor's prime responsibility is to undertake an initial peer assessment of applications in a variety of situations where an interview is not normally required:

- Applications for transfer of Member to Fellow
- Applications from existing CEng, IEng or EngTech applicants
- Applications via a Mutual Recognition Agreement

Industrial Advisors will assess applicants from their indicated areas of expertise.

Guidance may also be sought by IMechE staff on an ad hoc basis for advice as to whether the applicant may be eligible for a particular class of membership.

The Industrial Advisor is responsible for undertaking a peer assessment of the applicant. The review should focus on the applicant's roles and responsibilities within the industry concerned.

#### EXISTING MEMBER TO FELLOW APPLICATIONS (MIMechE to FIMechE)

Fellowship of the IMechE is the most senior class of membership and as such, applicants seeking election to Fellow are expected to demonstrate, by the appropriate evidence, their commitment and practice of many of the following functions, attributes and qualities. The application **must** clearly provide this evidence.

When assessing an application for Fellowship where the applicant is already registered as a Member of the Institution (MIMechE) the Industrial Advisor should be seeking evidence of the following qualities:

##### Essential:

- Hold a position of senior responsibility and/or significant autonomy;
- Promotion of engineering profession to young engineers and potential engineers;
- Leadership qualities;
- Involvement in policy and strategy making decisions (technical and/or business);
- Structured approach to CPD (Evidence of presentations, published papers etc).

##### Desirable:

- Highly specialist knowledge in a specific area of engineering;
- Strong evidence of resource management and/or personnel management and development.
- Applies a significant range of fundamental principles and complex techniques across a wide and often unpredictable variety of contexts;

##### Optional:

- Active development and application of new technologies in engineering and related areas at a senior level;
- Budgetary and financial control;

Of the 10 criteria above, the 5 essential should be clearly evident from the application and accompanying curriculum vitae. There should also be evidence of at least 1 optional requirement and 1 other (from the list of desirable or optional). Appendix A shows suggestions of the type of information expected from the applicants.

The IMechE recognises that applicants may no longer have hands-on engineering responsibility and that their careers may have developed more broadly into senior management or into a specialist role. Individuals who have retired from a position of senior responsibility but continue to demonstrate a continuing commitment to the profession within their CPD may be suitable to apply for transfer and election to Fellowship.

When insufficient evidence exists to make a judgment, the Industrial Advisor is expected to recommend that the applicant submits supplementary information and/or attends an interview. This is particularly important as it presents an opportunity to reinforce the submission or permits the applicant to personally articulate their case.

Industrial Advisors should exercise their judgment against the more rigorous criteria when reviewing applications to Fellowship. A report of the assessment including requests for additional Information with further reviews will be made available to the Professional Review Committee.

## **EXISTING CEng, IEng AND MUTUAL RECOGNITION AGREEMENTS**

Existing CEng and IEng applicants, who are registered with an Institution other than the IMechE, must be able to demonstrate a strong element of mechanical engineering within their role and practice to satisfy the IMechE membership requirements. When insufficient or unsatisfactory evidence is presented in the application, the Industrial Advisor should request supplementary information. The assessment must be based upon a clearly documented and rigorous account of the evidence presented against the matching criteria. When any supplementary information does not present a clear and compelling case for election, the Industrial Advisor should recommend an interview in order to explore any weaknesses and ensure that all facets of the application have received full consideration.

## **COMPLETING THE ASSESSMENT FORM**

The assessment form highlights the areas of competence, application of engineering principles and commitment that the applicant must demonstrate within their roles and job responsibilities to satisfy the requirements. The Industrial Advisor should refer to these competences when assessing the application.

Comments appended to the assessment forms should ideally be typed, or, be clearly legible and completed in black ink. The Professional Review Committee will review the completed recommendation forms and make the final decision. Incomplete or illegible forms will be returned and will delay the process. It should be noted that under the terms of the Data Protection Act 1998, an applicant has the right to view all documentation relating to the application including Industrial Advisor reports. It is recommended that care be exercised to ensure that comments are concise, constructive and evidence based, while considering the impact from public scrutiny. In all cases the scores awarded should justify the overall decision.

The grading structure can be found on page 4 of these guidance notes. An example assessment form is shown in Appendix C.

## **GRADING OF SPECIALISTS**

The assessment process generally provides for those working in the broader areas of industry and academia. However, candidates who are specialists in their field are not precluded from election to Membership, provided that they are working at the appropriate level of responsibility.

IMechE accepts that specialists may not be able to satisfy all five of the competency areas, particularly those concerned with leadership and management, or that they may not be able to demonstrate a sufficiently broad knowledge of engineering outside their area of specialist subjects. To satisfy the requirements, the applicant should provide evidence of as many of the following attributes as is appropriate to their level of work.

- In depth knowledge with degree of complexity of the specialist area
- Involvement in innovative design, development and research
- Broad awareness of engineering applications and transferability outside their specialist area
- Evidence of presentations to conferences, seminars, suppliers' customers etc.
- Publications, in particular referenced written papers on their specialist subject and
- Recognition as an expert in their chosen field and with a record of successful consultation for their knowledge and expertise

Evidence of leadership and management skills may be found in their relationship with other people and by how they influence design decision-making or policy processes.

### **Specialist use of Technology in Engineering**

There is an increasing use of technology within the engineering industry and this is recognised by the IMechE. When assessing an applicant who employs a significant amount of technology in their work role, Industrial Advisors should seek evidence that the resultant technology, program or software is being applied in an engineering environment, e.g. design engineering, testing and assessment of equipment or processes, product development etc. In this case it is essential that the evidence supports the application of their engineering, skills and expertise to develop the product or process. Examples can include, CAD and CAE engineers, computer modellers, IT engineers, CFD specialist and stress, metallurgical or thermodynamic analysts.

### **PROFESSIONAL REVIEW COMMITTEE**

The Professional Review Committee meets quarterly to consider all applications for Membership and Fellowship. Audits are regularly conducted in accordance with the IMechE by-laws and terms of reference by trained staff and appointed members to ensure that the procedures are being followed and that the decisions made are sound. The committee will assess the application in its entirety taking into consideration the recommendations of and comments from the Interviewer Panel and the Industrial Advisors.

The secretary to the Professional Review Committee will advise applicants who fail to satisfy the requirements of the reasons in writing. The secretary will use the peer assessment and Industrial Advisor's comments as reference.

### **Arbitration and appeals Process**

The IMechE has an arbitration and appeals process by which applicants who are dissatisfied with the considered decision about their application may appeal within a given time-frame. In such cases all documentation will be made available to the Arbitration Panel.

### **SUCCESSFUL APPLICATIONS**

Successful applicants will receive a letter from the Chief Executive confirming their achievement and giving them the opportunity to purchase a certificate. Names will be forwarded to the Engineering Council (UK) for Registration (if not already on the register)

## REFERENCE DOCUMENTATION

Industrial Advisors are encouraged to refer to the following documentation, in addition to these notes.

- Competence statements with examples on page 5 of this guide.
- Industry competence profiles and case studies which have been compiled for the main industries employing mechanical engineers.

### Further Information

Further information and guidance may be obtained from the Membership team:



membership@imeche.org



**UK:** 0845 226 9191 **Overseas:** +44(0)20 7344 6999



www.imeche.org



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## COMPETENCE AND COMMITMENT STATEMENTS

The Incorporated Engineer	The Chartered Engineer
<p>UK-SPEC states that Incorporated Engineers must be competent, by virtue of their initial formation and throughout their working life, to:</p> <p>Use a combination of general and specialist mechanical engineering knowledge and understanding to <b>apply</b> existing and emerging technology;</p> <p>Apply appropriate theoretical and practical methods to <b>design, develop, manufacture, construct, commission, operate and maintain products, equipment, processes, systems and services</b>;</p> <p>Provide technical and commercial management;</p> <p>Demonstrate effective interpersonal skills;</p> <p>Demonstrate a personal <b>commitment</b> to professional standards, recognising obligations to society, the profession and the environment.</p>	<p>UK-SPEC states that Chartered Engineers must be competent, by virtue of their initial formation and throughout their working life, to:</p> <p>Use a combination of general and specialist mechanical engineering knowledge and understanding to <b>optimise the application</b> of existing and emerging technology;</p> <p>Apply appropriate theoretical and practical methods to <b>the analysis and solution of engineering problems</b>;</p> <p>Provide technical and commercial leadership;</p> <p>Demonstrate effective interpersonal skills;</p> <p>Make a personal <b>commitment</b> to professional standards, recognising obligations to society, the profession and the environment.</p>

### Grading Structure

The interviewers will grade each area using the following competence levels. Competence A has to some extent been met through academic formation and therefore interviewers will be seeking to verify whether that knowledge and skills is being applied, and whether knowledge has been broadened and deepened within the context of the applicant's career development.

**Level 1** = Performs the activity with significant supervision and guidance; performs basic routine and predictable tasks; little or no individual responsibility. *(This level of competence would not normally be sufficient for election to Membership)*

**Level 2** = Performs the activity in a range of contexts; supervision only required in more complex circumstances; some individual responsibility or autonomy. *(This indicates a minimum level of competence for election to Membership, which should be supplemented, by higher levels of competence in the areas most relevant to the field of engineering in which the applicant is employed).*

**Level 3** = Performs the activity in some complex and non-routine contexts; significant responsibility and autonomy; can oversee the work of others. *(This indicates a normal level of competence for election to Membership).*

**Level 4** = Performs the activity in a wide range of complex and non-routine contexts; substantial personal autonomy; can develop others in the activity. *(This indicates a high level of competence and suitability for election to Membership and possibly Fellowship)*

Applicants for Membership should achieve a minimum level of 2 in each section, with a level of 3 in at least three sections, to be eligible for Corporate Membership. This means that applicants should normally achieve a threshold competence profile from each assessor of two sections at level 2 and three sections at level 3. This part forms the objective assessment.

### Applications for Election to Fellowship (non-Members only)

Individuals seeking election or transfer to Fellowship will be assessed against the same competences as described above. However, the applicant should normally score 4 in all sections (there may be one at level 3)

The examples below should be used as guidance only. Exceptions and variations may be acceptable.

Grade	Competence A Chartered Engineer	Competence B Chartered Engineer	Competence C Chartered Engineer	Competence D Chartered Engineer	Commitment E Chartered Engineer
<b>Level 1</b>	Little or no evidence beyond initial qualifications gained of broadening and deepening applicant's initial knowledge and skills. May have moved into a sales/management role not requiring in depth knowledge. Does not use emerging technologies or only on the very periphery.	Little or no evidence of involvement in problem solving, life cycle analysis or specification/tender development. Does not use modelling techniques. May have moved into a purely administrative role.	Little or no evidence of management or supervisory skills. A team member not a leader.	Little or no evidence of communication or presentation skills. Professional Review report not well written or presented.	Little or no evidence of commitment to the profession or understanding of the ethical and behavioural aspects of the profession.
<b>Level 2</b>	Evidence of broadening or deepening knowledge following academic formation. Evidence of applying knowledge and skills to problem solving and/or emerging technologies. May only be involved in emerging technologies on the periphery. Able to provide examples of putting forward creative solutions to problems to colleagues, customers and/or suppliers for acceptance. Able to put forward reasoned justification and explanations for decisions.	Able to justify decisions and explain reasons for solutions. Identifies learning points and takes them forward. Clear logical approach to problems. Considers and manages parts of the project life cycle. Key involvement or responsibility for producing tender documentation, feasibility reports or technical specifications. Knowledge of, and partial responsibility for (de) commissioning procedures for equipment etc. Has some responsibility for development of corporate engineering policy.	Team leader, project team leader, external activities may contribute to competence development, evidence of growing responsibility in near future if limited at present, delegation of tasks to a small group of individuals. Where evidence of leading a project (or part of a project) is missing, the individual must be able to demonstrate a level of autonomy. Interviewers should explore the interface between the applicant, their supervisor and work colleagues.  Active contribution to the development of improved processes and value engineered solutions.	Evidence of leading and contributing to team discussions, negotiations with customers and possibly suppliers; Professional Review report clearly written. Able to present their case clearly at interview with examples/evidence. May be slightly nervous.	General awareness and understanding of the issues within the remit of their responsibilities and role within the organisation; able to identify health and safety issues and the potential problems which may arise; awareness of the professional code of conduct and its importance.  Probably little or no evidence to date of involvement in IMechE or other institution activities or the promotion of engineering.  Limited career development plan for the future.
<b>Level 3</b>	Clear evidence of use of, and possibly development of, emerging technologies within role. Able to provide	Responsible for managing a project through its entire life cycle, the project may be small or more complex.	Project manager, team leader, line manager etc responsible for a number of technical and non-technical	Able to communicate effectively and concisely both verbally and in writing. Reasonable substantiation	Good evidence of understanding health and safety issues within the remit of their

	<p>recent examples of where problem solving has been well thought out and a creative solution identified with reasoned justification. Involvement in developing internal and external customer solutions on behalf of the company. Has considered all possible outcomes for the resultant product. Has identified and met customer needs for the product whether new developments or enhancement to existing developments. Has developed changes to processes and techniques, which enhance productivity/quality.</p> <p>Evaluation of design parameters.</p> <p>Maybe at management level but must demonstrate clear understanding of engineering principles and how they are applied.</p>	<p>Management of technical and non-technical staff within the project with responsibility for delegating tasks and able to identify and resolve problems before they occur. Has responsibility for approving and evaluating design drawings. Evidence of producing tender documentation, feasibility studies or technical specifications. Responsibility for (de) commissioning equipment. Has responsibility for corporate engineering policy.</p>	<p>staff either as a line manager or within a project management environment, staff development, problem solving and probably limited budgetary control.</p> <p>Planning and personal supervision of team based projects in research and/or development programmes or problem investigation. Such teams are likely to be multi-disciplinary and may include personnel from outside the company. Active participation in design review. Active contribution to the development of improved processes and value engineered solutions. The in-house training and development of technicians, skilled craftsmen and/or engineering graduates, possibly on a project-by-project basis.</p>	<p>for decisions with technical content contained in report.</p> <p>Evidence of presentations to colleagues, customers and suppliers; verbal and written papers to conferences</p> <p>Evidence of established working relationships internally and externally. Ability to articulate ideas and proposals and obtain agreement from others. Preparation of tender documents and technical specifications.</p> <p>Responsibility for developing small teams of people within a project or line management environment.</p>	<p>responsibilities; consideration given to environmental risk and disaster recovery; understanding of the professional code of conduct; awareness of sustainable practices and legislative issues.</p> <p>Good understanding of how they wish their career to develop in the medium term.</p> <p>Probably some evidence of external activities, in IMechE or the promotion of young engineers</p>
<b>Level 4</b>	<p>Uses and develops emerging technologies. Evidence of applying creative solutions to particular problems and presenting them to customers, colleagues and/or suppliers. Has clearly identified and assessed the product's target audience or process requirements with involvement in developing marketing strategies. Has clearly deepened and</p>	<p>Clear evidence of prime responsibility for the investigation and successful solution of complex/generic problems, the initiation of major design studies, the introduction of new products and/or services, the production of specifications/tenders for new/retrofit plant and the development of corporate engineering policy. If management must demonstrate a clear</p>	<p>Clear evidence of line management and/or project management, responsible for technical and non-technical staff, budgetary control, staff development and training, delegation, problem solving, clear understanding of quality, risk assessment etc.</p>	<p>Good clear effective communication and presentation skills. Evidence of presentations and negotiations with customers, suppliers and/or colleagues. Presentations to conferences, seminars etc, evidence of published papers. Has established strong working relationships internally and externally. Responsibility for development and management of teams.</p>	<p>Clear evidence of understanding of health and safety issues, environmental risk factors, legislative issues, sustainable practices and the professional code of conduct of the country in which the applicant is working. Evidence of actively promoting engineering, e.g. mentoring, training, presentations to young engineers and an active</p>

	broadened their knowledge within the context of their responsibilities as an engineer and to their employer. Maybe evidence of contributing/sharing ideas to external authorities. If management, must demonstrate a clear understanding of the technical issues which may occur within their remit.	understanding of the technical issues associated with the above, which may occur within their remit.			involvement in IMechE or other institution activities. Has a clear commitment and plan for their future career development.
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Grade	Competence A Incorporated Engineer	Competence B Incorporated Engineer	Competence C Incorporated Engineer	Competence D Incorporated Engineer	Competence E Incorporated Engineer
<b>Level 1</b>	Little or no evidence beyond initial qualifications gained of broadening and deepening applicant's initial engineering knowledge and skills. May have moved into a sales/management role at early stage in their career development therefore not requiring in depth knowledge. Little or no evidence of involvement in project planning and control.	Task oriented taking instructions from team leader/supervisor. Little evidence of the development and selection of techniques and procedures. Little evidence of identifying problems and solving them. Probably operates and maintains engineering products or services under direct supervision.	Little or no evidence of project planning and control. Probably works within a team with little responsibility and does not demonstrate influencing skills or task scheduling. Little or no involvement in budgetary or resource control. Probably works under strict supervision.	Little or no evidence of clear focused communication or presentation skills. Professional Review report not well written or presented. Evidence of ability to develop good working relationships with clients and colleagues weak. Not able to present ideas fluently.	Little or no evidence of commitment to the profession or understanding of the ethical and behavioural aspects of the profession.
<b>Level 2</b>	Evidence of having broadened and deepened engineering knowledge and skills. Able to demonstrate practical application of engineering principles as a member of a team or as an individual. Understanding of best practice. Evidence of planning and monitoring operations of products, systems and/or services in	Examples: Clear evidence of developing and selecting techniques, procedures and/or methods in their particular field. Able to demonstrate evidence of problem identification and problem solving. Aware of client needs. Evidence of developing, producing, installing, maintaining, constructing and/or	Able to demonstrate evidence of involvement in project planning, control and implementation issues. Evidence of the allocation and monitoring of resources. Aware of regulatory and financial constraints. Demonstrates some evidence of influencing skills within team and possibly	Communication skills may lack confidence and require prompting. Evidence of good working relationships with colleagues and clients. Able to present and discuss ideas in a reasonable manner but may not be entirely focused. Evidence of building teams and utilisation of negotiation skills.	General awareness and understanding of the issues within the remit of their responsibilities and role within the organisation; able to identify health and safety issues and the potential problems which may arise; awareness of the professional code of conduct and its importance.

	their industry. Knowledge of quality management issues and systems. Possibly a team leader.	commissions systems, products or services. Possible evidence of having contributed to design and development requirements.	externally. Aware of the need to continuously improve processes and quality standards used in their field of engineering. Understanding of client requirements.		Probably little or no evidence to date of involvement in IMechE or other institution activities or the promotion of engineering. Limited career development plan for the future.
<b>Level 3</b>	Clear evidence of having broadened and deepened engineering knowledge and skills with good practical application of best practice and methodologies. Probably management/team leader level. Good evidence of quality assurance practice with examples of how systems, products and/or services have been improved. Able to identify, evaluate and explain problems. Aware of new and developing technologies and practices, performance and failure rate issues.	Clear evidence of developing and selecting techniques, procedures and/or methods in their particular field. Evidence of understanding client needs. Evidence of producing, installing, maintaining, constructing and/or commissions systems, products or services and handling associated problems. Expect to see evidence of having contributed to design and development requirements. Clear evidence of monitoring and evaluating task processes. Probably evidence of having identified potential enhancements.	Demonstrates clear evidence of planning and implementing projects and co-ordinating activities of team. Resource allocation and monitoring. Good knowledge and understanding of managing tasks within budgetary and regulatory constraints. Commercial awareness and understanding of client needs is good. Able to demonstrate evidence of monitoring processes, identifying and solving of problems. Provides evidence of having brought about continuous improvement processes, developing operations to meet quality standards. Good understanding of what the standards are.	Able to communicate effectively and concisely both verbally and in writing. Able to present ideas and thoughts in a clear and focused manner. Has established good working relationships with clients and colleagues.	Good evidence of understanding health and safety issues within the remit of their responsibilities; consideration given to environmental risk and disaster recovery; understanding of the professional code of conduct; awareness of sustainable practices and legislative issues.  Good understanding of how they wish their career to develop in the medium term. Probably some evidence of external activities, with involvement in IMechE or the promotion of young engineers.
<b>Level 4</b>	Probably a senior operations manager/team leader. Clear evidence of how they have deepened and broadened their engineering knowledge and skills. Highly knowledgeable about quality assurance systems and practices, evidence of practical application, evaluation and	Probably in an operational management position in control of producing, installing, maintaining, constructing and/or commissioning products, systems or services. Good evidence of handling associated problems and evaluating possible solutions. Good	Clear evidence of good leadership and management skills either as a line manager or project manager. Good commercial awareness and understanding of budgetary and regulatory constraints – probably heavily involved in the budget setting process. Clear evidence of	Good clear effective communication and presentation skills. Evidence of presentations and negotiations with customers, suppliers and/or colleagues. Has established strong working relationships internally and externally. Able to demonstrate evidence of building teams.	Examples: clear evidence of understanding of health and safety issues, environmental risk factors, legislative issues, sustainable practices and the professional code of conduct of the country in which the applicant is working. Evidence of actively promoting

	development. Good knowledge and evidence of how to measure and improve performance and failure rates, and optimisation issues.	understanding of client needs. Contribution to design and development requirements, evidence of having implemented new processes, products or services and supervised a team to do so. Identifies potential enhancements.	implementing continuous improvement processes and promoting quality standards throughout the organisation and to customers and suppliers. Clear understanding of client requirements in project lifecycle. Probably evidence of having led teambuilding activities.	Successful negotiation with both internal and external customers.	engineering, e.g. mentoring, training, presentations to young engineers and an active involvement in IMechE or other institution activities.  Has a clear commitment and plan for their future career development.
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## Appendix A

The chart below shows the type of information that should be demonstrated in the applicant's CV for each quality statement. This list is not prescriptive or exhaustive and therefore other aspects of the applicant's work can be used to provide evidence. Applicants may be asked to provide additional information if their assessors are not able to find sufficient evidence for any of the qualities.

<b>Essential</b>	<p>Holds a position of senior responsibility and/or significant autonomy.</p>	<p>The position is to be substantive and in keeping with that of an exceptional Mechanical Engineer; possessing achievement recognition from their business, activity, industry or international community.</p> <p>Give your job title and explain the work that you actually do.</p> <p>Examples are:</p> <ol style="list-style-type: none"> <li>i. In the academic field; Professor, Reader, Senior Lecturer or equivalent position, being involved with cutting edge technologies and/or research.</li> <li>ii. In business/commercial activity; a director, senior manager or equivalent position, having responsibility for some mechanical engineering activity or as a recognised company or international expert in some field relating to mechanical engineering. In particular, substantial experience in engineering leadership or management, to include evidence or delivery of some major engineering activity, exercising the technical oversight to ensure that delivery.</li> <li>iii. In the military; commanding officer or other senior rank having some responsibility for mechanical engineering activity.</li> </ol>
	<p>Promotion of engineering profession to young engineers and potential engineers</p>	<p>Promotes engineering; eg. Mentoring, training, presentations to developing engineers and schools, and an active involvement in IMechE or other institution activities.</p>
	<p>Leadership Qualities</p>	<p>Clear evidence of:</p> <ul style="list-style-type: none"> <li>• Good effective communication, negotiation and presentation skills both within and outside business</li> <li>• The understanding of the technical issues associated with the candidate's area of responsibility</li> <li>• Delegation</li> <li>• The understanding of professional codes of conduct</li> <li>• The establishment of strong working relationships, internally and externally</li> <li>• Management of teams</li> <li>• Planning, directing, delivering, monitoring</li> </ul>
	<p>Involvement in policy and strategy making decisions (technical and/or business)</p>	<p>Involved in establishing or providing a significant input to defining the policies and strategies of the business. These can relate to many engineering facets, including technology, product design, quality, safety, research, facility and technical competence etc.</p>
	<p>Structured approach to CPD (evidence of presentations, published papers etc)</p>	<p>Has a clear commitment and plan for their personal future career development; presentations to conferences, seminars etc. Evidence of published papers or evidence of assessment of papers written by others for either external or internal publication.</p>

<b>Desirable</b>	<p>Highly specialist knowledge in a specific area of engineering</p>	<p>An expert in a particular area of engineering who has gained recognition both locally and from a wider audience.</p> <p>An expert who has made a major technical contribution to industry or learning.</p>
	<p>Strong evidence of resource</p>	<p>Clear evidence of responsibility for:</p>

	management and/or personnel management and development	<ul style="list-style-type: none"> <li>• The management and/or project management responsibility for technical and non-technical staff</li> <li>• Recruitment</li> <li>• Health and safety issues</li> <li>• The development of teams</li> <li>• Designing and developing an organisation to meet objectives and requirements</li> <li>• Optimising the team size and capability mix</li> </ul>
	Applies a significant range of fundamental principles and complex techniques across a wide and often unpredictable variety of contexts	Is responsible for either applying fundamental principles to successfully solve complex generic problems, or managing the process and having a clear understanding of the technical issues associated with it.

<b>Optional</b>	Budgetary control	<p>Responsible for establishing, managing and monitoring substantial budgets.</p> <p>Understands the industry and its financial standards, measures and benchmarks.</p>
	Active development and application of new technologies in engineering and related areas at senior level.	<p>At senior level, either uses and develops emerging technologies and applies creative solutions to particular problems or is responsible for the team that undertake these tasks.</p> <p>Driving through change management.</p> <p>Undertaking continuous improvement.</p>