Australian Government

Department of Education, Employment and Workplace Relations

MSS014004A Develop team strategies for more sustainable use of resources

Release: 1

INDUSTRY SKILLS COUNCILS
Creating Australia's Future

MSS014004A Develop team strategies for more sustainable use of resources

Modification History

Not applicable.

Unit Descriptor

This unit of competency covers leading teams and developing strategies for more sustainable use of resources. The team may be in operations, an operational support function (e.g. maintenance, office or warehouse) or along the value chain (e.g. supplier of goods or services or a customer).

Application of the Unit

This unit applies inside organisations and their value chains. The unit has been developed with manufacturing operations as a focus. However, because of the range of organisations in a typical manufacturing value chain it may also be applied to other types of organisations.
This unit applies where a team leader needs to integrate a range of skills and knowledge covering process skills and knowledge and sustainability. The team leader must lead and assist team members to understand and apply a holistic view of their job and the team's role within the organisation and the objectives that the team must meet as part of the sustainability impacts made by the enterprise.
The unit scope includes products made or services offered, and use of sites by an organisation or manufacturing value chain member (e.g. supplier of goods or services or a customer). Environmental sensitivities referred to in this unit are at the issue level. The technical measurement of operational performance or measurement of emissions or other environmental impact is not covered by this unit.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills

Elements and Performance Criteria Pre-Content

Not applicable.

Elements and Performance Criteria

1	Facilitate the development of process and sustainability knowledge	1.1	Identify sustainability goals of enterprise as they relate t
		1.2	Ensure capability of the team
		1.3	Develop mentoring processes for team members in proc related skills
		1.4	Structure team activities to facilitate the ongoing develo members
		1.5	Arrange for the development of competency by team me
		1.6	Encourage team members to apply technical knowledge
2	Facilitate team improvements to sustainability	2.1	Ensure sustainability requirements, operating procedure documents are available to the team
		2.2	Assist team members apply relevant information to the requirements of the team
		2.3	Encourage team members to identify sub-optimal sustai and make improvement suggestions
3	Resource a proactive approach to sustainability	3.1	Develop communications between specialists outside th members
		3.2	Develop strategies to monitor and deal with key sustaina area
		3.3	Arrange for resources for team members to identify and on sustainability issues
		3.4	Arrange workforce development for team members, as sustainability techniques
4	Implement sustainability improvements for work area	4.1	Plan the implementation of team suggested and external sustainability improvements
		4.2	Facilitate team member commitment to and involvemen and monitoring of improvements
		4.3	Encourage the application of the Plan, Do, Check, Act (job

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4.4   Arrange for workforce development as required to facili
        involvement in sustainability improvement

Required Skills and Knowledge

Required knowledge includes:

- principles behind processes
- process skills and knowledge of team members
- procedures relevant to jobs and processes in work area
- methods of making/recommending improvements
- environmental impacts of materials and energy used/emitted
- environmental sensitivities of all areas impacted by the work/process area (and related areas where impac immediate area, e.g. by loss of containment)
- root cause analysis and problem solving
- mitigation strategies as relevant to work/process area
- sustainability issues relevant to the work/process area
- AS/NZS ISO 14000 Environmental Management Standards

Required skills include:

- identifying sustainability goals of the enterprise and analysing implications for work area and team
- communicating with team members and specialists on process and sustainability issues
- identifying and negotiating changes to teamwork organisation and responsibilities as a result of sustainabi associated mentoring and skill development
- representing needs of team in resource allocation processes
- finding information
- analysing and using information
- establishing a proactive teamwork culture

Evidence Guide

Overview of assessment	A person who demonstrates competency in this unit must be able to integrate process and sustainability skills and knowledge to develop strategies for a team to implement more sustainable use of resources in a process or work area.
Critical aspects for assessment and evidence required to demonstrate competency in this unit	Assessors must be satisfied that the candidate can competently and consistently apply the skills covered in this unit of competency in new and different situations and contexts. Critical aspects of assessment and evidence include: • effective team leadership • identifying key features of current processes in work area • analysing current team structure and practices for sustainability related implications • planning, implementing and monitoring change at the team level.
Context of and specific resources for assessment	• This unit of competency is to be assessed in the workplace or a simulated workplace environment. • Assessment should emphasise a workplace context and procedures found in the candidate's workplace. • This unit of competency may be assessed with other relevant units addressing sustainability at the enterprise level or other units requiring the exercise of the skills and knowledge covered by this unit. • The competencies covered by this unit would be demonstrated by an individual working alone or as part of a team.
Method of assessment	• In all cases, practical assessment should be supported by questions to assess underpinning knowledge and those aspects of competency which are difficult to assess directly. • Where applicable, reasonable adjustment must be made to work environments and training situations to accommodate ethnicity, age, gender, demographics and disability. • The language, literacy and numeracy demands of assessment should not be greater than those required to undertake the unit of competency in a work-like environment.
Guidance information for assessment	

Range Statement

Process	Process may include: • any operational, logistics, administrative, information technology or business process relevant to the work of the team
Capability of the team	Capability of the team includes: • necessary technical knowledge and information about relevant processes and support functions • sustainability related goals • sustainability knowledge and skills
Mentoring processes	Mentoring processes covers formal and informal one-on-one support to team members and may include: • mentoring applied by the team leader directly to team members • mentoring arranged by the team leader to occur through other internal specialist employees • buddy systems within the team where more experienced team members mentor newer team members • external mentors and coaches
Interactions with the environment	Interactions with the environment may include: • drawing physical resources from the environment • releasing materials to the environment (e.g. emissions) • drawing energy from/releasing energy to the environment
Environmental sensitivities	Environmental sensitivities may include: • fragile areas and rare or threatened species • heritage or cultural sensitivity issues • hazardous emissions • real or perceived over use of scarce resources • noise • regulated emissions or other regulatory issues • community perceptions or other issues

Sustainability issues	Sustainability issues (as relevant to the work/process area) may include:
	• need to reduce the carbon footprint of product and process through reduction in use of:
	  • energy
	  • water
	  • raw materials

	• emissions
	
	• embedded carbon in transport, storage, rework and errors, inefficient processes and design
	
	Sustainability related issues may also exist irrespective of the carbon equivalence aspects of the issue. This may include:
	
	• current and future availability of raw materials
	
	• current and future availability of energy
	
	• extent and type of waste generation and disposal
	
	• efficiency of process in terms of consumption of materials and energy regarded as in short supply or which are regarded as environmentally sensitive
	
	• the extent to which the production process, product and waste affects the environment, including effects on:
	
	    • climate
	
	    • quality of local air and water
	
	    • ecology
	
	    • noise
	
	• relationship with the local and broader community (e.g. effect of operations on aesthetic appearance, preservation of heritage, and proximity to schools and religious facilities)
	
	• extent of regulatory oversight and extent and cost of compliance
	
	• AS/NZS ISO 14000 Environmental Management Standards

Procedures	Procedures include: • all work instructions, standard operating procedures, formulas/recipes, batch sheets, temporary instructions and similar instructions provided for the smooth running of the plant • good operating practice as may be defined by industry codes of practice (e.g. good manufacturing practice (GMP) and responsible care) and government regulations Procedures may be: • written, verbal, computer-based or in some other form
Team	Team may include: • formally designated work teams from all sections of the organisation, including production, maintenance, technical, administration/finance, sales and marketing • ad hoc, temporary or permanent teams/groups who are or should be working as a team
PDCA	PDCA is: • Plan • Do • Check • Act An appropriate alternative is PDMIC: • Plan • Do • Measure • Improve • Control Either approach (or a similar one) is appropriate

Unit Sector(s)

Sustainability

Custom Content Section

Not applicable.

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