CPPCMN4013A Operate a sustainable business

Release: 2

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Modification History

ISC upgrade - formatting corrections only

Unit Descriptor

Unit descriptor	This unit of competency specifies the outcomes required to identify and implement products, services and practices when operating a business that are economically, socially and environmentally sustainable over time.
	The ability to monitor operations, implement plans efficiently, and deliver sustainable services, products and practices that meet customer needs are essential.
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.

Application of the Unit

Application of the unit	This unit of competency supports individuals responsible for managing the operations of sustainable businesses.

Licensing/Regulatory Information

Refer to Unit Descriptor

Pre-Requisites

Prerequisite units   Nil

Employability Skills Information

Employability skills   This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.

Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. **Seek sustainable business opportunities**.	1.1 Trends in consumer expectations and business environment regarding *sustainability* are researched and analysed.
	1.2 Developments in sustainable products and services offered within the market are researched and analysed, and their suitability assessed.
	1.3 Competitors' sustainable offerings and market position are identified and reviewed.
	1.4 Existing and new customers are consulted to explore sustainable business opportunities.
2. **Communicate performance requirements and monitor sustainable product and service provision**.	2.1 *Performance indicators* to manage the delivery of products or services are identified and implemented.
	2.2 Required sustainable business outcomes are documented and reports on progress against performance indicators are *communicated*.
	2.3 Opportunities to gain certification or participate in external benchmarking activities to validate sustainable products, services and practices are identified and responded to in line with operational procedures and authorisation.
	2.4 Compliance with relevant legislative standards and codes is monitored and reported according to requirements.
	2.5 Successful sustainable business strategies and practices are promoted and, where possible, compliance is recognised.
3. **Promote a workplace culture that supports sustainable products, services and practices**.	3.1 Policies and procedures are developed and communicated to establish understanding of and commitment to economic social and environmental sustainability.
	3.2 Coaching and mentoring strategies are used to build the skills and knowledge of contractors and team members with regard to sustainable products, services and practices.
	3.3 Reward and recognition processes are developed to ensure staff commitment to implementing and applying sustainability solutions.
4. **Monitor and manage customer satisfaction with**	4.1 *Mechanisms to monitor client satisfaction* are designed and used.

ELEMENT	PERFORMANCE CRITERIA
sustainability policies, **practices**, **products and services**.	4.2 Effective and timely feedback is provided to staff, contractors and suppliers regarding the efficiency and effectiveness of their service provision.
	4.3 ***Strategies to communicate and market*** the benefits of sustainable strategies are planned and implemented.

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- change-management skills to respond to new opportunities and implement sustainable business solutions
- decision-making skills to:
    - evaluate and select business opportunities
    - develop communication strategies
    - assess effectiveness of service provision
- language, literacy and numeracy skills to:
    - communicate clearly and concisely verbally and in writing
    - compare benchmarks
    - consult with work group
    - read and interpret documentation, including:

environment and energy efficiency requirements

resource use

- report against identified performance indicators
- seek and receive feedback
- source, organise and record information
- use costing strategies
- lateral and creative thinking to identify new sustainable business opportunities and plan projects
- problem-solving skills to respond to customer service issues
- research skills to:
    - identify policies, practices, products and services that contribute to sustainability
    - analyse and compare their performance

REQUIRED SKILLS AND KNOWLEDGE

- technology skills to use computer applications

Required knowledge

- concepts and models that address:
  - economic sustainability
  - social sustainability
  - environmental sustainability
- concepts and models of strategic and tactical business planning
- governance and accountability models and processes that inform sustainability practices
- legislation, regulations, codes of practice and industry advisory standards that apply to sustainability
- organisational strategy, policy and procedures to enhance business sustainability
- performance characteristics and benefits of sustainable policies, products, services and processes
- strategies for:
  - continuous improvement
  - effecting outcomes
  - maximising opportunities
  - minimising impacts

Evidence Guide

EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment	This unit of competency could be assessed by observing at least two instances of the implementation and monitoring of integrated economic, social and environmental sustainability policies and procedures in an organisation.
Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must be able to provide evidence of the required skills and knowledge specified in this unit.
	In particular the person should demonstrate the ability to:
	• identify opportunities for improved sustainability within the business
	• build a culture that supports sustainability policies and practices
	• implement and monitor the quality delivery of sustainable business operations.
Context of and specific resources for assessment	Assessment of essential underpinning knowledge may be conducted in an off-site context. It is to comply with relevant regulatory or Australian standards' requirements.
	Resource implications for assessment include access to:
	• relevant legislation, standards and guidelines
	• workplace documentation and personnel
	• reports from other parties involved in the process of identifying and implementing improvements.
Method of assessment	Assessment methods must:
	• satisfy the endorsed Assessment Guidelines of the Property Services Training Package
	• include direct observation of tasks in real or simulated work conditions, with questioning to confirm the ability to consistently identify and correctly interpret the essential underpinning knowledge required for practical application
	• reinforce the integration of employability skills with workplace tasks and job roles
	• confirm that competency is verified and able to be transferred to other circumstances and environments.
	This unit could be assessed on its own or in combination with

other units relevant to the job function.

Guidance information for assessment	Reasonable adjustments for people with disabilities must be made to assessment processes where required. This could include access to modified equipment and other physical resources, and the provision of appropriate assessment support.
	Assessment processes and techniques should as far as is practical take into account the language, literacy and numeracy capacity of the candidate in relation to the competency being assessed.

Range Statement

RANGE STATEMENT

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Sustainability is broadly defined as having three separate but inter-related components with characteristics including:	- economic sustainability, demonstrated by: - cost-effective use of resources - ensuring costs of 'green' solutions are properly accounted for and recovered - growing market share by appealing to socially aware customers - purchasing locally to reduce transport costs - seeking to participate in government schemes that reward or fund sustainable operations - social sustainability, demonstrated by: - building community involvement - communicating benefits of sustainable products and services to customers - purchasing locally and using local and community-based products and services - using 'fair trade' products - environmental sustainability, demonstrated by: - efficient use of resources - eliminating hazardous and toxic materials

- identifying strategies to offset or mitigate environmental impacts, such as purchasing carbon credits
- making more efficient use of energy
- maximising opportunities to re-use and recycle materials
- preventing and minimising risks and maximising opportunities, such as use of solar or other alternative forms of energy where appropriate
- purchasing renewable energy
- reducing emissions of greenhouse gases
- reducing use of non-renewable resources
- waste reduction.

Performance indicators may include:	- benchmarks achieved against external certification process requirements - costs measured against performance targets - level of: - recycling achieved - reduction of waste - response to marketing and communication strategies - sales achieved measured against performance targets.
Communication may involve:	- contractors - customers - other stakeholders - staff - suppliers.
Mechanisms to monitor client satisfaction may include:	- customer satisfaction surveys that may be repeated over time to identify trends - formal customer debriefings of project and response received to the debriefing - tracking data to monitor: - resolution of problems, including time taken for response and completeness of resolution of issue - repeat purchases - verbal or written feedback provided to sales consultants or staff.
Strategies to communicate and market may include:	- advertising - brand management - internet and 'viral' marketing - personal selling - product placements - promotions

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- public relations
- sponsorships
- word of mouth.

Unit Sector(s)

Unit sector   Common

Competency field

Competency field