



Australian Government

Department of Education, Employment and Workplace Relations

ICTSUS6234A Establish a business case for sustainability and competitive advantage in ICT projects

Release: 1

ICTSUS6234A Establish a business case for sustainability and competitive advantage in ICT projects

Modification History

Not Applicable

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to establish a business case to justify innovative implementation of sustainability in ICT projects. Organisations may gain competitive and operational advantage by developing sustainability plans which meet customer and stakeholder expectations and public and regulatory demands. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement but users should confirm requirements with the relevant federal, state or territory authority.
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Application of the Unit

Application of the unit	Technical managers, supervising technicians, project managers, consultants or contractors who have responsibility for conducting or managing ICT projects apply the skills and knowledge in this unit. This unit will prepare the participant in planning and conducting cost benefit analysis and return on investment for the implementation of sustainable schemes at the enterprise level
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Licensing/Regulatory Information

Refer to Unit Descriptor

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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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.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Prepare information for establishing a business case	1.1. Evaluate the proposed ICT project to determine the scope and potential of sustainability integration 1.2. Research appropriate sources of information relevant to the project to prepare the business case 1.3. Analyse and evaluate the expected goals of the project and relate the business case to broader organisational goals 1.4. Identify and consult with stakeholders to plan and validate options 1.5. Identify and report on any assumptions and known constraints that can impact on the project
2. Produce the Business Case for the ICT sustainability project	2.1. Evaluate the critical success factors to determine the vital strategy for the project to successfully implement sustainability and gain competitive advantage 2.2. Prepare a cost-benefit analysis and estimate overall benefit obtained by introducing or improving sustainability in the project 2.3. Prepare an estimate of costs over an appropriate time period and determine the potential the return on investment (RoI) 2.4. Evaluate and analyse alternative options to determine the benefits, disadvantages, costs and risks
3. Produce business case documentations	3.1. Validate the options with stakeholders and determine the recommended option 3.2. Prepare an implementation plan for the recommended option for the ICT project 3.3. Produce an executive summary of the proposal including the consequences of not implementing the sustainability activity

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE
This section describes the skills and knowledge required for this unit.
Required skills
• analytical skills to compare and evaluate effective technical solutions involving introduction or improvement of sustainability

REQUIRED SKILLS AND KNOWLEDGE

- research and writing skills to research and present information, and to prepare written business cases requiring precise expression, language and structures suited to the intended audience
- communication skills to:
 - prepare a press release regarding the level of achievement of sustainability benchmarks, environmental targets and performance highlights
 - liaise with customers to outline the resulting sustainability benefits
 - adjust communication to suit different audiences
 - respond effectively to diversity
 - work as a member of a team
 - consult on and validate policy
- literacy skills to:
 - prepare a business case
 - evaluate complex and formal documents, such as government policy and legislation
 - interpret technical specifications and related sustainability documentation
 - document technical requirements and procedures
- numeracy skills to:
 - determine workforce requirements
 - analyse and confirm capacity requirements
 - calculate budget requirements and limitations
 - perform calculations related to life cycle assessment (LCA)
- organisational skills to arrange relevant documentation and approvals
- planning and organisational skills to:
 - set out project requirements and priorities
- problem solving skills to account for unexpected variations to requirements, and to effectively manage different points of view and dissenting stakeholders
- research skills to gain and maintain relevant and current technical product knowledge
- technical skills to utilise sustainability software tools
- project management skills to undertake or manage a complex project

Required knowledge

- best practice approaches relevant to sustainability
- environmental and sustainability legislation, regulations and codes of practice applicable to industry and organisation
- equal employment opportunity, equity and diversity principles and occupational health and safety (OHS) implications of policy being developed
- policy development processes and practices
- principles, practices and available tools and techniques of sustainability

REQUIRED SKILLS AND KNOWLEDGE

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| <ul style="list-style-type: none">management relevant to the ICT industry• quality assurance systems relevant to own organisation• relevant industry competency• relevant organisational policies, procedures and protocols• relevant systems and procedures to aid in the achievement of workplace sustainability• ICT power consumption calculations• energy consumption and energy audit methodology• environmental impacts of products, processes, systems and services |
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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

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

- candidate's involvement as a key person in establishing a business case to introduce or improve sustainability in an ICT project
- implementation strategy, as part of the policy, that has been devised, implemented and reviewed showing a measurable improvement utilising the chosen benchmark indicators
- communicating with stakeholders to discuss approaches to sustainability improvements development and implementation, and contributing to the resolution of disputes among stakeholders
- using software systems for recording and filing documentation for measurement of current usage and using word processing and other basic software for interpreting charts, flowcharts, graphs and other visual data and information
- reviewing and improving policies by identifying improvements and benchmarking against industry best practice and attempting new approaches continuously over time.

Context of and specific resources for assessment

Assessment must ensure:

- sites on which preparation of a business case for introducing or improving sustainability in an ICT project may be carried out
- access to relevant legislation, standards, guidelines, reports and equipment specifications and drawings
- access to a range of workplace documentation and personnel, information and resources, such as compliance obligations, organisational plans, work responsibilities.

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- direct questioning combined with review of

EVIDENCE GUIDE	
	portfolios of evidence and third-party workplace reports of on the job performance by the candidate • review of policy developed and procedural documentation outlining the approach taken • review of implementation strategy, plans and work plans • analysis of methods used to involve stakeholders in policy development, implementation and review • evaluation of participation in sustainability work practices and programs • observation over time in relation to review of work area relating to policy and procedures being developed to assess measurement of resources used, hazards and compliance.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example: • ICTPMG6033A Develop project management plan • ICTPMG6034A Prepare a detailed design brief • ICTTEN6206A Produce an ICT network architecture design Aboriginal people and other people from a non-English speaking background may have second language issues. Access must be provided to appropriate learning and assessment support when required. Assessment processes and techniques must be culturally appropriate, and appropriate to the oral communication skill level, and language and literacy capacity of the candidate and the work being performed. In all cases where practical assessment is used it will be combined with targeted questioning to assess required knowledge. Questioning techniques should not require language, literacy and numeracy skills beyond those required in this unit of competency. Where applicable, physical resources should include equipment modified for people with special needs.

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.	
<i>Appropriate sources of information</i> may include:	• International standards for environmental management - Life cycle assessment • AS/NZS ISO 14040:1998 • AS/NZS ISO 14041:1999 • AS/NZS ISO 14042:2001 • AS/NZS ISO 14043:2001 • AS/NZS ISO 14048:2003 • AS/NZS 3598:2000 • BS EN 16001:2009 • United States Environmental Protection Agency (EPA) - Life Cycle Assessment: Principles and Practice EPA/600/R-06/060 May 2006 • Dow Jones Sustainability Index (DJSI).
<i>Expected goals</i> may include:	• achieving best practice in products, processes or services while protecting the environment without sacrificing profitability • enhancing company reputation • guiding new product development to reduction of resources and emissions • improving public perception • providing information on trade-offs of alternative processes, products and materials.
<i>Stakeholders</i> may include:	• business partners • community • customers • government organisations • shareholders • staff • technical experts.
<i>Constraints</i> may include:	• existing business partnerships and arrangements • existing contracts or service level agreements

RANGE STATEMENT

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| | <ul style="list-style-type: none">• reluctance to accept change. |
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RANGE STATEMENT	
<i>Critical success factors</i> may include:	• customer satisfaction • increase in customers • new sources of business • positive cash flow • profit margin • quality of products and services • revenue growth.
<i>Overall benefit</i> may include:	• better use of workspace • employee satisfaction • enhanced brand value • enhanced company reputation • improved public perception • more reliable service to customers • tangible benefits and intangible benefits.
<i>Estimate of costs</i> may include:	• annual operating costs • capital costs • detailed breakdown of costs • recurring costs • summary of costs by category.
<i>Return on investment (RoI)</i> may include	• carbon trading • project life • rate of depreciation • simple RoI calculation.
<i>Alternative options</i> may include:	• a range of approaches • an option that achieves same result as preferred option • collaborative delivery • in-house delivery of the project • innovative approaches.
<i>Executive summary</i> may include:	• background to the proposal • introduction to the proposal • past and current environment • rationale for establishing the business case at this time.

Unit Sector(s)

Unit sector	Telecommunications
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Co-requisite units

Co-requisite units		

Competency field

Competency field	Sustainability
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