



Australian Government

MSS017004 Lead sustainable strategy deployment

Release: 1

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Modification History

Release 1. Supersedes and is equivalent to MSS017004A Lead sustainable strategy deployment.

Application

This unit of competency covers leading the deployment of sustainable strategy for an entire organisation, part of a large organisation, or part or all of a value chain. It includes the linking of sustainability strategy with business strategies and the planning, communication and deployment of the strategy.

This unit covers the integration of recommendations for sustainability improvements into the organisations strategic sustainability goals and plans and then the facilitation of the implementation of sustainability improvements. The organisation's environment, for the purpose of this unit, is considered to include the ecology it impacts, the economic impacts on the organisation and the social impacts of the organisation.

Strategy deployment as described by this unit is also known as 'hoshin kanri' in enterprises following lean principles and is a process that ties senior leadership and business strategy to enterprise-wide business improvement practices.

This unit may be applied individually or in a team context and would typically be undertaken by a manager or senior technologist who has a significant sustainability responsibility work role.

No licensing, legislative or certification requirements apply to this unit at the time of publication.

Pre-requisite Unit

Nil

Competency Field

Sustainable operations

Unit Sector

Not applicable

Elements and Performance Criteria

Elements describe the essential outcomes.

Performance criteria describe the performance needed to demonstrate achievement of the element.

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|---|---|-----|---|
| 1 | Develop sustainability strategy | 1.1 | Examine existing organisation vision and strategy for impact on sustainability, including any currently identified sustainability goals and objectives. |
| | | 1.2 | Identify external sustainability best practice. |
| | | 1.3 | Examine current operations for economic, social and environmental factors relevant to sustainability for the organisation. |
| | | 1.4 | Liaise with relevant stakeholders. |
| | | 1.5 | Develop appropriate sustainability vision and goals. |
| | | 1.6 | Develop sustainability strategy. |
| | | 1.7 | Obtain required approvals. |
| | | | |
| 2 | Examine proposals for sustainability improvement | 2.1 | Communicate sustainability strategy and request improvement proposals. |
| | | 2.2 | Examine fit of proposals with sustainability strategy. |
| | | 2.3 | Determine possible synergies between proposals. |
| | | 2.4 | Have proposals modified to achieve better strategic outcomes, as appropriate. |
| | | 2.5 | Facilitate the development of integrated implementation plans for selected proposals. |
| | | 2.6 | Facilitate the provision of resources required for implementation. |
| | | | |
| 3 | Facilitate implementation of selected proposals | 3.1 | Ensure appropriate project plans have been developed. |
| | | 3.2 | Ensure appropriate metrics are identified and will be collected. |
| | | 3.3 | Facilitate any necessary capability development. |
| | | 3.4 | Organise for appropriate controls and feedback. |
| | | 3.5 | Ensure appropriate improvement processes are implemented. |

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| 4 | Lead periodic review of sustainability improvements | 4.1 | Ensure appropriate data is available. |
| | | 4.2 | Convene appropriate review process. |
| | | 4.3 | Validate current strategy. |
| | | 4.4 | Validate current tactics. |
| | | 4.5 | Review progress and impacts of current projects. |
| | | 4.6 | Develop required changes. |
| | | 4.7 | Facilitate implementation of required changes. |
| | | | |
| 5 | Communicate with relevant stakeholders | 5.1 | Identify what communications are required and to whom. |
| | | 5.2 | Prepare appropriate communications. |
| | | 5.3 | Communicate as appropriate. |
| | | 5.4 | Finalise appropriate recording. |

Foundation Skills

This section describes those required skills (language, literacy and numeracy) that are essential to performance.

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Range of Conditions

This field allows for different work environments and conditions that may affect performance. Essential operating conditions that may be present (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) are included.

Sustainability incorporates all of

- survival of the ecology/physical environment (to manage the impact of the business to ensure the survival of the physical environment)
- economic viability (efficiency, cost and waste reduction and competitiveness to support survival of the business)

- social sustainability (to manage the impact of the business to ensure its continued survival within the community and the survival of the community).
- Current operations include one or more of**
 - production
 - maintenance
 - logistics and warehousing
 - administration and human resources
 - client/customer, contractor and supplier liaison and administration.
- Sustainability strategy includes all of**
 - scope
 - timeline
 - key performance indicators (KPIs)
 - budget.
- Required changes include one or more of**
 - new/modified metrics, where required
 - changes resulting from kaizen
 - data feeding into kaizen.
- Convene periodic review process includes one or more of**
 - a formal or informal meeting
 - a series of meetings
 - a virtual meeting/series of meetings
 - an electronic interchange
 - other form of interchange.
- Sustainability issues of particular relevance include one or more of**
 - particular sensitivities of the local ecology (e.g. endangered species, sensitive local flora/fauna, material scarcity, water availability)
 - general ecology issues and regulations (e.g. climate change and carbon footprint, pollution control measures)
 - particular local social issues (e.g. distortions to the housing market, disruption to local lifestyles)
 - general social issues (e.g. corporate citizenship, use or/deterioration to infrastructure)
 - particular local economic issues (e.g. cost of capital, profit margins, competition)
 - general economic issues (e.g. state of the economy, stage of the business cycle).

Sustainability impacts which cannot be prevented require mitigation and amelioration techniques which include one or more of

- capture and storage (e.g. scrubbing) and similar ‘end of pipe’ solutions
- dilution/dispersion and similar techniques which reduce concentration but not amount
- other approaches which meet the sustainability requirements.

Unit Mapping Information

Release 1. Supersedes and is equivalent to MSS017004A Lead sustainable strategy deployment.

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=5b04f318-804f-4dc0-9463-c3fb9a3fe998>

Assessment Requirements for MSS017004 Lead sustainable strategy deployment

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Performance Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy the requirements of the elements and performance criteria and include the ability, across an organisation or section/department, to:

- lead the development of sustainability strategy
- facilitate the implementation of sustainability improvements
- review the progress towards goals and the fit with external forces
- communicate strategic intent as appropriate.

Knowledge Evidence

Must provide evidence that demonstrates sufficient knowledge to interact with relevant personnel and be able to lead the deployment of sustainable strategy including knowledge of:

- process and changes which occur at each step in selected value chain
- principles of sustainability
- causes of adverse social, economic and ecological impacts and methods of controlling/reducing them
- principles of strategy deployment/*hoshin kanri*
- development of vision, mission and strategy
- root cause analysis
- hierarchy of hazard control and its application to sustainability hazards
- sustainability hierarchy
- project management principles and the management of multiple related projects
- relevant legislation, regulation and protocols, government incentives and other initiatives
- risk analysis and its application to sustainability risks.

Assessment Conditions

- The unit should be assessed holistically and the judgement of competence shall be based on a holistic assessment of the evidence.
- The collection of performance evidence is best done from a report and/or folio of evidence drawn from:
 - a single project which provides sufficient evidence of the requirements of all the elements and performance criteria

- multiple smaller projects which together provide sufficient evidence of the requirements of all the elements and performance criteria.
- A third party report, or similar, may be needed to testify to the work done by the individual, particularly when the project has been done as part of a project team.
- Assessment should use a real project where the deployment of sustainable strategy is undertaken for an operational workplace.
- Knowledge evidence may be collected concurrently with performance evidence or through an independent process such as workbooks, written assessments or interviews (provided a record is kept).
- Assessment processes and techniques must be appropriate to the language, literacy and numeracy requirements of the work being performed and the needs of the candidate.
- Conditions for assessment must include access to all tools, equipment, materials and documentation required including relevant workplace procedures, product and manufacturing specifications associated with this unit.
- Foundation skills are integral to competent performance of the unit and should not be assessed separately.
- Assessors must satisfy the assessor competency requirements that are in place at the time of the assessment as set by the VET regulator.
- The assessor must demonstrate both technical competency and currency.
- Technical competence can be demonstrated through:
 - relevant VET or other qualification/Statement of Attainment AND/OR
 - relevant workplace experience
- Currency can be demonstrated through:
 - performing the competency being assessed as part of current employment OR
 - having consulted with an organisation providing relevant environmental monitoring, management or technology services about performing the competency being assessed within the last twelve months.

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