



Australian Government

MSS017012 Lead sustainable strategy deployment

Release: 1

MSS017012 Lead sustainable strategy deployment

Modification History

Release 1. Updated unit code. Changes to performance criteria. Range of conditions removed. Assessment requirements amended. Equivalent outcome.

Application

This unit describes the skills and knowledge for 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, in the context 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 applies to individuals or a team context and would typically be undertaken by a manager or senior technologist who has a significant sustainability responsibility work role.

No licensing or certification requirements exist at the time of publication. Relevant legislation, industry standards and codes of practice within Australia must be applied.

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.

1 **Develop sustainability**

1.1 Determine existing organisation vision and strategy for impact on sustainability, including any currently

Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
strategy	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 stakeholders
1.5	Develop 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 synergies between proposals
2.4	Request modifications to achieve better strategic outcomes
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	Check project plans have been developed
3.2	Check metrics are identified and will be collected
3.3	Facilitate capability development
3.4	Organise for controls and feedback
3.5	Facilitate the implementation of improvement processes

Elements describe the essential outcomes.		Performance criteria describe the performance needed to demonstrate achievement of the element.	
4	Lead periodic review of sustainability improvements	4.1	Check data is available
		4.2	Convene 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 stakeholders	5.1	Identify what communications are required and to whom
		5.2	Prepare communications according to procedures
		5.3	Provide information to stakeholders
		5.4	Finalise recording according to organisation requirements

Foundation Skills

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

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

Unit Mapping Information

Release 1. Supersedes and is equivalent to MSS017004 Lead sustainable strategy deployment.

Links

The MSS Sustainability Companion Volume implementation Guides are available from VETNet: -

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

Assessment Requirements for MSS017012 Lead sustainable strategy deployment

Modification History

Release 1. Updated unit code. Changes to performance criteria. Range of conditions removed. Assessment requirements amended. Equivalent outcome.

Performance Evidence

There must be evidence the candidate has completed the tasks outlined in the elements and performance criteria of this unit, and:

- led the development and deployment of sustainability strategy (including scope, timeline, key performance indicators and budget) for at least 1 organisation or part of an organisation
- led at least 1 periodic review of sustainability strategy.

Knowledge Evidence

There must be evidence the candidate has 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 or reducing them
- principles of strategy deployment and 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
- sustainability legislation, regulation and protocols, government incentives and initiatives
- risk analysis and its application to sustainability risks.

Assessment Conditions

Skills must have been demonstrated in the workplace or in a simulated environment that reflects workplace conditions, contingencies, facilities, equipment and resources.

Assessors must satisfy the NVR/AQTF mandatory competency requirements for assessors.

Links

The MSS Sustainability Companion Volume implementation Guides are available from VETNet: -

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