



Australian Government

MSS017020 Lead sustainability strategy deployment

Release: 1

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Modification History

Release 1. Unit code changed. Application changed. Elements changed. Performance Criteria changed. Foundation Skills populated. Assessment Requirements changed. Workplace outcome changed. Supersedes and is not equivalent to MSS017012 Lead sustainable strategy deployment.

Application

This unit describes the skills and knowledge required to lead the deployment of sustainability strategy using a devolved cascading approach.

Strategy deployment within this unit draws from the Lean practice of ‘hoshin kanri’ and aims to ensure strong alignment of strategies, objectives and activities across functions and levels of an organisation, a section of an organisation or part of the value chain.

This unit applies to middle or senior managers, leaders or similar roles who have the authority and responsibility to guide and assist others to contribute to achieving strategic goals. The individual will liaise with the leadership team and other stakeholders to develop the sustainability strategy, plan the alignment and integration of sustainability improvements across the organisation and oversee the implementation of improvement projects.

This unit applies to any organisation.

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

Competency Field

Sustainable operations

Elements and Performance Criteria

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Develop sustainability strategy	1.1 Review organisation’s vision and strategy for relevance to sustainability, including any specific sustainability goals and objectives 1.2 Identify current and emerging approaches to sustainability and evaluate relevance to the organisation’s vision and strategy 1.3 Source or develop information on sustainability impacts from current operations 1.4 Consult with key stakeholders to determine and prioritise

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	sustainability sensitivities, impacts and issues 1.5 Identify any regulatory and/or other compliance requirements relevant to strategy 1.6 Analyse the information to draft options for sustainability vision, goals and strategy 1.7 Facilitate processes with leadership team and other key stakeholders to confirm sustainability vision, goals and strategy 1.8 Plan and implement communications to promote awareness of and engagement with sustainability strategy and projects across levels and areas of the organisation
2. Plan strategy deployment	2.1 Develop outline view of types and areas of work needed to implement sustainability strategy deployment 2.2 Plan for coordination of strategy work, 'business as usual', resources, timelines and known constraints 2.3 Develop risk management plan for sustainability strategy deployment 2.4 Identify personnel to lead development of goals and strategies for their local work areas or sections 2.5 Facilitate communications to inform and engage selected personnel 2.6 Facilitate arrangements for devolved decision-making and delegations
3. Integrate proposals for sustainability improvement	3.1 Facilitate generation of ideas with selected personnel and other key stakeholders 3.2 Guide development of ideas into locally focused goals and proposals 3.3 Review proposals to determine alignment to sustainability strategy and synergies between proposals 3.4 Oversee development of implementation plans to account for interactions and integrations between proposals 3.5 Facilitate problem solving and innovation to align proposals to sustainability strategy 3.6 Liaise with leadership team and other key stakeholders to confirm or adapt proposals and/or sustainability strategy to maximise alignment
4. Facilitate implementation of	4.1 Oversee development final plans, metrics and monitoring and review processes for project implementation

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
selected projects	4.2 Facilitate allocation of resources and other organisational support for projects 4.3 Facilitate processes to support capability of personnel to deliver sustainability projects 4.4 Monitor implementation of projects to identify issues affecting scope, resource requirements, coordination, risk management and alignment to sustainability strategy 4.5 Facilitate resolution of identified issues with input from leadership team and key stakeholders
5. Lead periodic review of sustainability improvements	5.1 Oversee data collection, monitoring and review processes according to plans 5.2 Facilitate input from key stakeholders to review progress and outcomes against metrics and identify areas of poor performance 5.3 Facilitate team problem solving to determine amendments needed to meet expectations and/or revise goals and plans 5.4 Assist team to document and report issues which may cause changes to sustainability strategy 5.5 Oversee application of continuous improvement approach to sustainability improvements

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential to performance but not explicit in the performance criteria.

- Reading skills to interpret complex workplace documentation
- Writing skills to communicate with a range of audiences
- Oral communication skills to facilitate engagement and agreement
- Numeracy skills to develop and interpret metrics.

Other foundation skills essential to performance are explicit in the performance criteria of this unit.

Unit Mapping Information

Release 1. No equivalent unit.

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 MSS017020 Lead sustainability strategy deployment

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Performance Evidence

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

- lead the development and deployment of sustainability strategy for an organisation, section of organisation or part of value chain where strategy deployment incorporates at least 3 sustainability improvement projects.

Knowledge Evidence

There must be evidence the candidate has knowledge of:

- sustainability interactions and impacts related to processes in selected value chain
- actual and potential sustainability issues relevant to the value chain
- current and emerging approaches to quantifying and evaluating costs, benefits, impacts and risks in relation to sustainability including direct, indirect and intangible factors
- principles of sustainability
- approaches to cascading strategy deployment
- current and emerging approaches to improving sustainability, including:
 - purpose-based and circular economy business models
 - extended product lifecycle and retaining and/or managing residual resources
 - design thinking as applied to problem-solving and innovation for sustainability
 - human rights and environmental impact of supply chain decisions
 - digitalisation and dematerialisation
 - efficient use of materials, resources and/or energy
 - reduction of pollution and/or greenhouse gas emissions
 - safety, health and wellbeing of employees
 - environmental monitoring and remediation
- techniques to facilitate agreement across levels and areas of an organisation
- types of structural, personal and cultural barriers that may affect communication and engagement
- techniques to address barriers and support communication and engagement
- development of vision, mission and strategy

- root cause analysis
- hierarchy of hazard control and its application to sustainability hazards
- risk analysis and risk management and its application to sustainability risks
- project management principles and the management of multiple related projects
- systems thinking as applied to identifying, evaluating and prioritising sustainability improvements
- current and emerging approaches to identifying and analysing factors that may affect sustainability priorities
- sustainability-related regulatory and reporting requirements relevant to the industry
- sustainability-related voluntary standards, codes, reporting frameworks, certification and co-regulatory arrangements relevant to the industry
- team planning and problem-solving processes.
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Assessment Conditions

Skills must have been demonstrated in the workplace or in a simulated environment that reflects workplace conditions and contingencies. The following conditions must be met for this unit:

- use of suitable facilities, equipment and resources, including:
 - organisation's strategic plan/decisions
- modelling of industry operating conditions.

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

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