



Australian Government

MSS017021 Set strategic direction for circularity

Release: 1

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Modification History

Release 1. New unit.

Application

This unit describes the skills and knowledge required to liaise with other leaders to incorporate circularity into the organisation's strategic direction.

The unit applies to senior managers, leaders and similar roles with influence and authority in setting the organisation's direction and goals. The individual will analyse data and information to determine the likely impact from different circularity approaches, lead the development of and commitment to a circularity approach for the organisation and contribute to building alignment between the approach and the organisation's vision, mission and goals.

For the purposes of this unit, circularity refers to the application of decisions and activities designed to move the organisation towards a non-waste scenario that is in equilibrium and which supports regeneration of natural systems. Circularity improvements will typically align to one or more aspects of the currently accepted frameworks of 3 Circular Economy principles and 5 Circular Economy business models.

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. Determine organisational opportunities for circularity	1.1 Investigate current and emerging approaches to circularity to identify incremental change and radical change options 1.2 Research initiatives by other organisations to identify what was implemented and the results 1.3 Facilitate processes with stakeholders across levels and areas of the organisation to elicit ideas for improved circularity 1.4 Collate and analyse identified information to determine application to organisation's current operations and possible future operations

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	1.5 Identify legislation, regulations, standards and codes relevant to change options 1.6 Determine short list of strategic options for circularity with potential to benefit organisation
2. Develop outline of change requirements	2.1 Facilitate input from designers, engineers and other key stakeholders to scope change requirements for short listed options 2.2 Determine potential risks from changes and risk management strategies 2.3 Determine potential barriers to changes and possible solutions 2.4 Determine any other factors relevant to evaluation and prioritisation of changes 2.5 Determine likely requirements for internal and external support to implement changes 2.6 Estimate direct and indirect costs and benefits of short-listed options 2.7 Estimate sustainability costs and benefits of short-listed options 2.8 Develop information on short-listed options using language and style suitable for leadership stakeholders
3. Facilitate organisation's circularity approach	3.1 Develop rationale relevant to organisation to champion circularity 3.2 Seek guidance and/or assistance from internal and/or external specialists to facilitate adoption of circularity by leadership team 3.3 Facilitate communications with leadership team to provide information, resolve issues and promote strategic engagement with circularity 3.4 Present information on short-listed options to leadership team and facilitate processes to resolve any issues 3.5 Facilitate processes with leadership team to determine changes to organisation's strategic direction and/or operations to improve circularity 3.6 Oversee incorporation of changes into organisation's strategic documentation and communications

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 research circularity initiatives and interpret relevance to organisation
- Oral communication skills to facilitate and guide communications with stakeholders across the organisation, negotiate agreed solutions to issues
- Numeracy skills to evaluate direct and indirect costs and benefits
- Learning skills to source and analyse new information to generate new ideas and solutions.

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 MSS017021 Set strategic direction for circularity

Modification History

Release 1. New unit.

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:

- define at least 2 strategic options to improve circularity and develop related information to support strategic decision-making.
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Knowledge Evidence

There must be evidence the candidate has knowledge of:

- current and emerging circular approaches to reducing negative impact throughout the life of a process, product or service, including:
 - new models for business operations, market development and growth
 - human-centred and iterative design
 - designing out waste and pollution
 - choice of lower impact and/or renewable materials, resources and energy
 - reduction of material, resources and energy usage including digitalisation, dematerialisation, shared resources, service-based ‘products’
 - extended product life and retaining and/or managing residual resources including modularity, repairability, stewardship and remanufacturing
 - design for natural regeneration
- current and emerging approaches to identifying and analysing factors that may affect sustainability priorities
- design thinking as applied to problem-solving and innovation for sustainability
- current and emerging approaches to quantifying and evaluating costs, benefits, impacts and risks in relation to sustainability including direct, indirect and intangible factors
- influence, persuasion and negotiation techniques
- communication styles and methods to suit a range of audiences
- techniques to facilitate agreement across levels and areas of the organisation
- types of structural, personal, cultural barriers that may affect implementation of circularity
- leadership and management methods that support the values and/or principles of circularity
- strategies to support implementation of significant change and estimation of costs.
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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
- modelling of industry operating conditions.

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

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