



Australian Government

MSS017023 Establish collaborative business arrangements

Release: 1

MSS017023 Establish collaborative business arrangements

Modification History

Release 1. New unit.

Application

This unit describes the skills and knowledge required to set up collaborative business arrangements to support circularity.

This unit applies to middle or senior managers, leaders or similar roles who contribute to setting the direction of the organisation and who have some influence, authority and responsibility in selecting and planning how to achieve long term goals. The individual will develop and manage relationships with internal and external stakeholders, identify the potential for collaborative arrangements, develop detailed scope and feasibility of specific options for collaboration, and facilitate the selection and implementation of collaborative arrangements.

This unit applies once the organisation has decided on its strategic direction and/or approach in relation to circularity.

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 areas of opportunity for collaborative arrangements	1.1 Review organisation's purpose, strategy and sustainability approach to determine need and potential for collaborative business arrangements 1.2 Review operational information and consult with stakeholders to determine areas where collaborative arrangements may improve performance and/or address barriers 1.3 Determine risks to organisation's supply chain and business continuity that could be managed through partnership/s or collaborative arrangement/s 1.4 Research local area/s to identify existing collaborative business arrangements which may be relevant to organisation's sustainability

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	approach 1.5 Undertake locality-based research and industry-based research to identify existing collaborative business arrangements which may be relevant to organisation 1.6 Research government and non-government sector initiatives for areas of social need, opportunity and support which may be relevant to organisation
2. Negotiate priority areas of opportunity	2.1 Develop broad evaluation criteria or rating system to reflect organisation's goals and priorities, regulatory and/or other compliance requirements and potential barriers to change 2.2 Apply evaluation criteria or rating system to determine top ranking areas of opportunity for collaborative arrangements 2.3 Prepare rationale and supporting information for top ranking areas of opportunity using style and language appropriate for leadership team 2.4 Facilitate negotiations with leadership team to select priority areas of opportunity for further investigation
3. Develop priority collaborations	3.1 Develop networks and source information relevant to priority areas of opportunity 3.2 Identify potential collaborators, intermediaries and other key stakeholders relevant to priority areas of opportunity 3.3 Engage with stakeholders to determine mutual interests and possible benefits from collaborative arrangements in priority areas 3.4 Establish joint team or working group with stakeholders to determine options for collaboration that could deliver benefits 3.5 Facilitate team or working group to undertake detailed research on options for collaboration to determine scope, context, feasibility and likely positive and negative impacts 3.6 Facilitate communications and where needed source specialist input to resolve problems and build trust with stakeholders 3.7 Plan consultation approach and information needs to facilitate leadership team agreement on collaboration/s to implement
4. Confirm collaborative arrangements	4.1 Determine key areas of agreement, from own and collaborating organisations' perspectives, required to proceed with collaborative arrangements 4.2 Negotiate shared understanding between collaborating organisations

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	in key areas of agreement 4.3 Oversee documentation and distribution of agreements in format agreed by collaborating organisations 4.4 Facilitate allocation of resources, delegations and authorisations within own organisation
5. Facilitate implementation of collaborative arrangements	5.1 Plan and oversee actions within organisation required to implement changes 5.2 Recognise skills and/or other development needs for organisation's personnel to participate and represent organisation in collaborative arrangements 5.3 Take or initiate action to address identified needs 5.4 Identify problems in organisation's implementation of changes and liaise with relevant stakeholders to develop solutions 5.5 Contribute to development of communication plan to support internal and external engagement with collaborative arrangements 5.6 Liaise with collaborating organisations to help identify and address any need for support to implement changes
6. Manage collaborative arrangements	6.1 Facilitate communications with internal and external stakeholders to sustain engagement between collaborating organisations 6.2 Establish or update procedures and communication mechanisms to reflect collaborative arrangements 6.3 Facilitate understanding and engagement across levels and sections of organisation 6.4 Monitor collaborative arrangements and take or initiate action to manage risk and resolve problems 6.5 Identify unresolvable issues and liaise with leadership team to plan actions to terminate arrangements

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 and legislative/regulatory requirements

- Writing skills to communicate with a range of internal and external stakeholders
- Oral communication skills to facilitate engagement and agreements with a range of internal and external stakeholders
- Numeracy skills to determine and interpret metrics and indicators.

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 MSS017023 Establish collaborative business arrangements

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:

- identify at least 3 areas of opportunity for collaborative arrangements
- work with at least 3 external stakeholders to develop details of at least 2 options for collaboration
- confirm arrangements for and facilitate implementation of at least one collaboration.
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Knowledge Evidence

There must be evidence the candidate has knowledge of:

- values, principles and practices to support sustainability and circularity
- circular business models and their potential for collaborative arrangements
- current and emerging collaborative arrangements that support sustainability, including at least 3 of the following:
 - ecosystem partnerships
 - Collective Impact Framework
 - Shared Value Initiative
 - precincts or hubs
 - supply chain focus
 - resource recovery focus
- techniques to facilitate communication and engagement with internal and external stakeholders
- types of structural, personal and cultural barriers that may affect communication and engagement
- techniques to address barriers and support communication and engagement
- communication styles, methods and media to suit a range of audiences
- influence, persuasion and negotiation techniques
- organisation's communication protocols and confidentiality requirements
- legislation, regulations and codes of practice relevant to sustainability and business governance
- approaches to quantifying and evaluating costs, benefits, impacts and risks in relation to sustainability, including direct, indirect and intangible factors
- areas of agreement typically required for collaborative business arrangements, including:

- goals and/or expected benefits
- share of financial contributions and benefits for each party and how calculated
- methods of measuring or quantifying progress, success, impacts and non-financial factors
- responsibilities for compliance and risk
- ownership of intellectual property, products and outcomes
- activities and deliverables
- governance arrangement and roles and responsibilities of each party.
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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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