



Australian Government

Department of Education, Employment and Workplace Relations

MSS017004A Lead sustainable strategy deployment

Release: 1

MSS017004A Lead sustainable strategy deployment

Modification History

Not applicable.

Unit Descriptor

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.

Application of the Unit

This unit is a Vocational Graduate Certificate unit and follows the AQF guidelines for such units in that it assumes an entry qualification, such as:

- an Advanced Diploma or Diploma in sustainability or relevant technical field
- a Bachelor Degree in a relevant technical field
- other relevant higher education qualifications, often with relevant vocational practice
- relevant extensive vocational practice, without formal qualifications but which result in appropriate entry level skills.

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 organisations 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 manufacturing principles and is a process that ties senior leadership and business strategy to enterprise-wide business improvement practices.

It would typically be undertaken by a manager or senior technologist who has a significant sustainability responsibility work role.

Skills covered by this unit may be applied individually or in a team context.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

Not applicable.

Elements and Performance Criteria Pre-Content

Not applicable.

Elements and Performance Criteria

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 |
| 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 | |
| | | 4.7 | Develop required changes Facilitate implementation of required changes |
| 5 | Communicate as appropriate | 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 |

Required Skills and Knowledge

Required skills

Required skills include:

- conducting SWOT analysis
- conducting cause and effect analysis and diagrams
- process mapping
- applying formal problem-solving techniques, including root cause analysis
- interpreting specifications, operating procedures, manuals, regulations and other complex documents
- communicating, consulting and negotiating with internal and external stakeholders
- analysing and problem solving
- interpreting and manipulating data
- drafting reports

Required knowledge

Required knowledge includes:

- process and changes which occur at each step in selected value chain
- principles of sustainability
- causes of adverse social impacts and methods of controlling/reducing them
- causes of adverse economic impacts and methods of controlling/reducing them
- causes of adverse 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

Evidence Guide

Overview of assessment	A person who demonstrates competency in this unit must be able to lead sustainable strategy deployment across the whole organisation or major part of a large organisation in a manner consistent with the organisation's vision and business strategy.
Critical aspects for assessment and evidence required to demonstrate competency in this unit	Assessors must be satisfied that the candidate can competently and consistently apply the skills covered in this unit of competency in new and different situations and contexts. Critical aspects of assessment and evidence include: • development of sustainability strategy • facilitating the implementation of sustainability improvements • reviewing the progress towards goals and the fit with external forces • communicating the above as appropriate
Context of and specific resources for assessment	• This unit of competency is to be assessed in the workplace or a simulated workplace environment. • Assessment should emphasise a workplace context and procedures found in the candidate's workplace. • This unit of competency may be assessed with other relevant units addressing sustainability at the enterprise level or other units requiring the exercise of the skills and knowledge covered by this unit. • The competencies covered by this unit would be demonstrated by an individual working alone or as part of a team.
Method of assessment	• In all cases, practical assessment should be supported by questions to assess underpinning knowledge and those aspects of competency which are difficult to assess directly. • Where applicable, reasonable adjustment must be made to work environments and training situations to accommodate ethnicity, age, gender, demographics and disability. • The language, literacy and numeracy demands of assessment should not be greater than those required to undertake the unit of competency in a work-like environment.
Guidance information for assessment	

Range Statement

Sustainability	Sustainability incorporates the three aspects 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)
Portion of the value chain	Value chain is the sequence of activities that a firm undertakes to create value/product (good or service). Portion of the value chain includes sections internal or external to the organisation
Current operations	Current operations includes, but is not limited to: • production • maintenance • logistics and warehousing • administration and human resources • client/customer, contractor and supplier liaison and administration
Develop	Develop means to: • develop a new, or improve an existing process, product or service
Sustainability strategy	Sustainability strategy includes: • scope • timeline • key performance indicators (KPIs) • budget
Required changes	Required changes include: • new/modified metrics, where required • changes resulting from kaizen • data feeding into kaizen
Kaizen	Kaizen is continuous improvement of an entire value stream or an individual process to create more value with less waste
Convene periodic review process	Convening may mean any, some or all of:

	• a formal or informal meeting • a series of meetings • a virtual meeting/series of meetings • an electronic interchange • other form of interchange Periodic reviews are in addition to kaizen and may include: • reviews to targets (e.g. against set KPIs) • reviews to external environment which may include techniques, such as: • SWOT analysis • search conference • Delphi technique
Sustainability issues of particular relevance	Sustainability issues of particular relevance include: • particular sensitivities of the local ecology, such as: • endangered species • sensitive local flora/fauna • material scarcity • water availability • general ecology issues and regulations, such as: • climate change and carbon footprint • pollution control measures • particular local social issues, such as: • distortions to the housing market • disruption to local lifestyles • general social issues, such as: • corporate citizenship • use or/deterioration to infrastructure • particular local economic issues, such as: • cost of capital • profit margins • competition • general economic issues, such as: • state of the economy • stage of the business cycle
Appropriate response	Appropriate response includes: • application of the hierarchy of hazard control to sustainability hazards • when the impact cannot be prevented application of mitigation and amelioration techniques, such as: • 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 Sector(s)

Sustainability

Custom Content Section

Not applicable.