



**Sustainability
Industry Reference Committee (IRC)
MSS Sustainability Training Package
Case for Change
December 2017**

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Prepared on behalf of the Sustainability IRC for the Australian Industry Skills Committee (AISC)

**Sustainability Industry Reference Committee
Case for Change December 2017**

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Administrative Information

Name of Industry Reference Committee (IRC)

Sustainability

Name of Skills Service Organisation (SSO)

Innovation and Business Skills Australia (IBSA) Manufacturing

Name of the Training Package(s) examined to determine change is required

MSS Sustainability

Brief description of how the case for change was developed

This Case for Change was developed by the Sustainability IRC with the support of a sub-committee comprising key stakeholders selected by the IRC and informed by evidence based research. Feedback, including targeted face to face and phone consultation, was considered from various key stakeholders. The Case for Change was developed having regard for the Training Package Development and Endorsement Process Policy and provides robust evidence to support AISC's decision making process.

An Activity Order is currently in progress to review the MSS Sustainability Training Package products. This includes the review of 134 units and 6 qualifications, the development of up to 5 new units of competency and 1 additional skill set to address the specialist skill needed for workers in the Carbon Auditing / Energy and Greenhouse Gas reduction sector.

In consultation with the Sustainability IRC and Technical Advisory Committee (TAC), we are seeking to build on current Training package development activities to gain further holistic improvements to the training package components. The current new product development includes a skill set in 'Lead Energy and Greenhouse Gas improvement' (Carbon Auditing), and the work proposed in this Case for Change will further extend skills for Sustainability job roles to consider the increasing importance and focus by organisations to meet 'Corporate Social Responsibility' expectations. This includes adherence to National and International standards, and striving to achieve goals consistent with the 17 United Nations Sustainable Development Goals including carbon, energy and greenhouse gas reduction. A review of training package content outlined in this proposal will ensure the adequacy of training products associated with the emerging skills and expectations necessary to support customer, client and corporate responsibility requirements. Significant benefit would be realised by undertaking this work to further improve the relevancy of job roles and building on skills needed in reducing carbon

footprints, energy usage and emissions which are relevant across all job roles in organisations with a sustainability commitment.

The MSS Sustainability Training Package products listed in Appendix A are proposed for development in this Case for Change and include the following.

Qualifications

- MSS40116 Certificate IV in Sustainable Operations
- MSS40216 Certificate IV in Environmental Monitoring and Technology
- MSS50116 Diploma of Sustainable Operations
- MSS50216 Diploma of Environmental Monitoring and Technology
- MSS80116 Graduate Certificate in Sustainable Operations
- MSS80216 Graduate Certificate in Environmental Management
- MSS40316 Certificate IV in Competitive Systems and Practices
- MSS50316 Diploma of Competitive Systems and Practices
- MSS80316 Graduate Certificate in Competitive Systems and Practices

Units of Competency

New unit:

- MSSXXXXXX Interpreting and applying standards relating to Corporate Social Responsibility

Existing units to revise:

- MSS015006 Report to Global Reporting Initiative guidelines
- MSS015014 Develop response to sustainability related regulation
- MSS015017 Develop regulated sustainability reports
- MSS015019 Establish/review metrics for social sustainability
- MSS404052 Apply statistics to operational processes
- MSS405012 Manage workplace learning
- MSS405050 Determine and improve process capability
- MSS405060 Develop the application of enterprise control systems in an organisation
- MSS405061 Determine and establish information collection requirements and processes
- MSS407004 Facilitate improvements in the internal value chain
- MSS407005 Undertake a qualitative review of a process change
- MSS407009 Facilitate improvements in the external value chain
- MSS408008 Analyse data for relevance to organisational learning
- MSS027006 Coordinate water quality management activities

- MSS027007 Coordinate air quality management activities
- MSS027008 Coordinate noise management activities
- MSS027009 Coordinate site remediation or rehabilitation activities
- MSS027011 Select, commission and maintain environmental monitoring instruments
- MSS403013 Lead team culture improvement
- MSS404082 Assist in implementing a proactive maintenance strategy
- MSS404083 Support proactive maintenance
- MSS404081 Undertake proactive maintenance analyses
- MSS403007 Map an office value stream
- MSS403033 Map an operational process
- MSS403041 Facilitate breakthrough improvements
- MSS403044 Facilitate continuous improvement through the use of standardized procedures and practices
- MSS405002 Analyse and map a value stream
- MSS405003 Manage a value stream
- MSS405013 Facilitate a holistic culture improvement in an organisation
- MSS405010 Manage relationships with non-customer external organisations
- MSS405061 Determine and establish information collection requirements and processes
- MSS407002 Review operations practice tools and techniques
- MSS407007 Respond to a major non-conformance
- MSS408003 Develop models of future state operations practice

Skill Sets

- MSSSS00006 Reduce Sustainability Risk

It provides evidence of the need to review 9 qualifications, 34 existing units, 1 new unit and 1 existing skill set in the MSS Sustainability Training Package to meet industry needs.

To summarise, the thirty-four existing units will need to be assessed to consider the impact of sustainability, 'shared values', and National and International agreements and standards in a holistic approach. This assessment will also include units that focus specifically on process compliance and performance improvement. The existing Skill Set (MSSSS00006 Reduce Sustainability Risk) will also be reviewed, including the development of a new unit (Interpreting and applying standards relating to Corporate Social Responsibility).

This proposed work compliments and aligns with the development work already undertaken to address skills in Carbon, Energy and Greenhouse Gas improvement and reduction. It will also consider the content associated with the skills and capabilities in this skill set are in line with Corporate Social Responsibility expectations and requirements as outlined in the UN Sustainable Development Goals.

The case for change

Drivers for change and evidence

This Case for Change sets out a clear and concise justification for change, the scope of the work required to affect the change, information about the industry need/support for that change, and the timing for the work.

This Case for Change is based on views from relevant stakeholders and provides evidence that further review of units in the MSS Sustainability Training Package is required.

Industry is subject to a range of environmental and sustainability related regulatory controls. The establishment of the Clean Energy Innovation Fund to reinvigorate the Clean Energy Finance Corporation and the Australian Renewable Energy Agency have been welcomed by stakeholders.

The concept of Corporate Social Responsibility (CSR), often referred to as 'Sustainability' and sometimes expressed as 'Shared Values', presents both an opportunity and a challenge for industry stakeholders. Increasingly their customers and clients are demanding that businesses measure and disclose their sustainability policies and activities that meet National and International legislative frameworks, standards or business/finance sector developed benchmarks. The release of the United Nations Sustainable Development Goals (SDG) has provided a framework for business and specific targets to be achieved by 2030. Since their release, there has been a growing and tangible shift towards Australian businesses wanting to demonstrate behaviours consistent with meeting these UN SDGs, including best practice environmental practices, waste reduction and product sustainability, energy and water efficiency, impact on community focus, and ethical treatment of employees (both internal and in external supply chains).

Carbon emissions policy has been influential in driving stakeholder calls for the inclusion of carbon auditing skills in the training package. Australia's climate action commitment to the Paris Agreement will further drive demand for skills in environmental management, monitoring, reporting and verification.

The review of units in line with the UN SDGs framework will ensure that industry is provided with critical skills to be able to manage and report on carbon management schemes, comply with National and International agreements and standards, fulfil community expectations regarding good corporate citizenship including responsible consumption and production, whilst remaining a viable and competitive entity. The units and qualifications in the following sectors

will be updated to support long term global initiatives, emerging expectations and industry best practice around 'sustainability' as it relates to corporate responsibility, community expectations, and process compliance and improvement:

- Sustainable Operations
- Environmental Monitoring and Control
- Competitive Systems and Practices

Businesses which do not have access to these emerging skills and are actively undertaking sustainability activities as part of normal business practices are at risk of losing market share to competitors who are effectively promoting and positioning themselves as good corporate citizens either directly to customers or throughout their supply chain.

Recommended Changes

Thirty-four units will be reviewed to ensure the impact of sustainability, including relevant National and International agreements and standards are contextualised as needed.

Competitive Systems and Practices qualifications will also be reviewed, and those units that directly relate to process improvement (including energy improvement initiatives) and process compliance will be updated to reflect the enhanced corporate responsibility reflected in the UN Sustainable Development Goals.

The existing skill set MSSSS00006 Reduce Sustainability Risk will also be reviewed. It is anticipated that this will require the updating of existing units and the development of a new unit 'Interpreting and applying standards relating to Corporate Social Responsibility' to reflect a broader skill set for those businesses requiring a framework to commence or enhance their corporate social responsibility activities including climate action, and responsible consumption and production.

The Sustainability IRC recommends the products listed in Appendix A be approved based on the above justification and industry recommendations.

Industry support for change

Stakeholder Consultation

Key individual and group stakeholders including the Sustainability IRC and the Lead Energy and Greenhouse Gas Improvements skill set project TAC were consulted and provided with information for the Case for Change.

The Technical Advisory Committee established to provide technical input and expertise for the Lead Energy and Greenhouse Gas Improvements skill set project is well placed to provide advice and feedback regarding the skills and knowledge needed by organisations to meet customer and client expectations for social and environmental best practice relating to waste reduction, product sustainability, energy efficiency, impact on community, and ethical treatment of employees (internal and in external supply chains). The Sustainability IRC identified that the skills to implement sustainability / shared values initiatives was the top ranked skill for the sector's workforce within the next 3-5 years.

Attachment B provides a list of these stakeholders.

IBSA Manufacturing has also actively engaged with all State and Territory Training Authorities (STAs) concerning this case for change. STAs had two weeks, from 11 December to 22 December, to review and provide feedback on this Case for Change. The following feedback has been received to date:

- The Tasmanian STA reported on the 15/12 that they have no objections to supporting this case for change.
- The NT STA confirmed their support on 22/12, noting that the case for change “will result in a nationally consistent approach for skills development and assessment regarding corporate social responsibility initiatives; and notes the impact of not implementing these changes could impact on Australia’s reputation both in education and industry in the context of sustainability”.
- The Victorian TPU advised on 5/1/18 their support of the case for change progressing to the AISC for consideration, and has requested clarification on 2 points (research undertaken, and applicable UN Sustainable Development Goals) which will be provided.

No other feedback or objections have been received from STAs to the Case for Change, or the proposed training package development and review work.

Overview of the issues identified by stakeholders

The main focus identified by stakeholders is the need for reviewing performance evidence and knowledge evidence required to ensure existing global initiatives, agreements and standards, and the latest industry expectations are reflected in units and qualifications to ensure consistency and quality in the development and delivery of training material content and assessment by training providers.

Sensitivities

No sensitivities or dissenting views were tabled.

Impact of change

Impact of recommended changes on stakeholders

The impact and benefits associated with the changes proposed include:

- A nationally consistent approach for skills development and assessment regarding corporate social responsibility initiatives
- The skills and knowledge to address, implement and promote sustainability, shared values, policies and initiatives
- Standards for skills and knowledge to support assessment, management and reporting on all areas which form part of the organisation's corporate social responsibility, and adherence to National and International agreements and standards.

Impacts of Risks of not implementing the changes

Lack of currency in the education and application of global sustainability and corporate social responsibility goals and standards could result in Australian industries lagging behind in this area and not being well represented or respected globally.

The impact of not implementing these changes could impact on Australia's reputation both in education and industry in the context of sustainability. It could also result in Australian businesses losing market share to competitors who are effectively promoting and positioning themselves as good corporate citizens.

The analysis of usage across units and removing repetition in the training package will also ensure that users of the training package will have less difficulty discerning and selecting relevant units that address current skills and knowledge requirements.

Estimated timeframes

The proposed review of 34 units would be expected to be completed in six months to align with current MSS Sustainability Training Package review and development work.

Implementing the COAG Industry and Skills Council (CISC) reforms for Training Packages

This Case for Change will implement the CISC reforms to the Training Package System as follows:

- removing obsolete and superfluous qualifications from the training system to make it easier for consumers to find the training relevant to their needs:
 - This Case for Change includes removing any obsolete or superfluous Training Package products.
- making more information available about industry's expectations of training delivery to training providers to improve their delivery and to consumers to enable them to make more informed course choices:
 - Units of competency will be updated to include / assess the organisation's corporate social responsibility initiatives in the context of the United Nations Sustainable Development Goals, as well as National and International standards and agreements
 - Industry's expectations of training delivery will be provided in the Companion Volume.
- ensuring the training system better supports individuals to move easily from one related occupation to another:
 - Units of competency will be developed for a generic job role, and wherever possible will avoid sector specific requirements, enabling individuals undertaking these qualifications or job roles to utilize the generic units and skills developed irrespective of the sector in which they operate
- improving the efficiency of the training system by creating units that can be owned and used by multiple industry sectors and housing these units in a 'work and participation bank:

- Any new or revised units will be developed so they are applicable to all industry sectors and organisations wherever possible, and can be contextualised and adapted for any organisations undertaking sustainability initiatives to meet the UN SDGs
- fostering greater recognition of skill sets:
 - This Case for Change will support the Lead Energy and Greenhouse Gas improvements skill set by ensuring consistency when assessing the impact of sustainability, shared values, and National and International standards and agreements. Furthermore, it is anticipated the existing MSSSS00006 Reduce Sustainability Risk skill set will be enhanced with additional units to improve relevance and appeal
- ensuring that accredited courses 'fill the gap' in training packages and provide for training courses to be developed as quickly as industry needs them and support niche skill needs:
 - This Case for Change does not relate to accredited courses.

This Case for Change has been developed from the 2017 Skills Forecast proposed schedule of work.

Name of Chair	Peter Nemtsas
Signature of Chair	<i>Peter Nemtsas</i>
Date	4/12/17

IRC Signoff

This IRC Skills Forecast and Proposed Schedule of Work was agreed as the result of a properly constituted IRC decision and was approved by the Acting Chair, Michael Grogan in September 2017.

Attachment A: Training Package components to change

Innovation and Business Skills Australia – Manufacturing

Contact details: David Galbraith, Industry Manager, IBSA - Manufacturing

Date submitted: November 2017

9 Qualifications - to be assessed in line with expanded requirements of job roles

Training Package Code	Training Package Name	Product Code	Product Name	IRC Name	Review status	Change Required
MSS	Sustainability	MSS40116	Certificate IV in Sustainable Operations	Sustainability		Review units to address current industry skills needs
MSS	Sustainability	MSS40216	Certificate IV in Environmental Monitoring and Technology	Sustainability		Review units to address current industry skills needs
MSS	Sustainability	MSS50116	Diploma of Sustainable Operations	Sustainability		Review units to address current industry skills needs
MSS	Sustainability	MSS50216	Diploma of Environmental Monitoring and Technology	Sustainability		Review units to address current industry skills needs
MSS	Sustainability	MSS80116	Graduate Certificate in Sustainable Operations	Sustainability		Review units to address current industry skills needs
MSS	Sustainability	MSS80216	Graduate Certificate in Environmental Management	Sustainability		Review units to address current industry skills needs
MSS	Sustainability	MSS40316	Certificate IV in Competitive Systems and Practices	Sustainability		Review units to address current industry skills needs
MSS	Sustainability	MSS50316	Diploma of Competitive Systems and Practices	Sustainability		Review units to address current industry skills needs
MSS	Sustainability	MSS80316	Graduate Certificate in Competitive Systems and Practices	Sustainability		Review units to address current industry skills needs

34 units - to be reviewed in line with growth of Corporate Social Responsibility, sustainability, National and International agreements, and UN Sustainable Development Goals:

No	Qualification code	Qualification title	Unit code	Unit title
1	MSS50116	Diploma of Sustainable Operations	MSS015006	Report to Global Reporting Initiative guidelines
2	MSS50116	Diploma of Sustainable Operations	MSS015014	Develop response to sustainability related regulation
3	MSS50116	Diploma of Sustainable Operations	MSS015017	Develop regulated sustainability reports
4	MSS50116	Diploma of Sustainable Operations	MSS015019	Establish/review metrics for social sustainability
5	MSS50116	Diploma of Sustainable Operations	MSS404052	Apply statistics to operational processes
6	MSS50116	Diploma of Sustainable Operations	MSS405012	Manage workplace learning
7	MSS50116	Diploma of Sustainable Operations	MSS405050	Determine and improve process capability
8	MSS50116	Diploma of Sustainable Operations	MSS405060	Develop the application of enterprise control systems in an organisation
9	MSS50116	Diploma of Sustainable Operations	MSS405061	Determine and establish information collection requirements and processes
10	MSS80116	Graduate Certificate in Sustainable Operations	MSS407004	Facilitate improvements in the internal value chain
11	MSS80116	Graduate Certificate in Sustainable Operations	MSS407005	Undertake a qualitative review of a process change
12	MSS80116	Graduate Certificate in Sustainable Operations	MSS407009	Facilitate improvements in the external value chain
13	MSS80116	Graduate Certificate in Sustainable Operations	MSS408008	Analyse data for relevance to organisational learning
14	MSS80216	Graduate Certificate in Environmental Management	MSS027006	Coordinate water quality management activities
15	MSS80216	Graduate Certificate in Environmental Management	MSS027007	Coordinate air quality management activities
16	MSS80216	Graduate Certificate in Environmental Management	MSS027008	Coordinate noise management activities
17	MSS80216	Graduate Certificate in Environmental Management	MSS027009	Coordinate site remediation or rehabilitation activities
18	MSS80216	Graduate Certificate in Environmental Management	MSS027011	Select, commission and maintain environmental monitoring instruments
19	MSS40116	Certificate IV in Sustainable Operations	MSS403013	Lead team culture improvement
20	MSS40116	Certificate IV in Sustainable Operations	MSS404082	Assist in implementing a proactive maintenance strategy
21	MSS40116	Certificate IV in Sustainable Operations	MSS404083	Support proactive maintenance
22	MSS40116	Certificate IV in Sustainable Operations	MSS404081	Undertake proactive maintenance analyses
23	MSS40316	Certificate IV in Competitive Systems and Practices	MSS403007	Map an office value stream
24	MSS40316	Certificate IV in Competitive Systems and Practices	MSS403033	Map an operational process
25	MSS40316	Certificate IV in Competitive Systems and Practices	MSS403041	Facilitate breakthrough improvements
26	MSS40316	Certificate IV in Competitive Systems and Practices	MSS403044	Facilitate continuous improvement through the use of standardized procedures and practices
27	MSS40316	Certificate IV in Competitive Systems and Practices	MSS405002	Analyse and map a value stream
28	MSS40316	Certificate IV in Competitive Systems and Practices	MSS405003	Manage a value stream
29	MSS40316	Certificate IV in Competitive Systems and Practices	MSS405013	Facilitate a holistic culture improvement in an organisation
30	MSS50316	Diploma of Competitive Systems and Practices	MSS405010	Manage relationships with non-customer external organisations
31	MSS50316	Diploma of Competitive Systems and Practices	MSS405061	Determine and establish information collection requirements and processes
32	MSS80316	Graduate Certificate in Competitive Systems and Practices	MSS407002	Review operations practice tools and techniques
33	MSS80316	Graduate Certificate in Competitive Systems and Practices	MSS407007	Respond to a major non-conformance
34	MSS80316	Graduate Certificate in Competitive Systems and Practices	MSS408003	Develop models of future state operations practice

Attachment B: Stakeholder Consultation Method and Scale

Industry Stakeholders

Name of Stakeholder	Title Organisation	Detail method(s) and Scale of Consultation
Shauna Coffey	Head of Projects Energy Efficiency Council	TAC & IRC Member – discussion, key contributor to the Case for Change through development, and key contributor to the Carbon Auditing project.
Bradley Anderson	Program Manager Energy Management Services, Office of Environment and Heritage, NSW Government	TAC & IRC Member – discussion, key contributor to the Case for Change through development, and key contributor to the Carbon Auditing project.
Andrew Petersen	Chief Executive Officer Sustainable Business Australia	IRC Member – discussion, key contributor to the Case for Change through development.
Terry Lawler	CEO Transport Engineering and Automotive Training Advisory Council NT	TAC Member – email, discussion, key contributor to the Carbon Auditing project, draft Case for Change.