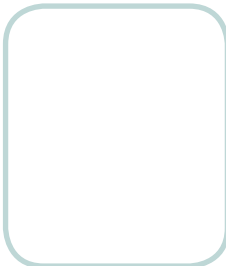
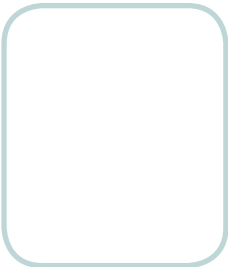
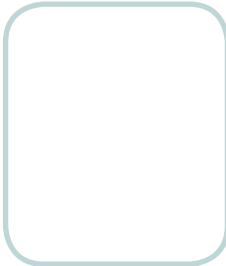


Assessment Framework for MANAGE SUSTAINABILITY IN THE WORKPLACE



This Learning Resource has been developed to support ***FPI60111 Advanced Diploma of Forest Industry Sustainability***. It was based on the Unit of Competency ***FPICOR6201A Manage Sustainability in the Workplace***.

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INTRODUCTION

ABOUT YOURSELF

Please fill in your details and save this PDF to your files.

| | |
|-------|--|
| Name | |
| Phone | |
| Email | |

At AQF level 6 it is expected that participants will “have a broad range of cognitive, technical and communication skills to select and apply methods and technologies to:

- analyse information to complete a range of activities
- interpret and transmit solutions to unpredictable and sometimes complex problems
- transmit information and skills to others.”

The following assessment framework guides a learner through a substantial project that will help to assess these skills in an integrated way.

Good policies, well implemented, are a crucial part of ensuring that all parts of a forestry organisation are managed sustainably. In the context of this framework, sustainability covers the management of waste and emissions reduction, energy efficiency, water use efficiency, and safety.

The framework guides the learner step by step through the process of evaluating existing policies, identifying gaps, designing and implementing a new policy, and monitoring and reviewing effectiveness.

Whilst written to help a person provide evidence of competence in managing sustainability using organisational policies, this process can be used in the workplace more generally as a best practice guideline in managing through policy.

If the task is being used for assessment purposes it is recommended that this be discussed with the assessor before commencing.

HOW ARE THESE MATERIALS USED?

This assessment framework is best used in the context of the Unit of Competency it has been developed against as found on page 2. In consultation with your assessor, completing the assessment task in full may be used as a final assessment.

When viewing the document online please turn on Bookmarks in your PDF reader so you can more easily navigate through the material.

USING WEBSITE LINKS

Sometimes you may click on a web link and the site will say it is not available. Please revisit the site when you are next working on your resource materials as web sites are sometimes “off line” for maintenance reasons. If the link is “not found” then track back to the home page in the link address and try and search from there.

If you are consistently unable to access a link, please search for an alternative. If the link related to an assessment or activity include the new link in your answers. Let us know of any links that do not work by completing the feedback form at the back of the resource.

SELF-ASSESSMENT

At the end of this document there is a self-assessment checklist of the types of skills and knowledge you would be expected to have to be deemed competent in the associated Unit of Competency. At any stage you can self-assess yourself against this list and seek more information in areas you are unsure about. It is recommended you complete the self-assessment before attempting the assessment task.

THE ASSESSMENT TASK

Identify a part of the business you work in that does not have a fully documented approach to sustainability, with the aim of improving the sustainability of at least one area of operation or one sustainability parameter across the business.

You may take an integrated approach to sustainability which includes environmental, economic and social aspects or a narrower approach which focuses on each aspect individually.

You may focus on parts of the enterprise to which sustainability is to apply, including whether the focus is on the whole enterprise, one work site, one work area or a number of work sites or work areas

Alternatively you may investigate the particular business and market context of the industry/enterprise

If you cannot apply your learning in this way in your workplace then you may, with discussion with your assessor, describe a simulated workplace.

You are to provide a report that could go to management showing them what improvements in sustainability can be made and why they should be made, how they can be best implemented and how adopting the changes can benefit the business.

As part of the process you are asked to draft a policy and related procedures to help manage the change, and test this in the workplace.

The following information provides a framework to help you develop the final report and helpful hints and links are provided if you need them.

DEFINE YOUR PROPOSAL

It helps to have some idea before you start of what you want to achieve and the scope and size of the task.

Using the guiding paragraphs above, identify your preferred outcome ie integrated or single aspect, whole or part of an enterprise.

INITIAL RESEARCH

First you will need to do some research. The following questions will help you find the information you need so as to document the current situation. Before you start you may like to consider who can best provide you with the following information and explain to them the purpose of your research. Document who you spoke to, and their comments.

The business

- What does the business produce and how does it carry out its business.
- What is its structure, size and place in the market?
- Is it a young and growing business, or mature?

Current approach to sustainability

- How does the business currently appear to manage sustainability? Think about items such as:

- reduction, recycling or elimination of waste and ecologically incompatible by-products
- elimination of chemical substances or physical agents and conditions that present hazards to human health or the environment
- conservation of energy and materials
- use of forms of energy and materials that are most appropriate to the desired ends
- design of work spaces to minimise or eliminate chemical, ergonomic and physical hazards.

- What internal guidance is there for sustainable practice ie sustainability statements, strategic goals, policies and procedures?
- In what ways has the organisation embraced sustainability to date?
- What is the organisation's investment in and capacity to improve sustainability?
- What is driving sustainability actions to date (if any)? Profit? Marketing? Altruism?

External drivers

- What items of external legislation or regulation direct the business to be sustainable? Consider items such as WH&S legislation, EPA, local government planning regulations and codes of practice. Are these the legislative requirements being met?
- Are there any other external drivers driving improved sustainability ie access to markets, community sentiment?

This might be a good time to have a look at the Australian and international standards already in place for safety and environmental management as follows:

AS/NZS ISO14001:2004 Environmental management systems – Requirements with guidance for use. (Standards Australia)

BS AHSAS 18001:2007 Occupational health and safety management systems - Requirements

AS/NZS 4801: 2001 Occupational health and safety management systems – Specification with guidance for use. (Standards Australia)

AS/NZS 4708:2013 Sustainable Forest Management. (Australian Forestry Standard Limited).

These are not freely available but it is possible your workplace has purchased copies.

Benchmarking

- Who are the business competitors?
- What are they doing in managing sustainability?
- Do they appear to be doing better in some aspects, or not?
- Can you find out why they are doing what they are doing, what are the benefits?

Often companies clearly state their sustainability credentials on their websites.

Forest Products Commission Western Australia

http://www.fpc.wa.gov.au/content_migration/environment/

Australian Paper 2012 Sustainability Report

http://www.australianpaper.com.au/media/3692364/2012_Sustainability_Report_for_website.pdf

HVP stewardship policy

<http://www.hvp.com.au/environment-conservation/forest-stewardship-policy>

IDENTIFYING OPPORTUNITIES TO IMPROVE SUSTAINABILITY

From the information gathered above, identify changes that you think could be made in the workplace to better manage sustainability.

What opportunities might there be to tap into broader programs for change or even funding programs. You might look at the some or all of the following:

- federal government standards, including star ratings for commercial buildings
- ecological footprinting

- Energy Efficiency Opportunities Bill
- Green Office Programs, green purchasing
- greenhouse challenge
- environmental management systems
- life cycle analyses
- product stewardship
- supply chain management
- sustainability covenants and compacts
- triple bottom line reporting
- Australian Forest Certification Scheme (AFCS) and Forest Stewardship Council (FSC).

Stakeholders

Identify the people you may need to communicate with about these possible changes, especially those who may have to change their work practices to accommodate the change. This could include managers, employees, contractors and suppliers, or customers or people from other organisations. The following table might get you thinking about the people who will be on your list.

| Stakeholder Name | Role | |
|------------------|----------------------|--|
| John Smith | Operations manager | approve implementation plan and resourcing |
| Ginny Brown | Safety officer | approve policy |
| Unknown yet | Electricity supplier | Advise on alternative plans |

Test your ideas with some of these people and record their answers.

Are there one or two clear ideas appearing from the information collected so far? If not you may like to use some tools for decision making such as SWOT or Forcefield analysis or any one of the many tools provided at www.mindtools.com.

Refine the approach

Once you have a small list of possible changes you can now dig deeper so as to narrow the list even further. Checklists are a good way to collect information about something and be able to compare or rank one activity against another.

A well-crafted checklist can be re-used later to check later what was achieved after changes are made.

You can use these links to find checklists for small business safety, and for water use, energy use and waste mitigation in an office environment. In consultation with work colleagues you might like to adapt one of these for your forestry-related workplace to test your ideas.

<https://www.nswbusinesschamber.com.au/NSWBC/media/Misc/Policy%20Documents/Sustainability-Toolkit-Offices.pdf>
http://www.vwa.vic.gov.au/_data/assets/pdf_file/0006/113793/checklist-for-small-business.pdf

By now you should have one or two clear ideas for action that you can progress.

To help firm up your ideas you can develop SMART goals [<http://www.wikihow.com/Set-SMART-Goals>] that is, goals that are specific, measurable, attainable, relevant, and time-based.

Once you are clear about what change you want to see in the workplace you should also now be clear about the benefits of the changes you are proposing, be able to quantify these benefits and communicate them to others.

Again, test these with your stakeholder group.

The next step is to communicate your goals more widely in the workplace by capturing them in policy.

Strategy for implementation

Remind yourself about what policies and organisational statements are already in place to support sustainability and what are the legislative requirements for the aspect(s) of sustainability you wish to improve.

What other workplace documents might you need to reference ie codes of practice, quality assurance systems?

You may be writing policy from scratch or reworking an existing policy. Whichever way you should use the workplace template where available.

The policy will tell others what you are trying to achieve and who will be responsible for it. The policy may need detailed procedures and processes to support it ie how it will be implemented.

Check that the policy meets organisational and business requirements and has triggers or dates for review.

Share a draft with others including staff and management and review and revise based on feedback.

You can find some good information on the web about developing workplace policies. Some examples are provided below:

http://www.industrialrelations.nsw.gov.au/oirwww/Employment_info/Managing_employees/Workplace_policies_and_procedures.page

<http://www.vwa.vic.gov.au/wps/wcm/connect/9abb0d8043cb13fda412ed7c6e278e53/?a=17223>

or is there someone in your workplace willing to mentor you to do this?

Testing

Its time to test the policy by putting it into practice. To do this you will need an implementation strategy.

The following two links provide templates of different complexities for developing action plans, one for improving sustainability, the other around work health.

www.deir.qld.gov.au/workplace/resources/pdfs/action-plan-template.doc

[http://sustainablecampus.unimelb.edu.au/business_plans/docs/Sustainability%20Action%20Plan%20Template%20for%20Business%20Plans%20\(2\).pdf](http://sustainablecampus.unimelb.edu.au/business_plans/docs/Sustainability%20Action%20Plan%20Template%20for%20Business%20Plans%20(2).pdf)

- What resources do you need to do this?
- If the changes will need a lot of time, people or money you may need to justify why to management why you need to resources. If you have done your research well this should not be a problem.
- Do you need to brief people on the new policy. Is this best done by group meeting?
- If you have created SMART goals you will now be very clear on what a successful implementation will look like and should have a process for recording how well the implementation went. Who will record the findings?
- Re-using a checklist can be a simple way of recording what changed, and what didn't, after the policy is implemented.

REVIEW AND PROVIDE STRATEGIES FOR CONTINUOUS IMPROVEMENT

- Did the policy, and procedures if any, successfully communicate to others the changes that needed to be made.
- Did the changes result in improved sustainability? Was this measurable? Will it continue to improve or does more need to be done to ensure this happens?
- Did implementation go to budget and within agreed timeframes? If not, why not?
- Do others agree with your assessments? If not, why not?
- Was anything missing? What could be improved?
- Does the policy need to be updated?
 - When might the revised policy need to be reviewed?

WRITING YOUR REPORT

You should be very pleased with what you have achieved. Now you have an opportunity to show others your skills in managing sustainability in the workplace. The report to management should be succinct but powerful and written against an organisational template if there is one.

Assuming you will be recommending that the business adopt your policy and changes, you should be now able to offer the following as a written report or presentation:

Report Template

The proposal

- Succinct recommendation for policy for change

Research findings

- Description of current situation
- Strategic context for the change
- External drivers for change
- Benchmarking what others are doing

Improving sustainability

- Options for change
- Selected option
- Justification for selection
- Cost-benefits
- Risks

Strategy for implementation

- New policy and procedures
- Engaging others

Testing

- Results of implementation
- Changes made
- Evidence of cost benefit
- Final policy and procedures

Recommendations

- Adoption of policy
- Strategies for monitoring and review and continuous improvement
- Opportunities to extend sustainability into other areas of operation

Attach your policy to the report or presentation and any other paperwork that you think will strengthen your case.

SELF ASSESSMENT

Before commencing the assessment you may like to take a few minutes to review your skill levels related to this topic.

Use the table below to help you check your skills which have been taken from the *Required knowledge and Skills* section of the relevant Unit of Competency. Please ask your assessor/lecturer questions about areas you are unsure about.

In the table below, read the list of skills and knowledge you should have before completing the assessment.

1. Put a tick in the "confident" column if you can do this now and a brief comment about why you believe you have this skill.
2. Put a tick in the next column if you feel you need more information or training and also a brief comment as to why.
3. If you require further information or training, complete the third column listing what you think is needed. Show this list to your supervisor or assessor and ask for more time or training before completing the assessment.

| Skills/knowledge you should have | Confident | Need Practice | What additional training do I need? |
|---|-----------|---------------|-------------------------------------|
| REQUIRED SKILLS | | | |
| Technical skills sufficient to use software and communication systems to research, analyse, create and present documents and reports; develop and implement systems and procedures to aid in the achievement of sustainability in the workplace | | | |
| Communication skills and interpersonal techniques sufficient to interact appropriately with stakeholders, colleagues and others in the workplace | | | |
| Literacy skills sufficient to read and evaluate complex and formal documents, such as policy and legislation | | | |
| Numeracy skills sufficient to analyse data on enterprise resource consumption | | | |
| Problem solving skills sufficient to review and identify work requirements; identify problems; develop and implement appropriate response procedures | | | |
| Planning and organisational skills sufficient to plan the policy design process, including organising meetings with stakeholders | | | |

| Skills/knowledge you should have | Confident | Need Practice | What additional training do I need? |
|--|-----------|---------------|-------------------------------------|
| REQUIRED KNOWLEDGE | | | |
| Applicable commonwealth, state or territory legislation, regulations, standards, codes of practice and established safe practices relevant to the full range of processes for managing sustainability in the workplace | | | |
| Environmental protection requirements, including the safe disposal of waste material, the safe use and storage of chemicals, the minimisation of carbon emissions and noise, the cleaning of plant, tools and equipment, and returning the environment to its original or near to original condition on completion of activity | | | |
| Organisational and site standards, requirements, policies and procedures for managing sustainability in the workplace | | | |
| Policy development and implementation processes and practices | | | |
| Principles, practices and available tools and techniques of sustainability management | | | |
| Quality assurance systems | | | |
| Environmental risks and hazards | | | |
| Using energy effectively and efficiently | | | |
| Using material effectively and efficiently | | | |
| Established communication channels and protocols | | | |

ACKNOWLEDGEMENTS

Preparation of this training resource has been a collaborative effort between ForestWorks and the Institute of Foresters of Australia. It is one of a set of seven as follows:

1. Manage sustainability in the workplace (assessment framework only)
2. Implement sustainable forestry practice
3. Manage tree harvesting to minimise environmental impact
4. Undertake carbon stock sampling of forests and plantations
5. Manage sustainable tree inventory
6. Promote plantations as a sustainable form of landuse
7. Build and maintain community relationships.

Project team

The project drew on the depth and breadth of technical knowledge and subject matter expertise of IFA staff, members and other experts.

Technical review

Thank you to the technical reviewers. People from the following organisations provide critical feedback on one or more of the above-mentioned resources: Forecast Climate Management Services, Treepoynt, University of Canberra, Lynea Advisory, Moore Global, Private Forests Tasmania, Forest Products Commission (WA), Timber Communities Australia, HQP, South East Fibre Exports, Timberlink, Carbon Training International, Southern Cross University, TAFE NSW – Tumut, Department of Environment, Fares Rural, University of Melbourne, Agrisilva Industries, GCS, FAO, VicForests, HVP, Australian National University, Natural Resources South East SA, AFPA.

Steering committee

Thank you to the steering committee for project oversight to ensure the resources met the needs of possible end user groups including enterprises, RTOs, and Higher Education. The committee was made up of representatives from TAFE NSW, Macquarie Agriculture, Killin Management, Green Triangle Forest Products, Forestry Tasmania, Southern Cross University, Timber Training Creswick, HVP, McLeod Industry Training and Forestworks ISC.

ForestWorks ISC

Freecall 1800 177 001
 Forestworks@forestworks.com.au
 @ForestWorks
 www.forestworks.com.au
 ABN: 39 946 785 543



Australian Government
Department of Industry

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