



Australian Government

Department of Education, Employment and Workplace Relations

BSBINN501A Establish systems that support innovation

Revision Number: 1

BSBINN501A Establish systems that support innovation

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to conceptualise and establish new systems that support and encourage innovation in the workplace. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.
------------------------	---

Application of the Unit

Application of the unit	This unit may apply to individuals working in any community or industry context, in small or large organisations. While managers are often responsible for the development of new systems, depending on the organisation size and the nature of the system being developed, senior operational personnel or internal/external specialists may also undertake this role. Systems are varied in nature and might apply to human resources management, team management, organisational structures, product development, information technology, marketing or training and assessment. The critical focus is on systems conceived and developed with innovation as the key driver.
--------------------------------	--

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
-----------------------------	--

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
---	--

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Research context for new system development	1.1. Explore and analyse the impact of systems in the overall context of innovation 1.2. Explore and gain clarity around system objectives , particularly in relation to innovation 1.3. Analyse current organisational systems to identify gaps or barriers to innovation 1.4. Research and analyse current and emerging information about systems in other organisations and contexts 1.5. Evaluate the resources and other commitment required to foster innovation 1.6. Identify key stakeholders who can play a role in conceptualising or supporting new system ideas
2. Generate system concepts and options	2.1. Create system concepts that will foster innovation using individual and group techniques 2.2. Evaluate and discuss a range of ideas with relevant stakeholders 2.3. Clearly articulate the ways in which innovation is better supported by system ideas and options 2.4. Clearly articulate how the system itself is innovative 2.5. Expose ideas and options to ongoing testing, exploration and challenge 2.6. Select and refine system ideas that meet the workplace requirements and which are both feasible and innovative
3. Develop a plan for the system	3.1. Determine the need for specialised assistance and integrate into system planning 3.2. Analyse the potential impact of the new system on people, resources and other organisational practices 3.3. Consult with all stakeholders who will be involved with, or affected by, the new system 3.4. Develop an operational plan for the system, with budget, time lines and responsibilities 3.5. Develop a communication strategy to support the introduction of the new system 3.6. Evaluate the coaching and training needs of those who will use the system and plan a learning and development strategy
4. Trial the system	4.1. Present and consult on system proposals with

ELEMENT	PERFORMANCE CRITERIA
	relevant stakeholders 4.2. Analyse and integrate feedback into the system development process 4.3. Determine appropriate context and parameters for the trialling process 4.4. Initiate the trial, taking account of all required consultative, coaching and technical issues 4.5. Monitor and review the trial in relation to its goals for fostering innovation 4.6. Open the improvement process to ongoing collaborative input and challenge 4.7. Adjust system to reflect evaluation feedback

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- communication skills to conduct potentially complex and challenging negotiations and consultations on new systems development and implementation
- creative thinking skills to explore and generate innovative concepts
- learning skills to stretch boundaries of own knowledge and skills, and to foster similar approaches in others
- literacy skills to analyse and develop potentially complex organisational requirements and documentation for work systems
- numeracy skills to develop and interpret financial estimates
- planning and organisational skills to plan the implementation of new systems and to organise and implement training and learning activities
- research skills to investigate the broader context for system development
- self-management skills to take responsibility for driving system development with a focus on innovation

Required knowledge

- concepts and theories of change management, including ways of introducing change in different organisational contexts and change management communication strategies
- concepts and theories of innovation and how these link to innovation in practice
- in-depth understanding of the ways in which workplace systems can contribute to innovation in the workplace
- project planning and management techniques
- technical context in which the system is being developed
- typical ways in which systems may present barriers to innovation

Evidence Guide

EVIDENCE GUIDE

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

- designing, trialling and reviewing more than one work system that is planned and structured to maximise opportunities for innovation by workers and managers in the workplace
- clearly articulating and understanding how and why the work system fosters workplace innovation among workers and managers
- knowledge of concepts and theories of innovation.

Context of and specific resources for assessment

Assessment must ensure:

- interaction with others to reflect the collaborative nature of systems development and of innovation more broadly
- use of current industry technology in the development of systems.

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
- evaluation of systems developed by the candidate for a particular workplace context, with a focus on innovation (both in terms of process and outcome)
- oral or written questioning to assess knowledge of links between systems and innovation, wider innovation concepts and change management processes
- review of analysis of current organisational systems to identify gaps or barriers to innovation
- review of operational plan developed for the system
- review of communication strategy developed to support the introduction of the new system
- evaluation of learning and development strategy for

EVIDENCE GUIDE	
	users of the system.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is strongly recommended, for example: • BSBHRM506A Manage recruitment, selection and induction processes • BSBINM601A Manage knowledge and information • BSBINN601B Manage organisational change • BSBLED705A Plan and implement a mentoring program.

Range Statement

RANGE STATEMENT

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Impact of systems may be positive or negative and relate to:

- administrative processes
- degree of freedom or restriction for individuals, workers and teams
- extent of collaboration and cooperation within the organisation
- operational procedures
- quality of communication channels and processes
- quality of the physical environment
- responsiveness of the organisation to customer needs.

Systems might relate to:

- human resources
- innovation reward systems
- learning and development systems
- product or service review processes
- project management
- quality management
- team management.

System objectives may include:

- addressing operational or service problems
- changing the culture of the organisation
- developing workforce skills
- diversifying the business
- enhancing customer service quality
- generating more income
- improving competitiveness
- reducing operating costs
- winning more projects.

Gaps or barriers might relate to:

- differences between management rhetoric and reality
- hierarchical system of management
- inadequate reporting or recording
- managers who do not accept new ideas
- overly bureaucratic processes

RANGE STATEMENT	
	• people not communicating with each other or sharing information • staff not being involved in decisions • teams who work in rigid and inflexible ways.
<i>Other organisations and contexts</i> may be:	• competitor organisations • local, national or international • organisations of similar size or structure • totally different organisations who have developed interesting or successful systems • wider community or business contexts in which innovation occurs.
<i>Resources and other commitment</i> may include:	• financial • human • management commitment • physical • preparedness to change at all levels of the organisation.
<i>Key stakeholders</i> may include:	• boards or committees • customers • government departments or other statutory authorities • management • specialist advisors • work colleagues.
<i>Individual and group techniques</i> may include:	• brainstorming • cost-benefit analysis • flow charts • jotting down words • mind maps • process analysis • review of approaches/procedures used by competitors • strengths, weaknesses, opportunities and threats (SWOT) analysis • value analysis • visual imagining • other creative thinking strategies.
<i>Ongoing testing, exploration and challenge</i> may include:	• comparing • contrasting • gaining input from those who do not support

RANGE STATEMENT	
	the concept • playing 'devil's advocate' • seeking objective internal or external review.
<i>Specialised assistance</i> may include:	• external consultants or advisers • internal colleagues with specialist or technical knowledge relevant to the system.

Unit Sector(s)

Unit sector	
-------------	--

Competency field

Competency field	Creativity and Innovation - Innovation
------------------	--

Co-requisite units

Co-requisite units		