



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **CUVICS07B Set up systems that support innovation**

**Release: 1**

## CUVICS07B Set up systems that support innovation

### Modification History

Not Applicable

### Unit Descriptor

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| <b>Unit descriptor</b> | <p>This competency standard covers the skills and knowledge required to conceptualise and design new systems that develop and support innovation in the workplace. The systems might be those that apply to human resource management, team management, organisational structures, product development, marketing or training and assessment. The systems can apply in any type and size of organisation within the cultural industries including museums, libraries, galleries, community arts facility, theatres, venues, cultural event/conference organisers, film studio, music studio, design studios and so on.</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.</p> |
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### Application of the Unit

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| <b>Application of the unit</b> | Examples of how this unit works in practice can be found in the Supporting Information section of the Training Package. |
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### Licensing/Regulatory Information

Refer to Unit Descriptor

### Pre-Requisites

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| <b>Prerequisite units</b> |  |  |
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| <b>Prerequisite units</b> |  |  |
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## Employability Skills Information

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| <b>Employability skills</b> | This unit contains employability skills. |
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## 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. |
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## Elements and Performance Criteria

| ELEMENT                                       | PERFORMANCE CRITERIA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Conduct research into organisation systems | <p>1.1. <b>Reasons</b> for incorporating innovation into organisation systems are identified.</p> <p>1.2. Resources and commitment required to implement innovation are identified.</p> <p>1.3. <b>Goals</b> of a new innovative system are clarified.</p> <p>1.4. Innovative systems in other organisations are researched.</p> <p>1.5. Analysis of current organisational systems is carried out to identify <b>gaps or barriers</b> to innovation.</p> <p>1.6. <b>Staff who can support and foster innovation</b> in the new systems are identified.</p>                                                                       |
| 2. Generate innovative system options         | <p>2.1. Ideas for innovative <b>work systems</b> that will foster innovation are conceptualised using individual and group <b>techniques</b>.</p> <p>2.2. The range of ideas are evaluated and discussed with workers and colleagues.</p> <p>2.3. A system idea is selected that meets the workplace requirements and which is both feasible and innovative.</p>                                                                                                                                                                                                                                                                  |
| 3. Develop plan for the innovative system     | <p>3.1. Analysis of the organisational structure is carried out to identify the impact of the new system on people, resources and finances.</p> <p>3.2. Staff throughout the organisation who will be involved with, or affected by, the new system are <b>consulted</b>.</p> <p>3.3. Financial impact of the new system is clarified and funds and resources are allocated.</p> <p>3.4. Marketing or promotional strategy is developed to educate the organisation on the new system.</p> <p>3.5. <b>Competencies</b> of the staff who will use the system are evaluated and a learning and development strategy is planned.</p> |
| 4. Trial the innovative work system           | <p>4.1. Draft plans for the innovation system are presented to the organisation staff and preliminary feedback is gathered.</p> <p>4.2. The new system is trialled with a group within the organisation.</p> <p>4.3. The trial is monitored and action is taken to streamline it where required.</p>                                                                                                                                                                                                                                                                                                                              |
| 5. Review the trial of                        | <p>5.1. The innovative system is reviewed in relation to its</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

| ELEMENT               | PERFORMANCE CRITERIA                                                                                                                          |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| the innovative system | goals and the ways in which it fosters innovation in the workplace.<br>5.2. The innovative system is adjusted 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

- ability to interpret and analyse organisational requirements for work systems
- evaluation of staff competencies
- ability to plan the implementation of new systems
- ability to organise and implement training and learning activities to prepare workers and managers to implement a new work system
- research skills.

#### Required knowledge

- principles of innovation
- leadership and management theory
- an understanding of ways in which the system can contribute to innovation in the workplace
- a knowledge of various options for the system; and
- knowledge of innovation @ work skills.

## 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:

- demonstrated ability to design, trial and review more than one work system in more than one context; each work system should be planned and structured to contribute to the achievement of the organisation's mission and goals and to maximise opportunities for innovation by workers and managers in the workplace.

#### Context of and specific resources for assessment

Assessment must ensure:

- access to a real or simulated work environment.

#### Method of assessment

The following assessment method is 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
- direct observation of the candidate participating in team based innovation activities
- review of oral or written presentation(s) demonstrating knowledge of how and why the work systems concerned fulfil the specified workplace requirements and foster workplace innovation amongst workers and managers.

#### Guidance information for assessment

This competency standard could be assessed on its own or in combination with other standards relevant to management functions within a specific context in any sector of the cultural industries.

Standards may include:

- CUVADM01B Develop and implement arts administration systems and procedures
- CUSGEN03A Collaborate with colleagues in planning and producing a project

**EVIDENCE GUIDE**

**Please note:** the above is a generic list which may apply across the cultural industries. Some of the units may not be included in this particular Training Package.

**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.

**Reasons** for incorporating innovation into the organisation may include:

- continuous improvement
- customer dissatisfaction
- high staff turnover
- to increase competitiveness.

**Goals** for innovation may include:

- changing the culture of the organisation
- diversifying the business
- generating more income
- increasing staff numbers
- winning more projects.

**Gaps or barriers** to innovation within the organisation might include:

- a hierarchical system of management
- managers who do not accept new ideas
- people not communicating with each other or sharing information
- staff not being involved in decisions
- teams who work in rigid and inflexible ways.

**Work systems** designed to foster innovation may include:

- human resource management
- innovation reward systems
- learning and development systems
- product reviews
- project management
- quality management
- team management.

| <b>RANGE STATEMENT</b>                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                  |
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| Methods to identify <i>staff who can support and foster innovation</i> might include:                                              | <ul style="list-style-type: none"> <li>• job profile analysis</li> <li>• observations</li> <li>• questionnaires</li> <li>• surveys.</li> </ul>                                                                                                                                                                                                                                                   |
| Individual and group <i>techniques</i> to conceptualise options for the new system may include:                                    | <ul style="list-style-type: none"> <li>• brainstorming</li> <li>• cost-benefit analysis</li> <li>• flow charts</li> <li>• jotting words</li> <li>• mind maps</li> <li>• process analysis</li> <li>• review of approaches/procedures used by competitors</li> <li>• SWOT analysis</li> <li>• value analysis</li> <li>• visual imagining</li> <li>• other creative thinking strategies.</li> </ul> |
| <i>Consultation</i> at every level of the organisation may be through:                                                             | <ul style="list-style-type: none"> <li>• email</li> <li>• informal interactions</li> <li>• interviews</li> <li>• memos</li> <li>• team meetings.</li> </ul>                                                                                                                                                                                                                                      |
| Staff <i>competencies</i> to be evaluated in implementing the system will include the skill sets that underpin innovation that is: | <ul style="list-style-type: none"> <li>• collaboration</li> <li>• evaluation</li> <li>• generating ideas</li> <li>• interpretation</li> <li>• reflection</li> <li>• representation.</li> </ul> <p>In addition, technical competencies will be required to support the system.</p>                                                                                                                |

## Unit Sector(s)

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| <b>Unit sector</b> |  |
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## Co-requisite units

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| <b>Co-requisite units</b> |  |  |
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## Competency field

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| <b>Competency field</b> | Research and Innovation |
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