



Australian Government

MSS403008 Facilitate use of a Balanced Scorecard for performance improvement

Release: 1

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Modification History

Release 1. Unit code changed. Application changed. Performance Criteria changed. Foundation Skills populated. Range of Conditions removed. Assessment requirements changed. Supersedes and is equivalent to MSS403005 Facilitate use of a Balanced Scorecard for performance improvement.

Application

This unit describes the skills and knowledge required to use the results of a Balanced Scorecard to facilitate performance improvements.

This unit applies to team leaders or others who have been given the authority to lead, facilitate and assist others in a formal or ad hoc team to identify and review performance measures and implement activities from the Balanced Scorecard.

This unit applies to any organisation that is implementing a Balanced Scorecard approach.

No licensing or certification requirements exist at the time of publication. Relevant legislation, industry standards and codes of practice within Australia must be applied.

Pre-requisite Unit

Nil

Competency Field

Competitive systems and practices

Elements and Performance Criteria

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Interpret Balanced Scorecard results	1.1 Identify patterns of performance shown on strategy map 1.2 Identify actions indicated by Balanced Scorecard results 1.3 Brief team and other key stakeholders on results and seek input on actions to be taken 1.4 Guide and assist team in problem solving and development of plans to implement required actions 1.5 Facilitate implementation of required actions from developed plans

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	1.6 Monitor implementation and provide assistance and/or guidance to address any problems that arise
2. Review key performance indicators (KPIs) in the Balanced Scorecard for the organisation and work area	2.1 Relate work area and other KPIs to strategy map and strategic objectives 2.2 Review actions required by self and others to meet each KPI 2.3 Compare current actions to optimal actions to achieve strategy 2.4 Discuss with team and other key stakeholders to identify any modifications to KPIs which will better meet strategy 2.5 Facilitate amendments to KPIs with relevant personnel
3. Review reporting systems for Balanced Scorecard information	3.1 Review reporting systems to identify whether required Balance Scorecard information is available 3.2 Determine whether mix of operational and strategic information meets work area needs 3.3 Determine whether information provided is relevant, current, meaningful and not excessive 3.4 Recommend improvements to reports and reporting system to address any issues identified 3.5 Discuss information needs, reporting system and proposed improvements with team and other key stakeholders
4. Lead improvement to work area total performance	4.1 Monitor actual performance against KPIs for desired total performance and other Balanced Scorecard information 4.2 Engage team in identifying ways to improve total performance 4.3 Lead processes to improve total performance 4.4 Monitor and document results of improvement activities

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential to performance but not explicit in the performance criteria.

- Reading skills to interpret Balanced Scorecard
- Writing skills to document results of improvement activities
- Oral communication skills to facilitate input from team and other stakeholders

- Numeracy skills to interpret, review, track and document KPIs.

Other foundation skills essential to performance are explicit in the performance criteria of this unit.

Unit Mapping Information

Release 1. Supersedes and is equivalent to MSS403005 Facilitate use of a Balanced Scorecard for performance improvement.

Links

Companion Volume Implementation Guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=5b04f318-804f-4dc0-9463-c3fb9a3fe998>

Assessment Requirements for MSS403008 Facilitate use of a Balanced Scorecard for performance improvement

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Performance Evidence

There must be evidence the candidate has completed the tasks outlined in the elements and performance criteria of this unit, and demonstrated the ability to:

- use the results of a Balanced Scorecard to facilitate, with at least 2 other people, the identification, implementation and monitoring of at least 2 total performance improvement activities.

Knowledge Evidence

There must be evidence the candidate has knowledge of:

- components and concepts of the Balanced Scorecard, including perspectives, feedback loops, targets and metrics, total performance and reporting systems
- analysis of Balanced Scorecard information
- uses and limitations of KPIs
- alignment of KPIs with the organisation's strategy map
- financial and non-financial performance measures
- how to identify areas for improvement from Balanced Scorecard information
- techniques to facilitate communication and collaboration.

Assessment Conditions

Skills must have been demonstrated in the workplace or in a simulated environment that reflects workplace conditions and contingencies. The following conditions must be met for this unit:

- use of suitable facilities, equipment and resources, including:
 - Balanced Scorecard results
- modelling of industry operating conditions.

Assessors must satisfy the NVR/AQTF mandatory competency requirements for assessors.

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