



Australian Government

MSS405017 Develop business plans in an organisation implementing competitive systems and practices

Release: 1

MSS405017 Develop business plans in an organisation implementing competitive systems and practices

Modification History

Release 1. Unit code changed. Application changed. Performance Criteria changed. Foundation Skills populated. Range of Conditions removed. Assessment Requirements changed. Workplace outcome changed. Supersedes and is not equivalent to MSS405004 Develop business plan in an organisation implementing competitive systems and practices.

Application

This unit describes the skills and knowledge required to develop a business plan that progresses the organisation's objectives in a competitive systems and practices environment.

This unit applies to production managers, plant managers, purchasing officers, technical specialists or similar roles who are required to facilitate input from a range of stakeholders to determine objectives and strategies within their area of responsibility, consider the impact on the value stream, develop the business plan and oversee its implementation. Typically, the business plan will be part of a 'hoshin kanri' strategy deployment approach.

This unit applies to any organisation that is implementing competitive systems and practices.

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

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. Determine purpose of plan	1.1 Confirm reason for developing plan and expected outcomes from plan with relevant stakeholders 1.2 Check expected outcomes from plan with overall strategic plan for organisation 1.3 Identify potential areas for conflict between proposed plan and strategic directions 1.4 Negotiate with stakeholders to resolve identified issues
2. Develop objectives	2.1 Draft objectives for business plan with input from key stakeholders

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
and strategies	2.2 Guide and assist problem solving and development of strategies to achieve objectives 2.3 Determine implications for value stream 2.4 Determine capital, workplace layout and other organisational implications arising from objectives and strategies
3. Develop plan to meet objectives and strategies	3.1 Facilitate discussions and other communications between stakeholders to determine objectives and strategies for plan aligned to its purpose 3.2 Liaise with stakeholders to develop plan to meet objectives 3.3 Determine key performance indicators (KPIs) for plan and 3.4 Confirm or amend KPIs with input from stakeholders 3.5 Map plan to changed value stream 3.6 Adjust plan to optimise value stream 3.7 Confirm or amend plan and alignment to organisational strategy with input from stakeholders
4. Monitor the implementation of the plan	4.1 Liaise with process owners and other key stakeholders to initiate implementation of plan 4.2 Monitor implementation for alignment to plan and expected outcomes 4.3 Discuss progress with stakeholders to identify and resolve any issues 4.4 Take action to adjust implementation and/or review plan, as required, in response to issues

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 complex workplace documentation
- Writing skills to communicate with a range of audiences
- Oral communication skills to facilitate engagement, participation, negotiations
- Numeracy skills to determine and interpret KPIs.

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

Unit Mapping Information

Release 1. No equivalent qualification.

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 MSS405017 Develop business plans in an organisation implementing competitive systems and practices

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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:

- develop at least one business plan for an organisation, department, section or equivalent in line with the organisation's strategic plan

Knowledge Evidence

There must be evidence the candidate has knowledge of:

- techniques and purposes of developing business plans
- organisation's competitive systems and practices approach and strategic plans
- parameters for business plans, including scope, period and risk
- strategies to meet objectives
- relationship between business plans and competitive systems and practices
- value streams
- likely impacts of alternative strategies on the value stream
- key performance indicators (KPIs) and the characteristics of good (optimises the whole) and poor KPIs
- customer requirement stages where value stream actions may occur
- risk mitigation, including business, quality, sustainability and other risks
- underpinning values relevant to competitive systems and practices including:
 - respect for people
 - respect for process
 - transparency and culture of learning
 - creation of value and customer perceived value
 - empowered teams and devolved decision making and/or strategy deployment
 - go and see and/or go to the source decision making
- techniques to facilitate communications and agreement across levels and areas of the organisation
- types of structural, personal, cultural barriers that may affect engagement and participation

- techniques to address barriers and support engagement and participation.
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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:
 - up-to-date information about the organisation's role in the value stream
 - organisational strategic plan
- modelling of industry operating conditions, including:
 - functioning competitive systems and practices environment.

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

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