



Australian Government

MSS405078 Lead and manage people within competitive systems and practices

Release: 1

MSS405078 Lead and manage people within competitive systems and practices

Modification History

Release 1. Unit code changed. Unit title changed. Elements changed. Performance Criteria changed. Foundation Skills populated. Range of conditions removed. Assessment requirements changed. Workplace outcome changed. Supersedes and is not equivalent to MSS405084 Manage people relationships.

Application

This unit describes the skills and knowledge required to lead and manage people by applying respect for people and process, recognising value creation and encouraging two-way (catchball) processes across the organisation.

This unit applies to team leaders, managers, technical specialists or similar who have been given the responsibility to support the development of people and remove barriers to their effective contribution within a competitive systems and practices environment.

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.

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. Determine competitive systems and practices environment	1.1 Confirm, with management, organisation's values, goals and strategies for competitive systems and practices 1.2 Establish which competitive systems and practices are being used or proposed within organisation and their stage of implementation 1.3 Identify key performance indicators (KPIs) for each system and/or practice

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	1.4 Identify personnel who create value for each KPI 1.5 Identify other personnel affected by or contributing to competitive systems and/or practices across functions and levels of organisation
2. Develop an open environment	2.1 Use planned and ad hoc communication mechanisms with value creators, managers and other key stakeholders to seek input and communicate information 2.2 Develop and maintain a formal mechanism for top-down and bottom-up flow of issues, concerns and suggestions across the organisation 2.3 Support people to contribute to flow of frank and respectful communications 2.4 Demonstrate respect for differing perspectives, innovative ideas and expertise of value creators 2.5 Demonstrate, and assist others to develop, ability to take and give constructive feedback 2.6 Facilitate open communications between stakeholders to evaluate work activities and discuss challenges and achievements 2.7 Analyse levels of participation and patterns of communications to identify structural, personal, cultural, skills or other barriers to two-way flow of communications 2.8 Take or initiate action to address identified barriers
3. Facilitate identification of significant issues	3.1 Facilitate and guide communications to identify current and potential issues 3.2 Assist stakeholders to formulate issues to incorporate diverse perspectives 3.3 Ask questions, seek clarification and provide information to encourage detailed understanding of issues 3.4 Review, with input from stakeholders, alignment with values, goals and strategies for competitive systems and practices 3.5 Identify and explain boundaries and non-negotiable issues
4. Proactively resolve issues	4.1 Liaise with team members and stakeholders to develop possible win-win solutions 4.2 Negotiate agreed solution/s in accordance with organisation values, goals and competitive systems and practices

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	4.3 Confirm agreement on solution/s with relevant managers and obtain any required authorisations 4.4 Consult with stakeholders to plan implementation of solution/s 4.5 Take or initiate action to implement solution/s
5. Monitor ongoing situation	5.1 Determine KPIs for solution/s 5.2 Monitor implementation for alignment to plan and expected outcomes 5.3 Discuss progress with stakeholders to identify and resolve any issues 5.4 Evaluate effectiveness of solution/s with input from stakeholders 5.5 Take action to adjust implementation and/or identify different solutions, 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 workplace documentation
- Writing skills to document stakeholder issues and action taken, document solutions and plans, seek authorisations
- Oral communication skills to facilitate and guide two-way communications with stakeholders across the organisation, negotiate agreed solutions to issues
- Numeracy skills to determine and monitor KPIs
- Learning skills to seek information and feedback, evaluate and apply to issues and solutions, identify development needs of self and others.

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

Unit Mapping Information

No equivalent unit.

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 MSS405078 Lead and manage people within 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:

- lead and support flow of communications across levels and areas of the organisation to identify and resolve at least 2 issues affecting the implementation of competitive systems and practices
- take or initiate action to address at least 2 barriers to communication or participation affecting stakeholders.

Knowledge Evidence

There must be evidence the candidate has knowledge of:

- techniques to guide, influence and support respectful communication
- types of structural, personal, cultural barriers that may affect implementation of competitive systems and practices
- coaching, structured programs and other support to address barriers
- role of communication and interpersonal skills in building trust and respect
- personality types and impact on communication and participation in workplace
- leadership and management methods that support the values of competitive systems and practices
- techniques to facilitate agreement across levels and areas of the organisation
- formal mechanisms and visual devices to support communication
- employee assistance mechanisms in the organisation
- methods of determining own skill needs and developing skills
- 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.

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
- 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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