



Australian Government

MSS408012 Develop problem solving capability of an organisation

Release: 1

MSS408012 Develop problem solving capability of an organisation

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 MSS408007 Develop problem solving capability of an organisation.

Application

This unit describes the skills and knowledge required to develop problem solving skills and capabilities of individuals within an organisation and the organisation as a whole.

This unit applies to leaders, managers or similar roles with experience in formal problem solving and responsibility and authority to lead and facilitate improvements to the organisation's systems and procedures. The individual will consult across levels and areas of the organisation to develop the organisation's framework for finding and solving problems and facilitate improvements to problem solving capabilities.

This unit applies to any organisation 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. Develop problem solving framework	1.1 Consult with stakeholders across levels and areas of organisation to evaluate current state and confirm improvements 1.2 Evaluate current strategies for problem finding and definition to identify potential improvements 1.3 Evaluate current selection and application of problem solving tools to identify potential improvements 1.4 Determine preferred problem solving strategy for organisation, expected outcomes and KPIs 1.5 Review organisational structures, systems and procedures to determine changes that will facilitate improvements in problem solving

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	1.6 Develop strategy for skills and/or other development to improve problem solving ability 1.7 Oversee development of systems, procedures and documentation to support application of problem solving tools, tracking and reporting 1.8 Liaise with process or system owners to generate support for proposed changes
2. Improve problem solving ability	2.1 Oversee implementation of skills and/or other development activities according to identified strategy 2.2 Facilitate development of information and communication methods to promote engagement with problem solving framework 2.3 Guide and assist stakeholders to apply problem solving framework 2.4 Facilitate allocation of resources and organisational support for problem solving and implementation of solutions 2.5 Consult with stakeholders to determine need for additional or improved resources and skills and/or other development support 2.6 Consult with stakeholders to determine any improvements in problem solving ability and/or outcomes
3. Review problem solving effectiveness	3.1 Monitor KPIs, reporting and tracking to determine effectiveness of problem solving 3.2 Determine benefit/cost from implemented solutions 3.3 Analyse interactions of problems with each other and organisation to determine implications for problem solving framework 3.4 Review problem solving strategy with input from key stakeholders 3.5 Facilitate identification and implementation of improvements to problem solving strategy

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 and participation with a range of stakeholders
- Numeracy skills to interpret and amend KPIs.

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

Unit Mapping Information

Release 1. 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 MSS408012 Develop problem solving capability of an organisation

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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 problem solving capability of at least one organisation or a department or section of an organisation.

Knowledge Evidence

There must be evidence the candidate has knowledge of:

- competitive systems and practices at both a strategic and tools level
- organisational strategy and vision
- approaches to problem identification, definition and quantification
- benefits and limitations of common problem solving methodologies
- value stream and value as defined by the organisation's customers
- approaches to tracking and reporting problem solving
- identifying and quantifying desired outcomes from improved problem solving capability
- techniques to facilitate communications and agreement across levels and areas of the organisation
- communication styles, methods and media to suit a range of audiences
- 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
 - rapid cycle or iterative development
 - empirical development.
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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
- 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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