



Australian Government

MSS408013 Develop best practice model for future state operations

Release: 1

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Modification History

Release 1. Unit code changed. Unit title changed. Application changed. Foundation skills populated. Assessment requirements changed. Supersedes and is not equivalent to MSS408009 Develop models of future state operations practice.

Application

This unit describes the skills and knowledge required to develop a future state model and best practice operations to support an organisation's strategic direction.

This unit applies to managers, leaders or similar roles with influence, authority and responsibility to develop and refine the organisation's competitive systems and practices approach. The individual will lead the development of the future state model and best practices for future state operations, facilitate allocation of resources and oversee implementation of the future state.

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. Develop a shared future state model	1.1 Consult with leadership team to establish representative team 1.2 Analyse value stream map for a section of the value stream 1.3 Determine current state of practice across the value stream 1.4 Determine future state model of operations aligned to organisation's strategy, direction and competitive systems and practices approach 1.5 Confirm and/or amend future state model with input from process and system owners and representative team
2. Develop best practice model	2.1 Analyse current state of practice and future state model to identify problem areas

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	2.2 Develop consultation methods, questions, supporting information and target groups to elicit ideas for improved practice generally and in identified problem areas 2.3 Oversee consultations, review of results and drafting of future state model of practice 2.4 Analyse and amend draft model to deliver better results for the customer and reduce muda (waste) 2.5 Confirm or amend model in consultation with process and system owners and stakeholders across the value stream 2.6 Develop written implementation plan in consultation with stakeholders
3. Facilitate implementation of future state model	3.1 Determine scope of infrastructure and other changes required for future state 3.2 Calculate cost-benefit for required changes 3.3 Liaise with process and system owners, technical specialists and other key stakeholders to plan and sequence changes 3.4 Facilitate processes to obtain any authorisations 3.5 Facilitate the provision of resources and support for implementation of future state 3.6 Oversee implementation of improvements to achieve future state
4. Review future state model	4.1 Identify measures of progress towards future state 4.2 Review progress towards future state 4.3 Consult with key stakeholders to determine methods of improving progress 4.4 Determine metrics to evaluate future state and validate with input from key stakeholders 4.5 Oversee evaluation of future state model and analysis of results 4.6 Liaise with leadership team to determine action to be taken

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, document complex information
- Oral communication skills to facilitate agreement levels and areas of the organisation
- Numeracy skills to determine and interpret metrics.

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

Unit Mapping Information

Release 1. Supersedes and is not equivalent to MSS40800139 Develop models of future state operations practice.

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 MSS408013 Develop best practice model for future state operations

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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 and review a best practice model for future state operations for at least 1 organisation or a significant section of the value stream.

Knowledge Evidence

There must be evidence the candidate has knowledge of:

- key indications of current position or progress towards the future state, including:
 - output quantities and qualities
 - variability in quality and quantity
 - uptime
 - investment hurdle rates and actual rates of return
 - sustainability indicators
 - reliability indicators
 - key performance indicators (KPIs) appropriate to the organisation and its technology and processes
 - customer focused indicators
 - employee focused indicators
- value stream mapping and analysis
- types of muda (waste), causes and costs
- competitive systems and practices tools relevant to the organisation and process
- techniques for creating and evaluating future state models
- underpinning values relevant to competitive systems and practices and relevance to future state best practice 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
- leadership and management styles and/or techniques that support values relevant to competitive systems and practices
- techniques to facilitate communication and agreement across levels and areas of the organisation.

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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