



Australian Government

MSS408014 Establish systemic supports for competitive systems and practices

Release: 1

MSS408014 Establish systemic supports for competitive systems and practices

Modification History

Release 1. New unit

Application

This unit describes the skills and knowledge required to collaborate to determine the values and/or principles required to achieve sustained improvements from implementation of competitive systems and practices and to embed them into organisational structures, systems and mechanisms.

This unit applies to middle or senior managers or similar roles who contribute to setting the direction of the organisation and who have significant influence, authority and responsibility in selecting and planning how to achieve long term goals.

The individual will contribute to analysis of the organisation's competitive systems and practices approach to identify the underpinning values and collaborate to determine and plan for new or improved structures and/or systems and/or mechanisms that demonstrate and/or support those values.

Typically this will include changes in one or more of the organisational structure, management systems, planning and deployment mechanisms, decision making authorities, communication and collaboration protocols, data collection, financial priorities, metrics and performance indicators. This unit applies once the organisation has decided on its approach for implementing competitive systems and practices and has developed an understanding of the value stream and desired future state.

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. Determine underpinning values of organisation's	1.1 Confirm competitive systems and practices selected by organisation 1.2 Collaborate with other decision makers to analyse organisation's strategic plans to identify values that are essential to achieving desired

Elements	Performance Criteria
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competitive systems and practices	outcomes 1.3 Collaborate with other decision makers to determine where identified values can have a significant impact on achieving desired outcomes
2. Identify systemic supports for underpinning values	2.1 Identify and engage stakeholders across functions, sections and levels of organisation to contribute expertise to planning for systemic supports 2.2 Analyse current systems and practices to identify barriers to or conflicts with identified underpinning values 2.3 Determine options for new or improved structures, systems and/or mechanisms which demonstrate and/or support identified underpinning values 2.4 Explore whether ‘necessary waste’ could be reduced through new or improved structures, systems and/or mechanisms that reflect underpinning values
3. Progress changes to structures, systems and/or mechanisms	3.1 Review options for systemic supports using cost-benefit analysis that reflects all aspects of current context 3.2 Oversee and contribute to negotiations on changes to be made across functions and sections of organisation 3.3 Liaise with relevant stakeholders to determine roles and timelines for implementation of changes 3.4 Agree on methods for evaluating progress and outcomes of changes 3.5 Establish collaboration mechanisms to promote engagement, consistency, learning and continuous improvement in change processes 3.6 Develop and implement strategies to promote acceptance of changes 3.7 Determine any additional support needed to achieve change and acceptance of change and take appropriate action
4. Lead values-based behaviours	4.1 Establish direct communications with teams and other stakeholders to provide information and guidance on underpinning values and related changes 4.2 Elicit information from team and other stakeholders to understand their perspectives on underpinning values and related changes 4.3 Oversee and contribute to solving problems in implementation and acceptance of changes 4.4 Model and facilitate communications based on respect for people

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	and team expertise 4.5 Demonstrate and communicate application of underpinning values in own work activities, interactions and decisions 4.6 Demonstrate application of new or improved structures, systems and mechanisms as relevant within own work

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 documents
- Writing skills to document workplace requirements and information for stakeholders
- Oral communication skills to facilitate and guide communications across functions, sections and levels of the organisation, negotiate agreed solutions
- Numeracy skills to evaluate financial priorities, metrics and KPIs
- Learning skills to seek and analyse new information to generate new ideas and solutions.

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 MSS408014 Establish systemic supports for 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:

- identify at least 3 underpinning values that support the organisation's competitive systems and practices approach
- oversee systemic changes to embed the 3 values within 2 of the following areas:
 - organisational structure
 - management systems
 - financial priorities, metrics and KPIs
 - performance management and/or people development
 - internal communications and/or collaboration
 - operational decision making and/or strategy deployment.
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Knowledge Evidence

There must be evidence the candidate has knowledge of:

- underpinning values relevant to competitive systems and practices including at least 5 of:
 - respect for people
 - respect for process
 - empowered teams and devolved decision making and/or strategy deployment
 - transparency and culture of learning
 - creation of value and customer perceived value
 - rapid cycle or iterative development
 - empirical development
 - go and see and/or go to the source decision making
- types of organisational structures, systems and mechanisms that can support or prevent application of at least 5 of the values listed above
- leadership and management styles and/or techniques that support values relevant to competitive systems and practices techniques to facilitate agreement across levels and areas of the organisation
- types of structural, personal, cultural barriers that may affect participation in communications and competitive systems and practices
- techniques to address barriers and support engagement and participation

- organisation's value stream, key roles in value creation and desired future state.

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:
 - defined approach for implementation of competitive systems and practices
- modelling of industry operating conditions.

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

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