



Australian Government

MSS408015 Develop the competitive systems and practices approach

Release: 1

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Modification History

Release 1. Unit code changed. Application 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 MSS408001 Develop the competitive systems and practices approach and MSS408002 Audit the use of competitive tools and MSS407018 Review operations practice tools and techniques.

Application

This unit describes the skills and knowledge required to identify opportunities to extend or refine the competitive systems and practices approach to better align with organisational strategy.

This unit applies to managers, leaders and those in similar roles who have influence, authority and responsibility in guiding and refining the competitive systems and practices approach for an organisation and overseeing implementation of changes.

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 opportunities for development of competitive systems and practices approach	1.1 Analyse available data and information and consult with experts across functions and levels of organisation to evaluate alignment of current competitive systems and practices approach with organisational strategy 1.2 Identify organisation's competitive advantages and weaknesses and determine areas not being addressed by competitive systems and

Elements	Performance Criteria
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	practices approach 1.3 Identify organisation's sustainability profile and potential alignment between improvements to competitive systems and practices and sustainability 1.4 Determine inconsistencies and/or ineffectiveness in application of competitive systems and practices across organisation 1.5 Review value stream map for alignment with current competitive and strategic position 1.6 Determine recent, proposed and planned changes with implications for competitive systems and practices approach 1.7 Determine priority areas where new or improved competitive systems and practices can address gaps, problems and/or opportunities
2. Develop modifications to competitive systems and practices approach	2.1 Oversee and contribute to analysis of problems to determine changes to competitive systems and practices approach 2.2 Negotiate modified approach and priorities with relevant stakeholders 2.3 Negotiate implementation plan with relevant stakeholders 2.4 Oversee development of cascading tactical implementation plans and deployment processes 2.5 Liaise with leadership team to confirm approvals, resources and decision- making delegations
3. Implement modified approach	3.1 Establish mechanisms to monitor implementation and outcomes of modified approach 3.2 Monitor implementation to identify non-conformances and barriers 3.3 Oversee processes to resolve problems and, where needed, amend modified approach 3.4 Evaluate and refine modified approach to confirm readiness for standardisation 3.5 Take action to standardise and sustain confirmed modifications

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 communicate complex information to a range of stakeholders
- Oral communication skills to communicate and consult with a range of stakeholders
- Numeracy skills to interpret quantitative data and information.

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 MSS408015 Develop the competitive systems and practices approach

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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:

- negotiate and oversee implementation of at least one modification to competitive systems and practices approach to improve alignment with organisation's strategy and/or value stream.

Knowledge Evidence

There must be evidence the candidate has knowledge of:

- advantages and limitations of competitive systems and practices and tools in relation to the organisation's strategic decisions
- qualitative and quantitative data and key performance indicators (KPIs) relevant to competitive systems and practices strategic decisions and organisation's future state
- 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
- leadership and management styles and/or techniques that support values relevant to competitive systems and practices
- consultation, influence, persuasion and negotiation methods
- techniques to facilitate communications and engagement across levels and areas of the organisation
- types of structural, personal, cultural barriers that may affect implementation of competitive systems and practices

- define, measure, analyse, improve and control (DMAIC) process as applied to competitive systems and practices and tools
- use of value stream maps and value stream concepts
- current state and future state maps
- methods for solving complex problems.
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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:
 - value stream map
- 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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