



Australian Government

Department of Education, Employment and Workplace Relations

SIRXQUA004A Set up systems that support innovation

Revision Number: 2

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Modification History

The version details of this endorsed unit are in the table below. The latest information is at the top.

Release	Comments
Second Release	Editorial updates

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to conceptualise and design new systems that develop and foster innovation in the workplace.

Application of the Unit

This unit applies to managers and senior members of staff. It involves assessing the potential for innovative practice within an organisation, setting goals, identifying barriers and generating options for innovative systems; and trialling, evaluating and implementing new innovative systems in the workplace.

Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Pre-Requisites

Nil

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements and Performance Criteria

Element	Performance Criteria
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Conduct research into organisation systems.	1.1. Identify <i>reasons</i> for incorporating innovation into <i>organisation systems</i> . 1.2. Clarify <i>goals</i> of a new innovative system. 1.3. Research <i>innovative systems</i> in other organisations. 1.4. Analyse current organisational systems to identify <i>gaps or barriers</i> to innovation. 1.5. <i>Identify staff</i> who can support and foster innovation in the new systems.
2. Generate innovative system options.	2.1. <i>Conceptualise</i> ideas for innovative work systems that will foster innovation using individual and group techniques. 2.2. Evaluate and discuss the range of ideas with other team members and colleagues. 2.3. Select a system idea that meets the <i>workplace requirements</i> and which is both feasible and innovative.
3. Develop plan for the innovative system.	3.1. Analyse the organisational structure to identify the impact of the new system on people, <i>resources</i> and finances. 3.2. <i>Consult staff</i> throughout the organisation who will be involved with, or affected by, the new system. 3.3. Clarify financial impact of the new system and allocate funds and resources. 3.4. Develop marketing or promotional strategy to educate the organisation on the new system. 3.5. Evaluate competencies of staff who will use the system and plan a <i>learning and development</i> strategy.
4. Trial the innovative work system.	4.1. Present innovative system to staff and gather preliminary <i>feedback</i> . 4.2. Trial new system with a group within the organisation. 4.3. Monitor and take action to streamline the trial where required.
5. Review the trial of the innovative system.	5.1. <i>Review</i> the innovative system in relation to its goals and the ways in which it fosters innovation in the workplace. 5.2. Adjust the innovative system to reflect evaluation feedback.

Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

Required skills

- interpersonal skills to:
 - collaborate with others and represent ideas through clear and direct communication
 - ask questions to identify and confirm requirements
 - use language and concepts appropriate to cultural differences
 - use and interpret non-verbal communication
- analytical skills to:
 - interpret and analyse organisational requirements for work systems
 - evaluate of staff competencies
- management skills to:
 - plan the implementation of new systems
 - organise and implement training and learning activities to prepare team members and managers to implement a new work system
- research skills to access information

Required knowledge

- principles of new systems
- leadership and management theory
- an understanding of ways in which the system can contribute to innovation in the workplace
- various options for the system
- creative thinking techniques

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, the range statement and the Assessment Guidelines for this Training Package.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

- establishes the reasons why innovative systems are required
- establishes the goals of a new innovative system
- analyses current organisational systems to identify gaps and barriers to innovation
- generates a number of options for innovative systems, seeks feedback, evaluates ideas and selects an appropriate idea to develop further
- develops a plan to implement the new system, including staff required, financial impact, marketing and the evaluation of competencies
- trials and monitors the innovative work system
- reviews the trial of the innovative work system and makes adjustments to reflect evaluation feedback.

Context of and specific resources for assessment

Assessment must ensure access to:

- a retail work environment
- relevant documentation, such as:
 - policy and procedures manuals
 - information on the internal and external operating environment
- a range of communication equipment.

Methods of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- observation of performance in the workplace
- third-party reports from a supervisor
- review of portfolios of evidence
- written or verbal questioning to assess knowledge and understanding
- review of portfolios of evidence and third-party workplace reports of on-the-job performance.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the performance criteria is detailed below.

Reasons for incorporating innovation into the organisation may include:

- high staff turnover
- customer dissatisfaction
- continuous improvement
- increasing competitiveness.

Organisation systems may include:

- human resources management
- team management
- organisational structures
- product development
- marketing
- training and assessment.

Goals may include:

- winning more business
- diversifying the business
- increasing staff numbers
- changing the culture of the organisation
- generating more income.

Innovative systems may include:

- product review systems
- human resources
- quality management
- innovation reward systems
- team management
- project management
- learning and development systems.

Gaps or barriers may include:

- hierarchical system of management
- staff not being involved in decisions
- people not communicating with each other or sharing information
- managers who do not accept new ideas
- teams who work in rigid and inflexible ways.

Methods to ***identify staff*** may include:

- surveys or questionnaires
- job profile analysis
- observations.

Conceptualisation methods may include:

- process analysis
- cost-benefit analysis
- brainstorming

- value analysis
- SWOT analysis
- review of approaches and procedures used by competitors
- visual imagining
- jotting words
- flow charts
- mind maps
- other creative thinking strategies.

Workplace requirements may relate to:

- training
- performance management
- project management
- client relations
- briefing processes.

Resources may include:

- people
- materials
- equipment and technology
- budget
- time.

Methods of **consulting staff** may include:

- interviews
- team meetings
- email
- memos
- informal interactions.

Learning and development may include:

- formal training or education
- informal learning
- coaching and mentoring
- job rotation
- information seminars
- on-line learning
- conferences.

Feedback may be sought and given:

- verbally
- in writing
- through presentations
- at informal and formal meetings.

Review may involve:

- checking system implementation
- meeting client and end user needs
- best practice
- financial requirements

- resource requirements.

Unit Sector(s)

Cross-Sector

Competency field

Quality and Innovation