



Australian Government

Department of Education, Employment and Workplace Relations

ICAA5143C Implement process re-engineering strategies in an organisation

Release: 1

ICAA5143C Implement process re-engineering strategies in an organisation

Modification History

Not Applicable

Unit Descriptor

Unit descriptor	<p>This unit defines the competency required to consider a variety of potential process reengineering strategies and to make appropriate selections for implementation in an organisation.</p> <p>There may be benefit in concurrent learning with the following unit:</p> <ul style="list-style-type: none">• ICAP5155B Plan process re engineering strategies for business <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication.</p>
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Application of the Unit

Application of the unit	
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Licensing/Regulatory Information

Refer to Unit Descriptor

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

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.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Develop reengineering strategies	1.1. Research and determine target process for re-engineering action 1.2. Develop process re-engineering plan 1.3. Determine and document strategic importance of process 1.4. Establish and document performance standards and benchmarks for new process 1.5. Seek feedback and suggestions from <i>client</i> on proposed process re-engineering
2. Implement process reengineering strategies	2.1. Compare suggestions with process re-engineering plan to determine suitability for <i>business requirements</i> 2.2. Incorporate suggestions where appropriate 2.3. Implement new process into business structure and leave sufficient scope for changing capacity or upgrades
3. Monitor organisational context	3.1. Monitor new process to measure performance levels 3.2. Determine and document the benefits of the new process to the business 3.3. Identify and document training needs for staff 3.4. Analyse the cultural and political impact of the new process 3.5. Document the new process and disseminate information to <i>appropriate person</i>

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- Environment scanning
- Risk analysis
- Market research, testing and using focus groups
- Communications

Required knowledge

- Organisational strategy

REQUIRED SKILLS AND KNOWLEDGE

- Impact of technology
- Business case preparation
- Consulting internally and externally
- Copyright and intellectual property

Evidence Guide

EVIDENCE GUIDE

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

Overview of assessment

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

Evidence of the following is essential:

- Assessment must confirm the ability to implement a re-engineering process that supports organisational objectives while remaining sensitive to internal and external stakeholder needs. In particular the learner will need to identify the complex interdependencies between organisational and external components.

To demonstrate competency in this unit the following resources will be needed:

- Organisational structure and culture
- Organisational strategy
- Stakeholder analysis
- E-business models
- Personal computer
- Analysis software
- Modelling software

Context of and specific resources for assessment

The breadth, depth and complexity covering planning and initiation of alternative approaches to skills or knowledge applications across a broad range of technical and/or management requirements, evaluation and coordination would be characteristic.

The demonstration of competency may also require self-directed application of knowledge and skills, with substantial depth in some areas where judgement is required in planning and selecting appropriate equipment, services and techniques for self and others.

Assessment must ensure:

- Applications involve participation in development of strategic initiatives as well as personal responsibility and autonomy in performing complex technical operations or organising others. It may include participation in teams including teams concerned

EVIDENCE GUIDE	
	with planning and evaluation functions. Group or team coordination may also be involved.
Method of assessment	<p>The purpose of this unit is to define the standard of performance to be achieved in the workplace. In undertaking training and assessment activities related to this unit, consideration should be given to the implementation of appropriate diversity and accessibility practices in order to accommodate people who may have special needs. Additional guidance on these and related matters is provided in ICA05 Section 1.</p> <ul style="list-style-type: none"> Competency in this unit should to be assessed using summative assessment to ensure consistency of performance in a range of contexts. This unit can be assessed either in the workplace or in a simulated environment. However, simulated activities must closely reflect the workplace to enable full demonstration of competency. Assessment will usually include observation of real or simulated work processes and procedures and/or performance in a project context as well as questioning on underpinning knowledge and skills. The questioning of team members, supervisors, subordinates, peers and clients where appropriate may provide valuable input to the assessment process.
Guidance information for assessment	<p>The interdependence of units for assessment purposes may vary with the particular project or scenario. Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:</p> <ul style="list-style-type: none"> ICAP5155B Plan process re engineering strategies for business <p>An individual demonstrating this competency would be able to:</p> <ul style="list-style-type: none"> Demonstrate understanding of a broad knowledge base incorporating theoretical concepts, with substantial depth in some areas Analyse and plan approaches to technical problems or management requirements

EVIDENCE GUIDE

	<ul style="list-style-type: none"> • Transfer and apply theoretical concepts and/or technical or creative skills to a range of situations • Evaluate information, using it to forecast for planning or research purposes • Take responsibility for own outputs in relation to broad quantity and quality parameters • Take some responsibility for the achievement of group outcomes • Maintain knowledge of industry products and services
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Range Statement**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, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

<i>Client</i> may include but is not limited to:	<ul style="list-style-type: none"> • internal departments • external organisations • individual people • employees
<i>Business requirements</i> may be in reference to:	<ul style="list-style-type: none"> • business • system • application • network • people in the organisation
<i>Documentation</i> may follow:	<ul style="list-style-type: none"> • ISO/IEC/AS standards • audit trails • naming standards • version control • project management templates and report writing • maintaining equipment inventory • client training • satisfaction reports

RANGE STATEMENT

<i>Appropriate person</i> may include:	<ul style="list-style-type: none">• supervisor• teacher• authorised business representative• client
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Unit Sector(s)

Unit sector	Analyse and Design
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Co-requisite units

Co-requisite units		

Competency field

Competency field	
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