MSS403006 Facilitate implementation or review of competitive systems and practices in an office

Release: 1

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Modification History

Release 1. Supersedes and is equivalent to MSS403006A Facilitate implementation of competitive systems and practices in an office

Application

This unit of competency covers the skills and knowledge required by individuals who are responsible for facilitating or leading the implementation/review of competitive systems and practices in an office or administration environment and considering the implications of competitive operations beyond their own job. Examples include individuals who have formal or informal responsibility for the work of others, such as team leaders; senior administrative staff who must mentor others; individuals participating in a competitive systems and practices implementation team; and technical and administrative specialists who must integrate the application of their technical skills with the implementation of competitive systems and practices in the office and the organisation as a whole.

This unit applies where a decision has already been made to improve the efficiency of an office or administrative system through the use of competitive systems and practices. The unit applies after a business case has been approved.

The unit includes checking that there is commitment to the implementation of competitive systems and practices and sufficient basic skills and knowledge held by employees in the office to allow implementation of competitive systems and practices.

This unit does not supply the detailed skills and knowledge in individual competitive systems and practices techniques but rather provides the overview skills across competitive systems and practices and techniques needed to lead an office implementation. In-depth skills and knowledge may be gained by completing other more specialist units.

This unit does not cover lean six sigma and proactive maintenance which may be required for particular organisations and offices. Specialist units of competency in these techniques are available.

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

Pre-requisite Unit

Nil

Competency Field

Competitive systems and practices

Unit Sector

Not applicable

Elements and Performance Criteria

Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.

1	**Establish scope of office processes to be included**	1.1	Identify office process links to other departments and external organisations.
		1.2	Establish deliverables expected by internal and external customers, including regulators, if any.
		1.3	Identify existing processes completely internal to the office.
		1.4	Confirm management support and identify any imposed exclusions or limits to the office competitive systems and practices implementation process.
		1.5	Identify any required budget and reporting processes.
2	**Facilitate engagement by office or administration work group with competitive systems and practices**	2.1	Determine extent of capacity and commitment to efficiency improvement.
		2.2	Explain competitive systems and practices concepts.
		2.3	Gain commitment to competitive systems implementation.
		2.4	Agree with other employees on visual indicators to be used and their location.
		2.5	Determine skill base of office or administration employees in competitive systems and practices and techniques and arrange for any required training.
		2.6	Encourage or develop communications between employees and specialists outside the team.
3	**Facilitate implementation of competitive systems and**	3.1	Guide others in the process of selecting/reviewing competitive practices.
		3.2	Collectively examine known customer requirements.

		3.3	Identify process stages.
practices		3.4	Establish/review triggers and indicators for customer pull in the office.
		3.5	Participate in and guide setting/resetting of key performance indicators (KPIs).
		3.6	Encourage and lead implementation of competitive system and selected practices.
		3.7	Identify muda (waste) using implemented competitive systems and practices.
		3.8	Set up/review processes for classifying and reducing muda.
4	**Facilitate continuous improvement**	4.1	Review functioning of competitive systems and practices with office employees.
		4.2	Identify barriers to improvement from initial implementation.
		4.3	Gain commitment to continuous improvement (kaizen).
		4.4	Apply appropriate tools to remove barriers to improvement and to establish continuous improvement.

Foundation Skills

This section describes those required skills (language, literacy and numeracy) that are essential to performance.

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Range of Conditions

This field allows for different work environments and conditions that may affect performance. Essential operating conditions that may be present (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) are included.

Competitive systems and practices	• lean operations
	• agile operations

include one or more of:	• preventative and predictive maintenance approaches • statistical process control systems, including six sigma and three sigma • JIT, kanban and other pull-related operations control systems • supply, value, and demand chain monitoring and analysis • 5S • continuous improvement (kaizen) • breakthrough improvement (kaizen blitz) • cause/effect diagrams • takt time • process mapping • problem solving • run charts • standard procedures • current reality tree.
Office is a physical or virtual location performing one or more of:	• information functions • administrative functions • transaction based functions • document storage (hard copy or electronically) • ordering and quoting • sales and marketing • contracts and tendering • customer service.

Leading implementation includes one or more of:	• having formal leadership responsibility, such as a team leader
	• individuals who are required to have the ability to lead by example and mentor others, such as:
	  • experienced or senior operators
	  • specialists who must use their technical expertise to facilitate implementation of competitive systems and practices.

Imposed exclusions include one or more of:	• muda (waste) that is required but does not add value • equipment excluded from efficiency or layout review because of budget constraints, licences, and so on • regulatory requirements that do not add value • enterprise requirements, policies or procedures beyond the influence of the team.
Muda (waste)	• errors in documents or data

includes one or more of:	• transport of documents
	• doing unnecessary work
	• waiting for the next process step
	• process of getting approvals
	• unnecessary motions
	• backlog in work queues
	• underutilised employees
	• too many signature/approval levels
	• unclear job descriptions
	• obsolete databases/files/folders
	• collecting unnecessary data
	• interruptions that do not add value
	• purchase orders not matching quotation
	• full or bulk printouts when partial printout would do
	• printing out when electronic files could serve the purpose
	• holding unnecessary stock of office supplies
	• generating reports that are not read.
KPIs include one or more metrics:	• process/cycle time, lead time, response time and value-add time
	• changeover time between different work processes
	• customer demand rates
	• inventory/work in progress/inbox
	• equipment/technology access and reliability
	• energy use
	• waste to landfill
	• percentage complete and accurate.

Unit Mapping Information

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Links

Companion Volume implementation guides are found in VETNet - https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=5b04f318-804f-4dc0-9463-c3fb9a3fe998