



**Australian Government**

# **MSS403043 Facilitate breakthrough improvements in an office**

**Release: 1**

# MSS403043 Facilitate breakthrough improvements in an office

## Modification History

Release 1. Supersedes and is equivalent to MSS403043A Facilitate breakthrough improvements in an office

## Application

This unit of competency covers the skills and knowledge required to facilitate team implementation of discrete targeted improvement activities to achieve breakthrough improvements in selected office processes. Typically this approach is used for improvements in areas of muda (waste) identified through value stream mapping.

The unit applies to team leaders or others in a competitive systems and practices implementation role who need to provide guidance and support to assist a team to identify improvements in office processes that can be implemented in a brief intensive project while still producing the required deliverables. They also assist in ensuring that the improvements are sustained.

Office processes may include administrative, transactional or service-based processes in, or attached to, a manufacturing organisation, within their value stream or similar environments, such as health care, education, financial, construction or Defence services.

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 | <b>Prepare for improvement event</b> | 1.1 | Engage team members, sponsors and other stakeholders in the event. |
|   |                                      | 1.2 | Identify process to be targeted in the improvement event.          |

- 1.3 Assist team to identify how their own roles contribute to value to the customer.
  - 1.4 Assist team to identify the boundaries of the event, including any imposed exclusions.
  - 1.5 Identify information and skill needs of the team and arrange for any required training.
  - 1.6 Establish communication processes with sponsors and stakeholders.
- 2 **Identify improvements**
  - 2.1 Assist team to review current process and identify options for radical improvements.
  - 2.2 Facilitate team activities to evaluate the options and agree on improvements to be made.
  - 2.3 Assist team to plan the activities and identify metrics to be monitored.
  - 2.4 Facilitate allocation of resources and strategies to manage impact on routine work.
- 3 **Facilitate the event**
  - 3.1 Assist team to gather baseline data on the selected metrics.
  - 3.2 Assist team to identify and address barriers to making the improvements.
  - 3.3 Monitor team dynamics and facilitate team focus and cooperation.
  - 3.4 Liaise with sponsor to communicate progress and maintain their support.
- 4 **Evaluate improvements**
  - 4.1 Assist team to gather and interpret data on the metrics.
  - 4.2 Facilitate team activities to evaluate the outcomes of the event.
  - 4.3 Identify causes for areas of poor performance from changes and identify any additional changes to address them.

- 4.4 Report to sponsor and other stakeholders on the outcomes of the event.
- 5 **Embed improvements**
- 5.1 Establish mechanisms to ensure new systems and/or practices are communicated to relevant personnel.
- 5.2 Motivate team to apply the new systems and/or practices and sustain improvements.
- 5.3 Ensure the new systems and/or practices are reflected in relevant procedures.

## 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 include one or more of:**
- lean operations
  - agile operations
  - preventative and predictive maintenance approaches
  - statistical process control systems, including six sigma and three sigma
  - Just in Time (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.

**Team includes one or more of:**

- a permanent formally identified team
- a sub-group of a team
- a specially established group for the breakthrough event (e.g. a combined production/administration/ logistics group convened for a breakthrough event addressing delivery issues).

**Boundaries defining the extent/limits of the improvement activity include all of:**

- the start and end point of the process being targeted
- the steps of the process to be included and excluded
- specific job roles or related processes to be included or excluded
- timeframe for the event.

**Breakthrough improvement activity (kaizen blitz) is all of:**

- a formal process
- a discrete targeted activity that is achieved in a relatively short timeframe
- delivers significant level of improvement. such as a better ratio of value-add to non-value add from the customer perspective.

**Mechanisms to communicate and sustain improvements include one or more of:**

- scheduled audits
- regular monitoring and/or reporting activities
- use of visual aids, such as targets and progress boards, process charts and procedure posters
- communications, such as standing items for team meetings, email reminders or updates.

**Imposed exclusions include one or more of:**

- muda 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
- organisation requirements, policies or procedures beyond the influence of the team.

## **Unit Mapping Information**

Release 1. Supersedes and is equivalent to MSS403043A Facilitate breakthrough improvements in an office

## **Links**

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=5b04f318-804f-4dc0-9463-c3fb9a3fe998>