MSS405013 Facilitate holistic culture improvement in an organisation

Release: 2

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Modification History

Release 2. Minor updates and removal of superfluous information. Equivalent unit. Supersedes and is equivalent to MSS403013 Lead team culture improvement.

Application

This unit of competency covers the skills and knowledge required by a manager in an organisation that has embarked on competitive systems and practices and who seeks to change/improve the organisation culture to be consistent with that required to maximise the benefits from a competitive systems and practices strategy.

This unit primarily requires the application of skills associated with communication, teamwork, problem solving, and initiative and enterprise in order to assess and address culture development needs in the organisation. Planning and organising is required to ensure a systematic approach to the development of an organisation's culture that supports competitive systems and practices processes.

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

Unit Sector

Not applicable

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. Facilitate company-wide appreciation for the competitive systems and practices strategy	1.1 Communicate with all levels of the organisation the objectives and benefits of a competitive systems and practices strategy

	1.2	Communicate to all levels of the organisation the techniques and methods that will be used in achieving the competitive systems and practices strategy
	1.3	Facilitate the development of a systems approach to how the organisation works
	1.4	Establish mechanisms to measure current understanding of, and support for, competitive systems and practices amongst employees and other stakeholders
	1.5	Set targets for culture improvement from measurement of current understanding and support for competitive systems and practices
	1.6	Demonstrate a constancy of purpose for the organisation in the push for the continual improvement in all activities.
	1.7	Break down any communication barriers between parts of the organisation that may inhibit the competitive systems and practices strategy
	1.8	Develop a work structure that allows for everyone to participate and be heard in the transformation of the organisation
2. Facilitate application of knowledge about variation and ways to improve the operational processes	2.1	Facilitate commitment to enterprise data collection procedures
	2.2	Facilitate the identification of variation in processes
	2.3	Facilitate review of processes with a view to reducing variation
	2.4	Encourage the approach of building quality in and eliminating the need for end of process inspection
3. Facilitate development of knowledge and skill acquisition	3.1	Involve employees in identification of skill needs and any skills gaps
	3.2	Develop strategies for training, skills acquisition and employee self- improvement
	3.3	Set key performance indicators (KPIs) for training, skills acquisition and employee self-improvement

	3.4	Institute on and off-the-job training
	3.5	Institute a vigorous program of education and self-improvement for all employees
	3.6	Monitor KPIs and adjust training, skills acquisition and employee self- improvement strategies and delivery
4. Facilitate development of support within the organisation for competitive systems and practices	4.1	Ensure sufficient resources and adequate equipment is available to meet the requirements of the competitive systems and practices strategy
	4.2	Encourage acceptance of change
	4.3	Encourage employee commitment to and responsibility for the quality of their own work
	4.4	Monitor the level of employee understanding and support for competitive systems and practices
	4.5	Provide continuous feedback and communication of progress at all levels in implementing the strategy

Foundation Skills

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

Range of Conditions

Range of Conditions
Specifies 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.
Range is restricted to essential operating conditions and any other variables essential to the work environment.

Competitive systems and practices include one or more of:	• 5S • agile operations • breakthrough improvement (kaizen blitz) • cause/effect diagrams • continuous improvement (kaizen) • current reality tree • just in time (JIT), Kanban and other pull-related operations control systems • lean operations • overall equipment effectiveness (OEE) • preventative and predictive maintenance approaches • problem solving • process mapping • run charts • standard procedures • statistical process control systems, including six sigma and three sigma • supply, value, and demand chain monitoring and analysis • takt time.
Systems approach includes consideration of all of:	• customer requirements • effect of changes • internal/external relationships through which products and services are produced • member of the public issues • supplier issues • value stream member requirements • other external individual, group or organisation.
Mechanisms to measure current understanding and support for competitive systems and practices include one or more of:	• employee surveys • individual consultations with selected employees and employee representatives • information from toolbox meetings and other employee consultations • monitoring of suggestion schemes • qualitative and/or quantitative methods.

Unit Mapping Information

Release 2. Equivalent to Release 1. Supersedes and is equivalent to MSS403013 Lead team culture improvement

Release 1. Minor updates and removal of superfluous information.

Links

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