MSS403006A Facilitate implementation of competitive systems and practices in an office

Release: 1

ISC INDUSTRY SKILLS COUNCILS
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Modification History

New unit

Unit Descriptor

This unit of competency covers the skills and knowledge required by individuals who are responsible for facilitating or leading the implementation of competitive systems and practices in an office or administration environment.

Application of the Unit

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 is relevant for individuals who require the skills and knowledge to consider the implications of competitive operations beyond their own job in an office. 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.

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.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

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.

Elements and Performance Criteria

1	Establish scope of office processes to use be included in competitive systems integration	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 initial implementation of competitive system and practices	3.1	Guide others in the process of selecting appropriate competitive practices
		3.2	Collectively examine known customer requirements
		3.3	Identify process stages
		3.4	Establish triggers and indicators for customer pull in the office
		3.5	Participate in and guide setting of initial key performance indicators (KPIs)
		3.6	Encourage and lead implementation of competitive system and selected practices
		3.7	Identify waste using implemented competitive systems and practices
		3.8	Set up and guide processes for classifying and reducing waste
4	Facilitate continuous improvement and detailed implementation of competitive systems and practices	4.1	Review initial implementation 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

Required Skills and Knowledge

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

Required skills

Required skills include:

- facilitating goals, activities, communications and access to resources process mapping of typical office processes
- solving problems
- identifying waste (muda) in the office environment
- data gathering and analysis
- explaining and leading groups of office personnel in implementation of:
  - value stream mapping
  - 5S
  - Just in Time
  - mistake proofing
  - process mapping
  - establishing customer pull
  - kaizen and kaizen blitz
  - setting of KPIs/metrics
  - identification and elimination of waste (muda)
- communicating effectively in informal and formal meetings, and with personnel at all levels
- providing effective feedback
- transferring knowledge and skill through informal one-on-one mentoring

Required knowledge

Required knowledge includes:

- information technology systems used in the office
- principles of competitive systems and practices and their application to the office environment, including:
  - value stream mapping
  - 5S
  - JIT
  - mistake proofing
  - process mapping
  - establishing customer pull

- kaizen and kaizen blitz
- setting of KPIs/metrics
- identification and elimination of waste (muda)
- monitoring and data gathering systems used by an organisation, such as customer relationship management (CRM) database, accounting packages, business intelligence or other office process related database programs and proprietary systems which are used within an organisation and which require office input
- methods of gathering data against KPIs, for example:
  - waste walk
  - document tagging
  - tracking/log sheets
  - spaghetti diagrams
  - existing information technology and management systems
- facilitation techniques to encourage team development and improvement
- organisational policies, plans and procedures

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.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must be able to provide evidence of the ability to: • identify the scope of the services supplied by the office and the deliverables expected by customers • facilitate and motivate others in competitive systems and practices • identify barriers to implementation of competitive systems and practices in an office • communicate and gain support for changes made as a result of the implementation of the competitive systems and practices • review the implementation of changes.
Context of and specific resources for assessment	Assessment of performance must be undertaken in a workplace using or implementing one or more competitive systems and practices. Access may be required to: • workplace procedures and plans relevant to work area • specifications and documentation relating to planned, currently being implemented, or implemented

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	changes to work processes and procedures relevant to the assessee
	• documentation and information in relation to production, waste, overheads and hazard control/management
	• reports from supervisors/managers
	• case studies and scenarios to assess responses to contingencies.

Method of assessment	A holistic approach should be taken to the assessment. Competence in this unit may be assessed by using a combination of the following to generate evidence:
	• demonstration in the workplace
	• workplace projects
	• suitable simulation
	• case studies/scenarios (particularly for assessment of contingencies, improvement scenarios, and so on)
	• targeted questioning
	• reports from supervisors, peers and colleagues (third-party reports)
	• portfolio of evidence.
	In all cases it is expected that practical assessment will be combined with targeted questioning to assess underpinning knowledge. Where applicable, reasonable adjustment must be made to work environments and training situations to accommodate ethnicity, age, gender, demographics and disability.
Guidance information for assessment	Assessment processes and techniques must be culturally appropriate and appropriate to the oracy, language and literacy capacity of the candidate and the work being performed.

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.

Competitive systems and practices	Competitive systems and practices may include, but are not limited to:
	• lean operations
	• agile operations
	• preventative and predictive maintenance approaches
	• monitoring and data gathering systems, such as CRM database, accounting packages, business intelligence or other office process-related database programs
	• 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
	Competitive systems and practices should be interpreted so as to take into account:
	• the stage of implementation of competitive systems and practices
	• the size of the enterprise
	• the work organisation, culture, regulatory environment and the industry sector

Office	An office may include:
	
	• a physical location where information/administrative/transaction based functions are conducted and documents stored either in hard copy or electronically, such as:
	   • administration
	   • ordering and quoting
	   • sales and marketing
	   • contracts and tendering
	   • customer service
	
	Office may also be applied to functions relevant to office responsibilities that are undertaken outside the physical office location, such as:
	
	• sales representatives placing orders remotely
	• employees working from home on office-related work
	• office-related access levels and processes given to non-employees (e.g.customers, suppliers and regulators)

Lead implementation	Leading implementation includes either:
	
	• having formal leadership responsibility, such as a team leader or
	• 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	Imposed exclusions are wastes (muda) that are required but do not add value. They should be formally identified as muda in the competitive systems implementation. Examples include: • 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
Waste	Waste (also known as muda in the Toyota Production System and its derivatives) includes: • errors in documents or data • 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	KPIs may include metrics, such as: - 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 Sector(s)

Unit sector   Competitive systems and practices

Custom Content Section

Not applicable.

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