Australian Government

Department of Education, Employment and Workplace Relations

MSS403043A Facilitate breakthrough improvements in an office

Release: 1

INDUSTRY SKILLS COUNCILS
Creating Australia's Future

MSS403043A Facilitate breakthrough improvements in an office

Modification History

New unit

Unit Descriptor

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 waste identified through value stream mapping.

Application of the Unit

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.

This unit assumes that one or more processes in the office have been mapped. Refer to MSS403033A Map an operational process and MSS403007A Map an office value stream. 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.

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	Prepare for improvement event	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

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Required Skills and Knowledge

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

Required skills

Required skills include:

- analysing information and data to identify and evaluate improvements
- measuring and calculating performance variables
- facilitating team goals, activities, communications and accessing resources
- planning and prioritising team activities
- solving problems
- identifying waste (muda) in the office environment
- communicating with personnel at all levels in relation to team activities and improvement projects
- visualising normal office procedures in terms of flow and contribution to customer outcomes
- contributing to procedure review and/or development
- identifying gaps in skills and/or knowledge and options to address them

Required knowledge

Required knowledge includes:

- office deliverables and processes used to achieve them
- how office processes contribute to the value stream
- types of office waste (muda) and imposed exclusions
- organisational policies, plans and procedures
- methods of identifying and evaluating options
- occupational health and safety (OHS) requirements relevant to the target work areas

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: • interpret office processes in terms of value to the

	customer • identify, analyse and evaluate information from a variety of sources to identify opportunities for breakthrough improvements • lead and motivate others in planning, implementing and sustaining improvements.
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 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 processes and techniques must be culturally appropriate and appropriate to the oracy, language and

assessment	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 customer relationship management (CRM) database, accounting packages, business intelligence or other office process-related database programs
	• 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
	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

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	the work organisation, culture, regulatory environment and the industry sector
Team	Team includes any group of office employees engaged in a breakthrough improvement event, such as: • 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	Boundaries define the extent and limits of the improvement event. Typically they define: • 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
Sponsor	Sponsor includes: • a person who is committed to achieving improvements and who has the authority to approve and allocate resources to support the activities and ensuing changes. Typically the sponsor will be a middle or senior manager in the organisation or the business owner
Breakthrough improvement	A breakthrough improvement is one that delivers a better ratio of value-add to non-value add from the customer perspective. It is characterised by: • using a formal process • being a discrete targeted activity that is achieved in a relatively short timeframe • delivering significant level of improvement
Mechanisms	Mechanisms to communicate and sustain improvements may include: • 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	Imposed exclusions are wastes (muda) that are required but do not add value. They should be formally identified

	as muda in the competitive systems implmentation. Examples include: • 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 Sector(s)

Unit sector   Competitive systems and practices

Custom Content Section

Not applicable.