



Australian Government

Department of Education, Employment and Workplace Relations

ICAICT512A Plan process re-engineering strategies for business

Release: 1

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Modification History

Release	Comments
Release 1	This Unit first released with <i>ICA11 Information and Communications Technology Training Package version 1.0</i>

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to select a process to be re-engineered, to plan for its re-engineering, and to understand the strategic, organisational and change context in which it is to be re-engineered.

Application of the Unit

This unit applies to those working in senior positions in the knowledge management or systems development field who are required to evaluate existing systems with a view to redesigning them.

Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement but users should confirm requirements with the relevant federal, state or territory authority.

Pre-Requisites

Not applicable.

Employability Skills Information

Not applicable.

Elements and Performance Criteria Pre-Content

Element	Performance Criteria
<i>Elements describe the essential outcomes of a unit of competency.</i>	<i>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.</i>

Elements and Performance Criteria

1. Select the process to be re-engineered	1.1 Identify major processes that require re-engineering 1.2 Identify boundaries, stakeholders and strategic importance of each process 1.3 Prioritise each process according to its level of performance 1.4 Select a process to re-engineer and document decision-making process
2. Identify the strategic context	2.1 Determine the purpose of the selected process, and where it fits into the business strategy 2.2 Evaluate the scope of the process, including stakeholder and strategic impact 2.3 Identify potential risks 2.4 Define the broad objectives of the new process 2.5 Model the new process, taking into account client expectations, cooperation across boundaries and process flow 2.6 Analyse changes to organisational structures, technical requirements , training needs, cultural and political impact and communication channels 2.7 Document new process and impact of changes
3. Design the new process	3.1 Develop key performance indicators and implementation responsibilities for the new process 3.2 Communicate information to appropriate person 3.3 Prepare a process re-engineering plan to document stages 3.4 Submit process re-engineering plan to appropriate person for sign-off

Required Skills and Knowledge

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

Required skills

- analytical skills to:
 - analyse changes to:
 - communication channels
 - cultural and political impact
 - organisational structures
 - technical requirements
 - training needs
 - evaluate the scope of the project
- communication skills to liaise and negotiate with stakeholders
- literacy skills to:
 - document stages of implementation
 - write re-engineering plans
- planning and time-management skills to prioritise each process according to level of performance
- research skills to identify:
 - boundaries and stakeholders
 - major processes for re-engineering
- technical skills to:
 - develop a training needs analysis
 - develop key performance indicators for benchmarking
 - manage the change-management process.

Required knowledge

- copyright and intellectual property
- ecommerce standards
- industry standards
- organisational development and structure
- organisational strategy
- stakeholder liaison and negotiation.

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.

Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	Evidence of the ability to: • identify a process to be re-engineered • prepare an analysis, documenting the impact of changes to the organisation • plan the re-engineering of the process in a manner that supports the strategic, organisational and change context of the process to be re-engineered • design the new process, including key performance indicators and implementation responsibilities.
Context of and specific resources for assessment	Assessment must ensure: • access to: • organisational structure and culture • organisational strategy • stakeholder analysis • ebusiness models • use of: • personal computer • analysis software and modelling software currently used in industry. Where applicable, physical resources should include equipment modified for people with special needs.
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit: • verbal or written questioning to assess candidate's knowledge of: • benchmarking and change-management processes • process re-engineering • review of documentation prepared by candidate analysing the impact of process re-engineering changes to the organisation • review of the process re-engineering plan prepared by candidate, detailing key performance indicators

	and implementation responsibilities.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, where appropriate. Assessment processes and techniques must be culturally appropriate, and suitable to the communication skill level, language, literacy and numeracy capacity of the candidate and the work being performed. Indigenous people and other people from a non-English speaking background may need additional support. In cases where practical assessment is used it should be combined with targeted questioning to assess required knowledge.

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.

Stakeholders may include:	• development team • project team • sponsors • users.
Performance may include:	• financial or profitability measurements and selection decisions based on: • strategic importance of the process • worst performance.
Client may include:	• employees • external organisations • individuals • internal departments.
Technical requirements may relate to:	• application • business • database • network • people in the organisation • platform • system.
Appropriate person may include:	• authorised business representative • client • supervisor.

Unit Sector(s)

General ICT