



Australian Government

Department of Education, Employment and Workplace Relations

MSS405013A Facilitate holistic culture improvement in an organisation

Release: 1

MSS405013A Facilitate holistic culture improvement in an organisation

Modification History

New unit, superseding MSACMC613A Facilitate holistic culture improvement in a manufacturing enterprise - Not equivalent

Unit Descriptor

This unit of competency covers the skills and knowledge required by a manager to help develop a culture within the organisation appropriate for achieving competitive systems and practices.

Application of the Unit

This unit applies to 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.

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	Facilitate a 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 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

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| 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 the 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, as required |
| | | 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, as required |
| 4 | Facilitate the 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 |

Required Skills and Knowledge

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

Required skills

Required skills include:

- analysing the competitive operational techniques being implemented in the organisation and the stage of implementation, including identifying people, related needs and issues
- using formal problem solving procedures, such as root cause analysis (RCA)
- developing formal and informal communication procedures with others in work area, team leaders and other employees relevant to competitive systems and practices
- establishing processes for communication of organisation goals and KPIS, especially in regards to standardisation, elimination of waste and quality changes
- establishing sources of assistance in the organisation for people experiencing difficulty with competitive systems and practices changes
- interpreting procedures and instructions relevant to own expertise for others
- establishing KPIs for own work

Required knowledge

Required knowledge includes:

- features and benefits of common competitive operational practices, including:
 - Just in Time (JIT) and kanban systems
 - preventative maintenance
 - 5S housekeeping
 - continuous improvement processes (e.g. kaizen)
 - waste (muda) elimination
 - formal problem solving procedures (e.g. RCA)
 - standardised work
- operations and products of the organisation sufficient to understand employee responsibilities and skills and relevance to competitive systems and practices implementation
- employee assistance mechanisms in the organisation
- survey and other techniques to measure employee support and culture
- principles of change management

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 competitive systems and practices used in the organisation • identify changes to work flowing from the implementation of the relevant competitive systems and practices • encourage monitoring of KPIs by employees for their own work • implement and monitor changes designed to improve team culture • establish and monitor employee culture key performance indicators.
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	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 Systems Control and Data Acquisition (SCADA) software, Enterprise Resource Planning (ERP) systems, Materials Resource Planning (MRP) and proprietary systems • 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)
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	• cause/effect diagrams • overall equipment effectiveness (OEE) • 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
Systems approach	A systems approach enables persons to see how work gets done and effect of changes and shows the internal/external relationships through which products and services are produced and may include considerations of: • customer • supplier • value stream member • member of the public • other external individual, group or organisation
Mechanisms to measure current understanding and support for competitive systems and practices	Understanding and support for competitive systems and practices may be measured through a variety of qualitative and quantitative methods, including: • employee surveys • information from toolbox meetings and other employee consultations • monitoring of suggestion schemes • individual consultations with selected employees and employee representatives
Work structures	Work structures may include: • use of teams (e.g. self-directed and cross functional)

Unit Sector(s)

Unit sector

Competitive systems and practices

Custom Content Section

Not applicable.