SPICAE Pty Ltd

Introducing Our Offering & Expertise

Who We Are

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- ✦ SPICAE is a boutique advisory and performance improvement implementation firm with a focus on delivering value through tailored and flexible engagements designed to meet a client's specific needs.

- ✦ As an independent firm we have the flexibility to work in a way that suits our clients' needs while at the same time maintaining an uncompromising commitment to quality and delivering tangible and sustainable results.
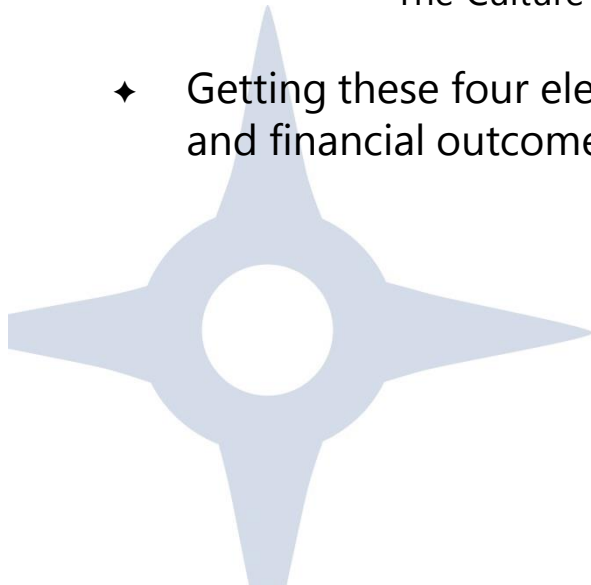
What's In A Name

The name SPICAE represents the values and attributes that we believe that our professional services firm needs to delivery to our clients:

S – Delivery of superior **Service** by satisfying our clients' needs in a cost effective and timely manner.
P – Demonstrated **Persistence** is one of the most effective qualities in human endeavour.
I – Our **Integrity** drives trust and confidence, while **Innovation** delivers competitive advantage.
C – The **Commitments** we make defines how we work and allows us to maintain a results focus.
A – An **Adventurous** but not reckless spirit, drives our thirst for difficult and complex challenges.
E – **Evolutionary** thinking and ideas help our clients compete and succeed in an ever changing world.
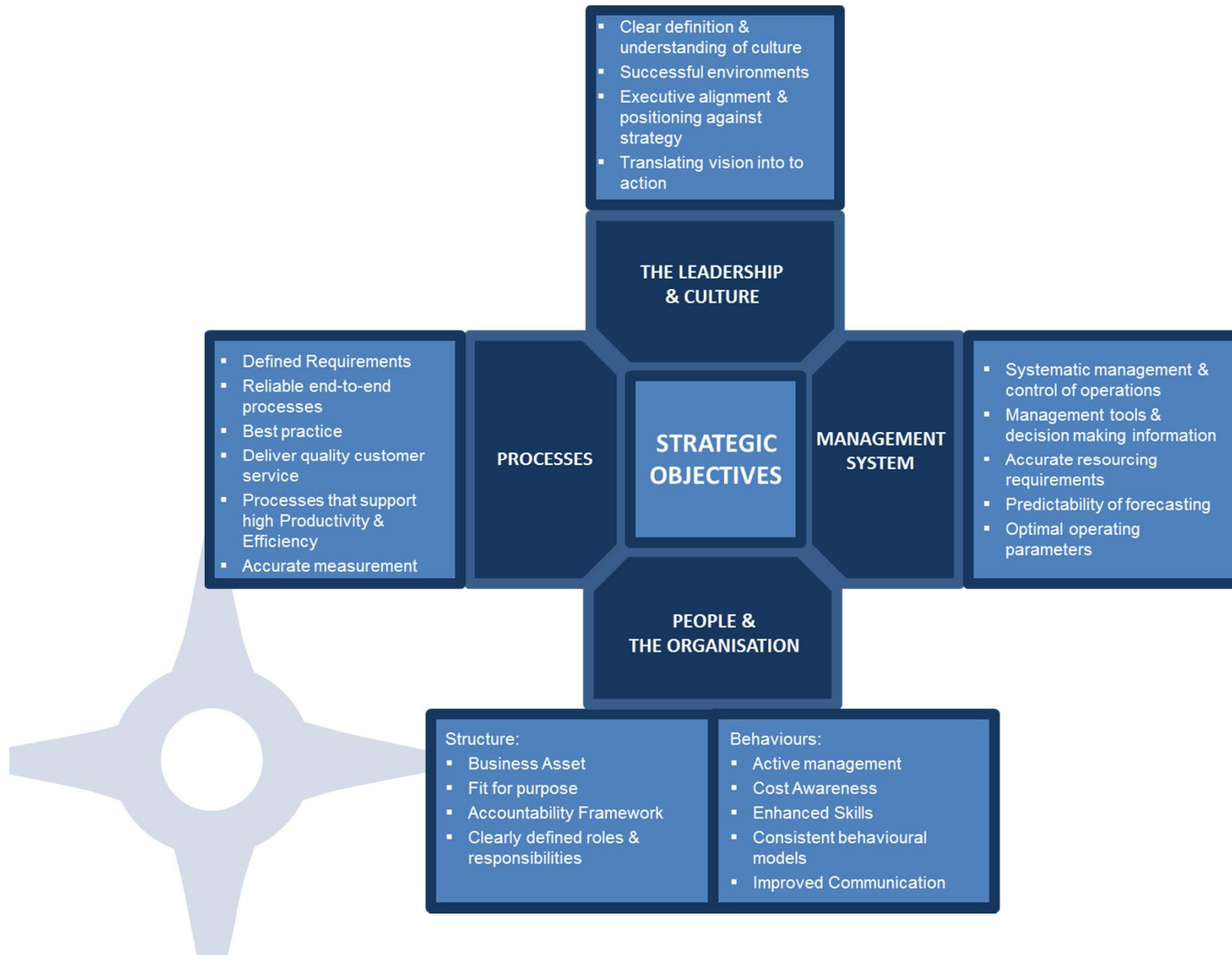
Introduction

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- ✦ The underlying methodology employed is based on the concept that a business requires four key elements to operate effectively and efficiently:

  - ✓ Clearly Defined Work
    - – The Processes
  - ✓ Tools to Control the Work
    - – The Management Systems
  - ✓ People Doing the Right Things
    - – The Organisational Structure & Behaviours
  - ✓ An Environment that delivers the Strategy
    - – The Culture & Leadership

- ✦ Getting these four elements right and aligned is critical to delivering the strategic and financial outcomes in any business.
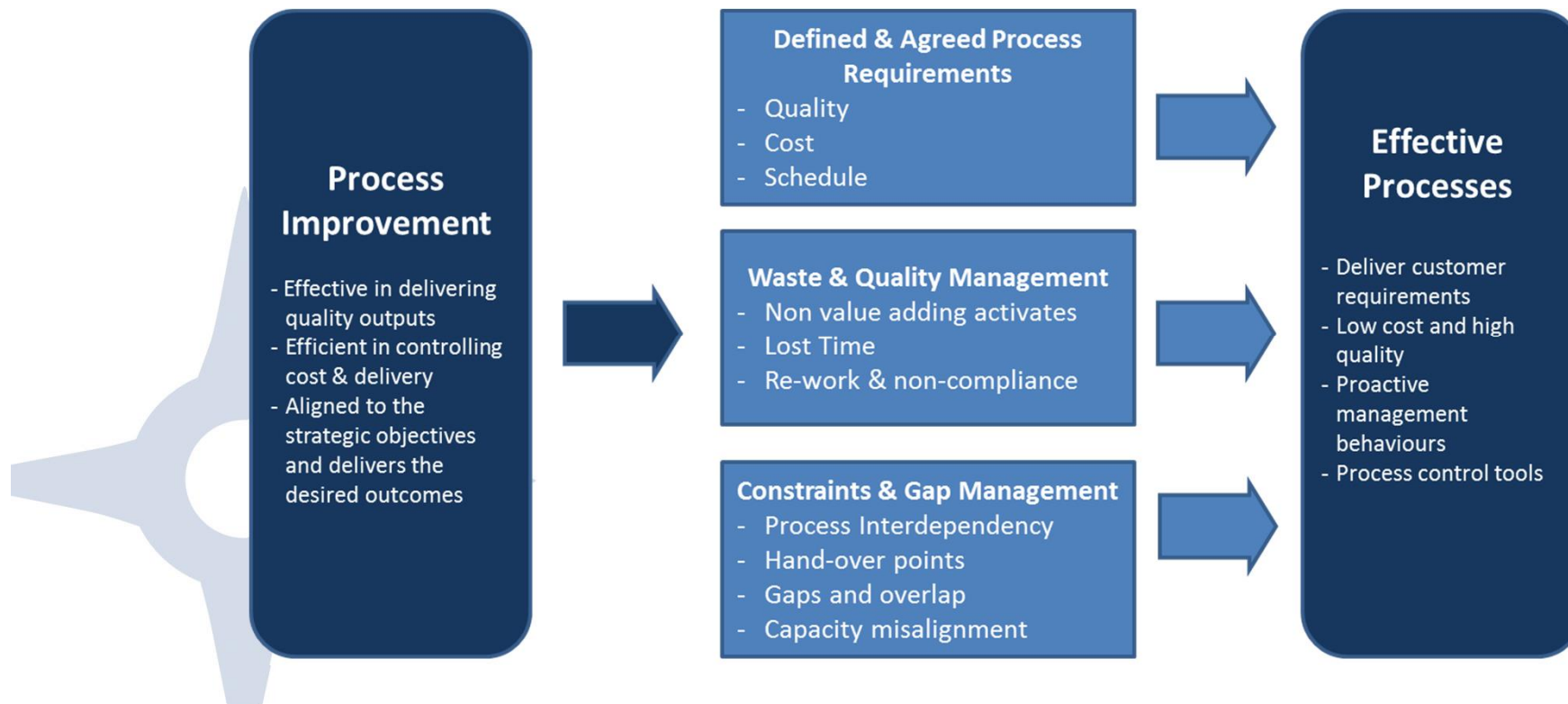
The 4 Key Elements

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Clear definition & understanding of culture
- Clear definition & understanding of culture
- Successful environments
- Executive alignment & positioning against strategy
- Translating vision into to action

THE LEADERSHIP & CULTURE

- Defined Requirements
- Reliable end-to-end processes
- Best practice
- Deliver quality customer service
- Processes that support high Productivity & Efficiency
- Accurate measurement

PROCESSES

STRATEGIC OBJECTIVES

MANAGEMENT SYSTEM

- Systematic management & control of operations
- Management tools & decision making information
- Accurate resourcing requirements
- Predictability of forecasting
- Optimal operating parameters

PEOPLE & THE ORGANISATION

Structure:
- Business Asset
- Fit for purpose
- Accountability Framework
- Clearly defined roles & responsibilities

Behaviours:
- Active management
- Cost Awareness
- Enhanced Skills
- Consistent behavioural models
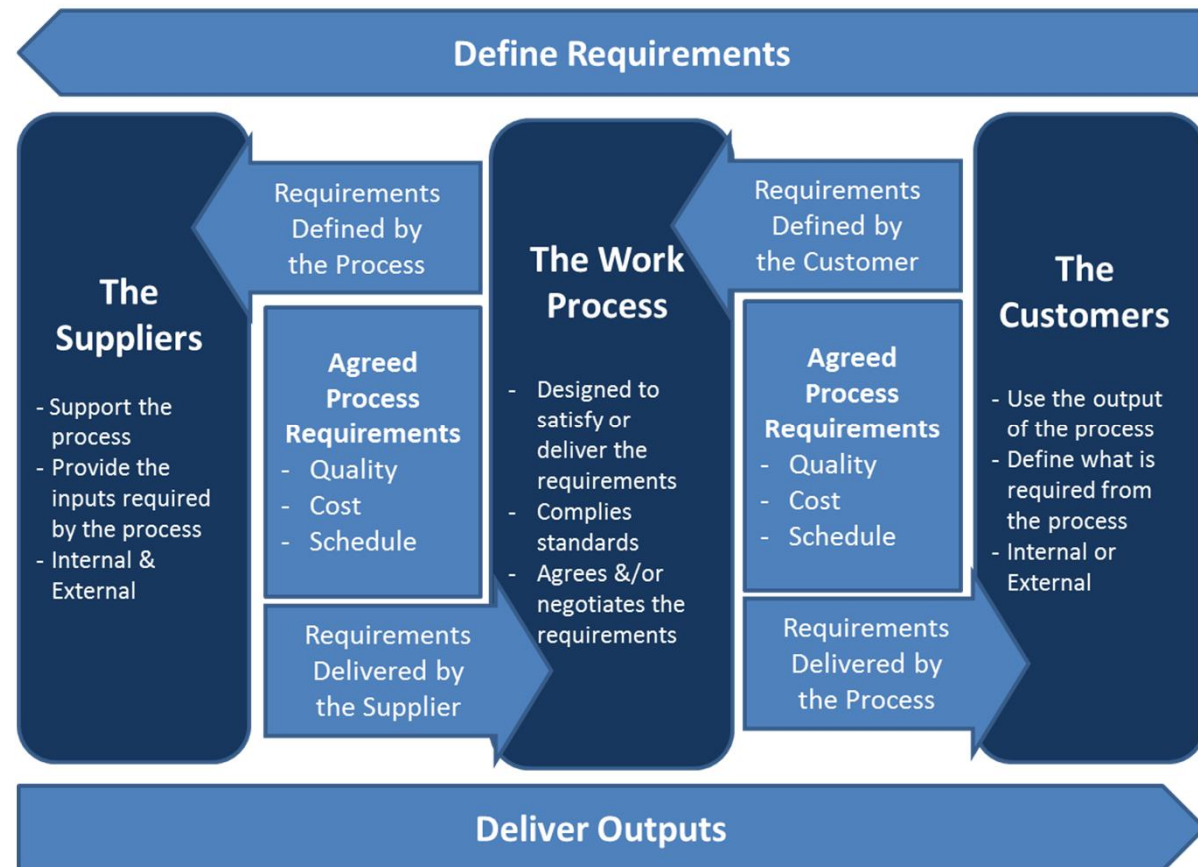- Improved Communication

Effective Processes

✦ To develop and implement effective processes proven methodologies are used depending on the environment and client requirements. These include:

- o Process requirement to identify and deliver customer outputs.
- o LEAN Six Sigma with a focus on identifying and eliminating waste and lost time
- o Constraints & gap management to improve process flow and efficiency
- o Process driver management using performance data to drive decision making and effective behaviours

Process Improvement

- Effective in delivering quality outputs
- Efficient in controlling cost & delivery
- Aligned to the strategic objectives and delivers the desired outcomes

Defined & Agreed Process Requirements
- Quality
- Cost
- Schedule

Waste & Quality Management
- Non value adding activates
- Lost Time
- Re-work & non-compliance

Constraints & Gap Management
- Process Interdependency
- Hand-over points
- Gaps and overlap
- Capacity misalignment

Effective Processes

- Deliver customer requirements
- Low cost and high quality
- Proactive management behaviours
- Process control tools

Process Requirements

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Defined & Agreed Requirements

✦ Effective process improvement starts with defining the requirements of a processes

✦ With the requirements clearly defined and agreed a process can be improved in a dynamic way that enables it to adapt as the business changes.

Define Requirements

The Suppliers

- Support the process
- Provide the inputs required by the process
- Internal & External

Requirements Defined by the Process

Agreed Process Requirements
- Quality
- Cost
- Schedule

Requirements Delivered by the Supplier

The Work Process

- Designed to satisfy or deliver the requirements
- Complies standards
- Agrees &/or negotiates the requirements

Requirements Defined by the Customer

Agreed Process Requirements
- Quality
- Cost
- Schedule

Requirements Delivered by the Process

The Customers

- Use the output of the process
- Define what is required from the process
- Internal or External

**Deliver Outputs**

Process Quality Management

Waste & Quality Management

✦ Process need to be lean and efficient with value adding steps and minimal waste, such as re-work and lost time.

    o   Understand what waste and lost time are

    o   Determine how the process steps add value

✦ The characteristic of the process such as high or low work volumes plus repetitive/transactional, batch or project (unique) work will determine the type quality management control that will be most effective:

    o   For high volume, high repetitive and transactional or continuous processes performance metrics can be used to manage efficiency, quality and cost through a standards based planning and dash board (type) application for control and review.

    o   For low volume and batch or project processes estimate based approach may be used for planning with short interval control tools used to manage the work and a variance review process to drive improvement.

✦ Quality can be defined as meeting the customers requirements. Knowing what the requirements are (previous slide) and managing the process outputs to satisfy the requirement will ensure that quality is met. This requires a management system that provides the measurement and control elements to delivery the desired outputs.

Process Constraints & Gaps
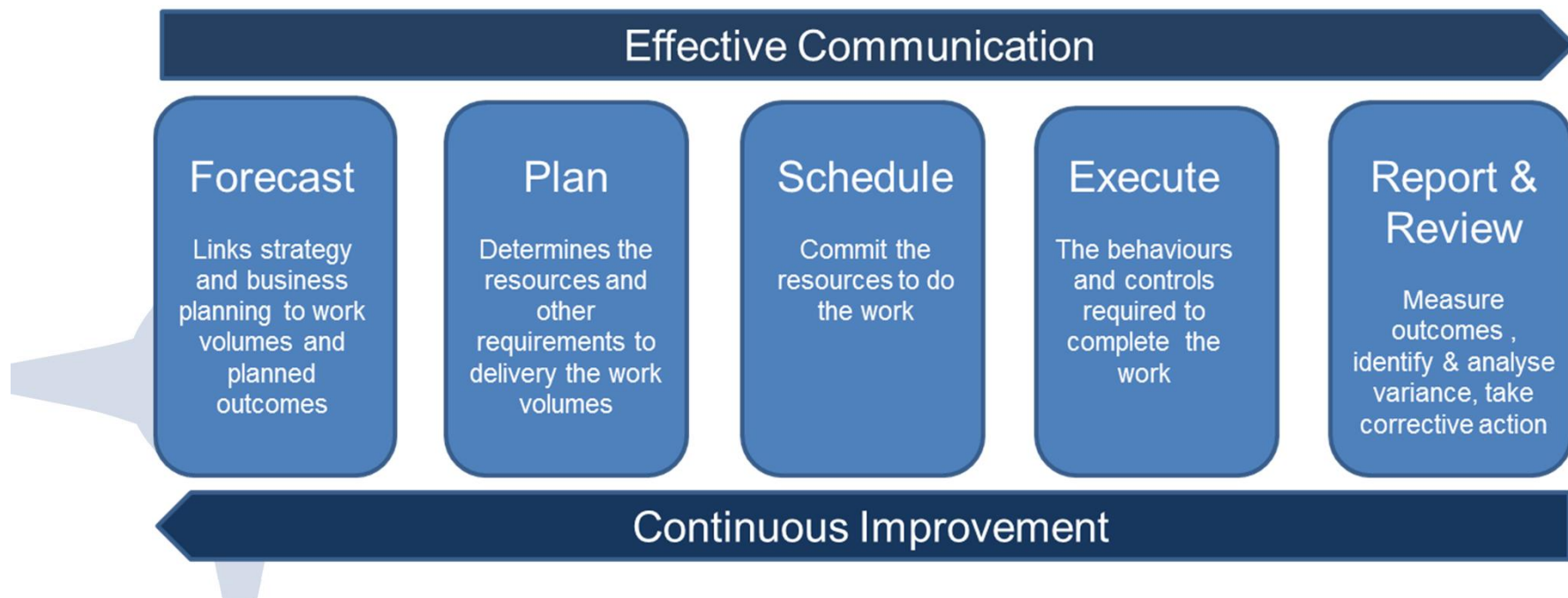
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Constraints Management (internal processes)

✦ In most organisations delivering a final customer outcome requires work to progress through a number of internal processes. Each of these processes will have internal customer and suppliers with their respective requirements, plus a handover point.

✦ Aligning interdependent processes in terms of requirements and importantly capacity (for putting through work) is critical to minimise cost, meet delivery dates, and deliver the desired quality standards.

✦ Constraints management is the process where process interdependencies, capacities and handover points are controlled to deliver the most effective outcomes for both the business and its customers.

Process Controls

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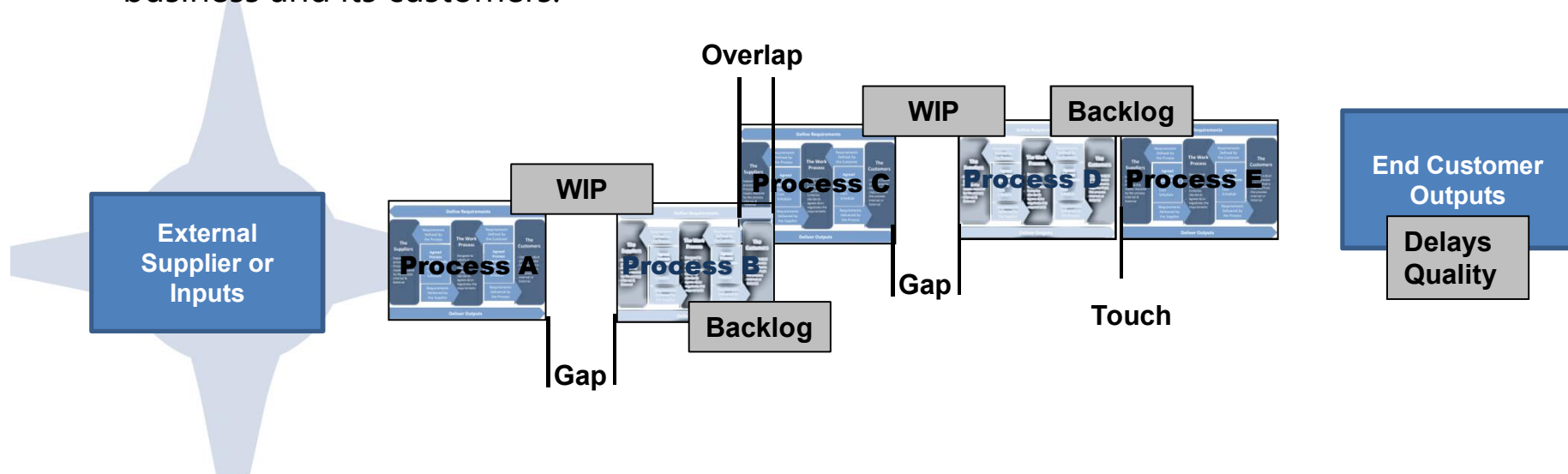
Management Systems

✦ The Management Operating System (MOS) is the package of tools and processes used to control the work.

✦ The MOS is designed to drive the desired behaviours - to change behaviours new MOS elements may need to be introduced or existing ones changed.

✦ The MOS ensures that the required information is available to make the right decisions and that there accountability at the right level in the organisation

Effective Communication

Forecast	Plan	Schedule	Execute	Report & Review
Links strategy and business planning to work volumes and planned outcomes	Determines the resources and other requirements to delivery the work volumes	Commit the resources to do the work	The behaviours and controls required to complete the work	Measure outcomes , identify & analyse variance, take corrective action

Continuous Improvement

Approach

✦ The approach is tailored to the clients needs and style of work. This could include:

- o Engagement with relevant stakeholders
- o Process selection and definition
- o Analysis of historical data (if available), reports, KPIs etc.
- o Mapping of existing processes – formal and informal
- o Workshop critiquing of existing processes and controls
- o Development of issues and improvement opportunities
- o Development of improved processes
- o Testing of assumptions in the improved processes
- o Implementation of changes – change management plan developed including training and coaching
- o Evaluation of improvements and the value of the change
- o Review of improved processes to look for further enhancements
- o Embedding of improvements to ensure sustainability

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