



Australian Government

Department of Education, Employment and Workplace Relations

MSACMG802A Audit the use of competitive tools

Revision Number: 1

MSACMG802A Audit the use of competitive tools

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers auditing the use of competitive manufacturing tools, modifying a tool or its application and changing the mix of tools used as appropriate. It also covers changing the emphasis and culture away from the use of competitive manufacturing tools as the main focus to taking a whole of enterprise approach with the tools being seen as supporting measures to strategic goals. The unit has a more strategic focus than MSACMG702A Review manufacturing practice tools and techniques.
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Application of the Unit

Application of the unit	<p>This unit is intended for managers and people with a similar sphere of influence and scope of authority and responsibility. It is focused on auditing the practice of competitive manufacturing and implementing changes identified through the audit. For a more global unit covering developing the strategic approach adopted by the organisation refer to MSACMG801A Develop the competitive manufacturing approach.</p> <p>The unit includes monitoring workplace practice and the application of selected tools and taking action to ensure progress is continuing towards the desired future state.</p> <p>The unit applies to individuals who are familiar with competitive manufacturing and with a broad range of competitive tools with depth in a moderate range of tools. Where this is not the case the following units which deal more with the selection and introduction of the correct tools for the organisation may be completed:</p> <ul style="list-style-type: none"> • MSACMS600A Develop a competitive manufacturing system • MSACMS606A Introduce competitive manufacturing to a small or medium enterprise. <p>This unit may also be applied to service organisations applying competitive manufacturing principles.</p>
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units	

Employability Skills Information

Employability skills	This unit contains employability skills.
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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.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
<p>1. Establish systems to monitor progress towards becoming competitive</p>	<p>1.1. Determine agreed indicators of progress towards desired future state</p> <p>1.2. Capture information showing progress towards desired future state</p> <p>1.3. Analyse information to determine continued progress towards desired future state</p> <p>1.4. Ensure there are systems which allow monitoring to proceed routinely</p>
<p>2. Identify areas of manufacturing practice to improve in consultation with work teams and other employees</p>	<p>2.1. Identify work teams and areas which could be making better progress towards desired future state</p> <p>2.2. Examine competitive tools being used and their contribution towards progress</p> <p>2.3. Examine other work practices and their contribution towards progress</p> <p>2.4. Manage the required stakeholder consultations</p> <p>2.5. Agree on the cause or causes of progress which is not to plan</p> <p>2.6. Determine appropriate competitive tools use to improve progress</p> <p>2.7. Develop an implementation plan</p>
<p>3. Facilitate the improvement to manufacturing practice across the enterprise</p>	<p>3.1. Obtain support and necessary approvals from process/system owners</p> <p>3.2. Arrange for the introduction of new tools or modifications to existing tool practice as required</p> <p>3.3. Arrange for skills and other infrastructure development as required</p> <p>3.4. Consult with stakeholders including value chain members about the impact of these changes</p> <p>3.5. Manage implementation of proposed changes to tools use</p>

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- decision making
- communication at all levels
- situation analysis
- negotiation

Required knowledge

- competitive manufacturing principles
- competitive manufacturing tools, their applications and limitations
- customer benefit
- ways of determining competency gaps
- define, measure, analyse, improve and control (DMAIC) process applied to tool use
- desired future state
- how to measure progress towards desired future state
- root cause analysis

Evidence Guide

EVIDENCE GUIDE	
<p>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.</p>	
Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>Demonstrates skills and knowledge required to:</p> <ul style="list-style-type: none"> critically review continuous improvement processes. <p>In particular look for evidence of:</p> <ul style="list-style-type: none"> review of use of competitive tools introduction of new tools or modification of the use of existing tools integration of tools with the overall manufacturing strategy and future state.
Context of and specific resources for assessment	<p>Assessment may occur on the job or in an appropriately simulated environment. Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.</p> <p>Where applicable, reasonable adjustment must be made to work environments and training situations to accommodate ethnicity, age, gender, demographics and disability.</p> <p>Access must be provided to appropriate learning and/or assessment support when required. Where applicable, physical resources should include equipment modified for people with disabilities.</p>
Method of assessment	<ul style="list-style-type: none"> Assessment must satisfy the endorsed assessment guidelines of the Manufacturing Training Package. Assessment methods must confirm consistency and accuracy of performance (over time and in a range of workplace relevant contexts) together with application of underpinning knowledge. Assessment methods must be by direct observation of tasks and include questioning on underpinning knowledge to ensure its correct interpretation and application. Assessment may be applied under project related conditions (real or simulated) and require evidence of process.

EVIDENCE GUIDE	
	<ul style="list-style-type: none">• Assessment must confirm a reasonable inference that competency is able not only to be satisfied under the particular circumstance, but is able to be transferred to other circumstances.• Assessment may be in conjunction with assessment of other units of competency where required.
Guidance information for assessment	Assessment processes and techniques must be culturally appropriate and appropriate to the language and literacy capacity of the candidate and the work being performed.

Range Statement

RANGE STATEMENT	
<p>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.</p>	
Future state	<p>Future state may include:</p> <ul style="list-style-type: none"> • process reliability • waste • health, safety and environment (HSE) • maintenance • systems
Codes of practice/standards	<p>Where reference is made to industry codes of practice, and/or Australian/international standards, the latest version must be used</p>
Health, safety and environment (HSE)	<p>All changes implemented are expected to be at least neutral, or preferably beneficial, in their impact on health, safety and environment</p>
Organisation	<p>Organisation includes:</p> <ul style="list-style-type: none"> • any part of a manufacturing or service organisation • companies, government bodies or other body of people aiming to produce a product to service a customer
Desired future state	<p>Desired future state refers to:</p> <ul style="list-style-type: none"> • the agreed position of where the organisation wants to be
Competitive tools	<p>Those techniques used to improve competitive manufacturing, typically described in the competitive manufacturing 'tools units' including:</p> <ul style="list-style-type: none"> • 5S • Just in time (JIT)/kanban • quick changeover • root cause analysis • value chain mapping • proactive/preventative maintenance

RANGE STATEMENT	
	<ul style="list-style-type: none"> • 6 sigma • standardisation • balance scorecard
Progress not to plan	Progress not to plan includes: <ul style="list-style-type: none"> • both progress which falls short of plan and which exceeds plan
Improvements	Improvements include: <ul style="list-style-type: none"> • the use of different or additional tools • the application of the current tools in use in a different way • a change of emphasis from 'tools' to an accepted part of the organisation's culture
Manager	Manager may include: <ul style="list-style-type: none"> • any person who may have either a permanent or an ad hoc role in facilitating the function of multiple teams in a workplace, departments or entire organisations

Unit Sector(s)

Unit sector	CM Graduate
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Competency field

Competency field	
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Co-requisite units

Co-requisite units	

