



Australian Government

**MSS403044A Facilitate continuous
improvement through the use of
standardised procedures and practices**

Release 2

MSS403044A Facilitate continuous improvement through the use of standardised procedures and practices

Modification History

Release 2 - Missing text in unit application reinstated

Release 1 - New unit

Unit Descriptor

This unit of competency covers the skills and knowledge required to assist others to use standardised work practices as a basis for continuous improvement in a competitive systems and practices environment.

Application of the Unit

This unit applies to an individual who, as part of their work role, facilitates the work of others, their use of standardised work practices, and their making of regular improvement suggestions in a competitive systems and practices environment. The standardised work applies to the normal work of others and serves as the basis for continuous improvement. This may apply in a manufacturing, office, logistics, or other service environment along any part of the value stream. It applies to a person at whatever organisational level they are employed who facilitates this in others. The standardised work procedures may apply to every step of the job or may be procedures which allow discretion in the application.

For application to their own job see MSS402052A Implement continuous improvements based on standardised work practices.

The person will typically be a team leader or other person who works with, leads, facilitates and assists others. They will liaise and communicate with these others as required by the job and the standard procedures.

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 the application of standardised procedures	1.1	Ensure all required procedures are accessible by relevant personnel
		1.2	Assist personnel access relevant procedures, as required
		1.3	Facilitate the resolution of conflicts arising from job
		1.4	Facilitate the completion of required work in accordance with standard procedures and practices
2	Facilitate the identification of improvement opportunities	2.1	Analyse the job completion process
		2.2	Ask relevant questions of job incumbent
		2.3	Encourage job incumbents to conceive and suggest improvements
		2.4	Facilitate the trying out of improvements, as appropriate
3	Standardise and sustain improvements	3.1	Facilitate the updating of standard procedures and practices
		3.2	Ensure the capability of the work team aligns with the requirements of the procedure

Required Skills and Knowledge

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

Required skills

Required knowledge includes:

- locating and using information
- identifying downstream and final customer requirements and relating requirements to own work and work of others
- identifying variability through monitoring against performance indicators
- identifying standards and procedures relevant to jobs
- communicating with relevant people
- prioritising and planning tasks related to encouraging and improving use of standardised procedures
- negotiating with others to resolve conflicts and gain commitment to standardised procedures
- facilitating other employees in improvement activities

Required knowledge

Required knowledge includes:

- range of procedures available and their application to different jobs
- applicability of takt time and muda to jobs
- identification and possible causes of variability in jobs
- continuous improvement process for organisation
- questioning techniques
- methods of conceiving improvements
- suggestion and try out procedures

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: <ul style="list-style-type: none">• assist others to follow standard procedures and
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	<p>practices</p> <ul style="list-style-type: none"> • assist others make improvement suggestions • standardise and sustain improvements.
<p>Context of and specific resources for assessment</p>	<p>Assessment of performance must be undertaken in a workplace using or implementing one or more competitive systems and practices.</p> <p>Access may be required to:</p> <ul style="list-style-type: none"> • 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.
<p>Method of assessment</p>	<p>A holistic approach should be taken to the assessment.</p> <p>Competence in this unit may be assessed by using a combination of the following to generate evidence:</p> <ul style="list-style-type: none"> • 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. <p>In all cases it is expected that practical assessment will be combined with targeted questioning to assess underpinning knowledge.</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>Guidance information for assessment</p>	<p>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.</p>

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	<p>Competitive systems and practices may include, but are not limited to:</p> <ul style="list-style-type: none">• 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• 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• overall equipment effectiveness (OEE)• takt time• process mapping• problem solving• run charts• standard procedures• current reality tree <p>Competitive systems and practices should be interpreted so as to take into account:</p> <ul style="list-style-type: none">• the stage of implementation of competitive systems and practices• the size of the enterprise• the work organisation, culture, regulatory
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	environment and the industry sector
Customer	Customer may be: <ul style="list-style-type: none"> • internal or external
Procedures	Procedures may include: <ul style="list-style-type: none"> • work instructions • standard operating procedures • work manuals • operating protocols • formulas/recipes • batch sheets • temporary instructions and similar instructions provided for the smooth running of the operation or process • good operating practice as may be defined by industry codes of practice (e.g. good manufacturing practice (GMP) and responsible care) • government regulations Procedures may be: <ul style="list-style-type: none"> • written, verbal, computer based or in some other format
Takt time	Takt time is the time required to complete one job cycle if the customer's time and volume expectations are to be met (i.e. the available time divided by the number of units required) and may include, but is not limited to: <ul style="list-style-type: none"> • time per piece where applied to piece work • time per tonne or litre when applied to bulk product • time per work item when applied to an office or service environment • deadlines required to meet delivery dates when applied to project work
Conflicts arising from job	Conflicts arising may include, but are not limited to: <ul style="list-style-type: none"> • cycle time (mean time taken to actually do the job) is longer than takt time • multiple jobs required in the same timeframe (i.e. priority conflict) • takt time cannot be met with resources available • takt time is longer than available time
Variability	Variability means any change which occurs in the job and may include, but is not limited to: <ul style="list-style-type: none"> • different times taken to do the same thing

	<ul style="list-style-type: none">• different effort taken to do the same thing• different results from applying the same effort (i.e. variation in quality)• amount of rework required
Muda	<p>Muda is usually defined by the ‘seven wastes’ which may include, but is not limited to:</p> <ul style="list-style-type: none">• overproduction• waiting• transporting• inappropriate processing• unnecessary inventory• excess motion• defects• underutilised employees

Unit Sector(s)

Unit sector Competitive systems and practices

Custom Content Section

Not applicable.