MSACMC613A Facilitate holistic culture improvement in a manufacturing enterprise

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers the knowledge and skills required by a manager, to help develop a culture within the organisation appropriate for achieving competitive manufacturing.

Application of the Unit

Application of the unit	In a typical scenario, an organisation has embarked on competitive manufacturing and a manager is seeking to change / improve the organisation culture to be consistent with that required to maximise the benefits from a competitive manufacturing strategy. This unit primarily requires the application of skills associated with communication, teamwork, problem solving, initiative and enterprise in order to assess and address culture development needs in the enterprise. Planning and organising is required to ensure a systematic approach to the development of an enterprise culture that supports competitive manufacturing processes.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units	

Employability Skills Information

Employability skills	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

ELEMENT	PERFORMANCE CRITERIA
1. Facilitate a company wide appreciation for the Competitive Manufacturing strategy	1.1. Communicate with all levels of the organisation the objectives and benefits of a *Competitive Manufacturing strategy* 1.2. Communicate to all levels of the organisation the techniques and methods that will be used in achieving the Competitive Manufacturing strategy 1.3. Facilitate the development of a *systems approach* to how the organisation works 1.4. Demonstrate a constancy of purpose for the organisation in the push for the continual improvement in all activities 1.5. Break down any communication barriers between parts of the organisation that may inhibit the competitive manufacturing strategy 1.6. Develop a *work structure* that allows for everyone to participate and be heard in the transformation of the organisation
2. Facilitate application of knowledge about variation and ways to improve the production process	2.1. Develop the application of a statistical approach by all people to all facets of the production system with a view to reducing variation 2.2. Encourage the approach of building quality in and eliminating the need for mass inspection
3. Facilitate the development of knowledge and skill acquisition.	3.1. Institute training on the job 3.2. Institute a vigorous program of education and self-improvement for all employees 3.3. Involve team members in identification of skill needs and any skills gaps, and in development of a strategy for training, skills acquisition and self-improvement so as to ensure awareness, learning and commitment
4. Facilitate the development of support within the organisation for competitive manufacturing practices	4.1. Ensure sufficient resources and adequate equipment is available to meet the requirements of the competitive manufacturing strategy 4.2. Encourage acceptance of change 4.3. Encourage employee commitment to and responsibility for the quality of their own work 4.4. Provide continuous feed back and communication of progress at all levels in implementing the strategy

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE
This section describes the skills and knowledge required for this unit.
Required skills
- analysis   - problem solving   - teamwork   - communication   - documenting   - planning and organising
Required knowledge
- Production or technical knowledge appropriate to the enterprise and the employee's position   - Principles of change management   - Deming's 14 points   - Deming's System of Profound Knowledge   - Or equivalent philosophy appropriate to or selected by the organisation

Evidence Guide

EVIDENCE GUIDE	
The Evidence Guide describes the underpinning knowledge and skills that must be demonstrated to prove competence. It is essential for assessment and must be read in conjunction with the Performance Criteria, the Range Statement and the Assessment Guidelines of the relevant Training Package.	
Overview of assessment requirements	The person being assessed should be able to demonstrate the integration of the elements of this unit in a holistic manner and show their application to the organisation.
What are the specific resource requirements for this unit?	Access to an organisation implementing competitive manufacturing.
What critical aspects of evidence is required to demonstrate competency in this unit?	Evidence of the review and understanding of a philosophy of Deming's 14 points (or similar) should be available.
In what context should assessment occur?	Assessment will need to occur in an organisation implementing/wishing to implement competitive manufacturing.
Are there any other units which could or should be assessed with this unit or which relate directly to this unit?	This unit could be assessed concurrently with other relevant units.
What method of assessment should apply?	Assessors must be satisfied that the person can consistently perform the unit as a whole, as defined by the Elements, Performance Criteria, skills and knowledge. A holistic approach should be taken to the assessment. Assessors should gather sufficient, fair, valid, reliable, authentic and current evidence from a range of sources. Sources of evidence may include direct observation, reports from supervisors, peers and colleagues, project work, samples, organisation records and questioning. Assessment should not require language, literacy or numeracy skills beyond those required for the unit. The assessee will have access to all techniques, procedures, information, resources and aids which would normally be available in the workplace. The method of assessment should be discussed and agreed with the assessee prior to the commencement of assessment.
What evidence is required for demonstration of consistent performance?	Evidence of consistent application of the principles and moving down the path should be sufficient evidence rather than evidence of having arrived.

Range Statement

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 Manufacturing strategy	Strategies may include one or more of: • Six sigma • Lean Manufacturing • Agile Manufacturing • Just in Time (JIT) • Supply chain management • Value Chain Management • Total Quality • Pro Active maintenance • Elimination of waste • Balanced Scorecard
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 chain member • member of the public • other external individual, group or organisation.
Work structures	May include use of teams, self directed, cross functional etc. Structures are appropriate to the job and job steps are in a logical order

Unit Sector(s)

Unit Sector	CM Change/interpersonal

Co-requisite units

Co-requisite units	

Functional area

Functional Area	