



Australian Government

Department of Education, Employment and Workplace Relations

MSACMG700A Review continuous improvement processes

Revision Number: 1

MSACMG700A Review continuous improvement processes

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers the local level review and further development of an existing continuous improvement process.
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Application of the Unit

Application of the unit	<p>This unit is intended for team leaders and people with a similar sphere of influence/scope of authority and responsibility. It applies to individuals who are already familiar with change leadership in a competitive manufacturing environment through either previous study or industry experience. Where this is not the case MSACMC410A Lead change in a manufacturing environment may be completed to supply the necessary skills.</p> <p>Skills covered by this unit apply to the review of existing continuous improvement processes in a team, area or department environment, or in the case of a small or medium sized manufacturer, to the whole enterprise. 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
1. Review continuous improvement practice	1.1. Review performance against current key performance indicators (KPIs) 1.2. Review KPIs for ongoing relevance 1.3. Review current state of continuous improvement processes 1.4. Audit health, safety and environment (HSE) changes as a result of continuous improvement activity 1.5. Analyse problems to determine root cause/s 1.6. Identify areas for improvement to KPIs and continuous improvement processes
2. Develop plan for enhancing improvement processes	2.1. Prioritise areas requiring action 2.2. Develop a range of possible solutions including taking into account the impact of the solution on any codes of practice, standards, contracts, commercial or industrial agreements 2.3. Discuss possible solutions and implications with stakeholders 2.4. Compare outcomes from possible solutions to competitive philosophy 2.5. Choose actions which are most compatible with competitive philosophy 2.6. Draft implementation plan for chosen action 2.7. Obtain required approvals and modify plan as required
3. Implement enhanced improvement process	3.1. Communicate changes to improvement processes to team members 3.2. Resolve issues and problems identified by team members 3.3. Obtain sign off from process/system owner 3.4. Arrange for skills development as necessary 3.5. Arrange for required resources to be available 3.6. Establish and implement KPIs for modified continuous improvement process 3.7. Implement planned changes 3.8. Check the planned improvements have occurred 3.9. Take action to sustain improvement by standardising

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- problem solving and decision making
- communication across all levels in an organisation
- the ability to analyse current state/situation
- the ability to analyse workplace strategy and vision statements and principles and to link these to current processes, performance and indicators

Required knowledge

- competitive manufacturing principles
- competitive manufacturing tools, their applications and limitations
- methods of determining competency gaps
- continuous improvement processes
- types of KPIs and their impacts on performance
- relationship between maintenance and continuous improvement

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"> • ongoing review of processes • development of improvement plans • implementation of improvement plans.
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. • Assessment must confirm a reasonable inference that competency is able not only to be satisfied under the

EVIDENCE GUIDE	
	<p>particular circumstance, but is able to be transferred to other circumstances.</p> <ul style="list-style-type: none">• 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>	
Codes of practice/standards	Where reference is made to industry codes of practice, and/or Australian/international standards, the latest version must be used
Health, safety and environment (HSE)	All changes implemented should be at least neutral, or preferably beneficial, in their impact on health, safety and environment
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
Relevance	<p>Relevance of KPIs includes:</p> <ul style="list-style-type: none"> • appropriateness - did they lead to/encourage desirable performance • currency - are they still encouraging desirable performance • unintended consequences - do they lead to outcomes which are not desirable (even if some performance is desirable) • signal/noise - is the balance between desirable and undesirable outcomes strong and positive
Compare outcomes	<p>Outcomes include comparing:</p> <ul style="list-style-type: none"> • cost/benefit • timing • value chain implications • HSE issues • process reliability issues • benefit to customer/perceived customer value
Competitive philosophy	Competitive philosophy includes that body of knowledge and techniques which together guides

RANGE STATEMENT	
	<p>an organisation towards achieving best practice in their processes and includes knowledge and techniques listed under various titles such as:</p> <ul style="list-style-type: none"> • manufacturing practice • lean manufacturing • agile manufacturing
Required resources	<p>Required resources include:</p> <ul style="list-style-type: none"> • plant • materials (raw materials, components, work in progress, other consumables) • energy (heating, cooling, fuel) • people • skills • finances • feedback/visual factory resources • measuring equipment
Sustaining improvement	<p>Improvement may be sustained by including it in:</p> <ul style="list-style-type: none"> • standard procedures and work instructions • standard practice • other relevant documents and practices
Team leader	<p>Team leader may include:</p> <ul style="list-style-type: none"> • any person who may have either a permanent or an <i>ad hoc</i> role in facilitating the function of a team in a workplace

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		