MSS408003 Develop models of future state operations practice

Release: 1

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Modification History

Release 1. Supersedes and is equivalent to MSS408003A Develop models of future state operations practice

Application

This unit of competency covers the skills and knowledge required to establish processes for identifying future state models of best practice for operations that are then used as the template for both strategic decision making and goal setting. It may be applied to whole organisations or significant sections of the value stream.

This unit applies in an environment where operations practices are standardised and there is a culture that accepts sustaining improvements and building on them. It is intended for managers and people with a similar sphere of influence.

This unit applies to individuals who are familiar with competitive systems and practices, value stream mapping and culture improvement.

This unit may also be applied to non-production areas and service organisations applying competitive systems and practices principles.

No licensing, legislative or certification requirements apply to this unit at the time of publication.

Pre-requisite Unit

Nil

Competency Field

Competitive systems and practices

Unit Sector

Not applicable

Elements and Performance Criteria

Elements describe the essential outcomes.		Performance criteria describe the performance needed to demonstrate achievement of the element.	
1	**Develop a shared future state model**	1.1	Establish an appropriate representative team.
		1.2	Analyse a value stream map of an appropriate section of the value stream.

		1.3	Determine the current state of practice across the value stream.
		1.4	Identify overall organisation strategy, direction and competitive systems and practices philosophy.
		1.5	Validate view with process/system owner.
2	**Develop and review a collaborative best practice model**	2.1	Develop a future state model of practice.
		2.2	Review model with process/system owners and other stakeholders across the value stream as appropriate.
		2.3	Modify model to deliver better results for the customer and reduce muda.
		2.4	Develop implementation plan in consultation with stakeholders.
3	**Provide the resources necessary to move to the future state**	3.1	Identify changes required to infrastructure.
		3.2	Determine benefit/cost for required changes.
		3.3	Prioritise required changes.
		3.4	Obtain required authorisations.
		3.5	Facilitate the provision of resources needed to implement plan.
4	**Review future state model**	4.1	Manage the implementation of improvements.
		4.2	Identify measures of progress towards agreed future state.
		4.3	Review progress towards future state.
		4.4	Agree methods of improving areas which could progress better.
		4.5	Agree on methods for evaluating future state.
		4.6	Validate measures and methods with relevant managers.

Innovation and Business Skills Australia

Foundation Skills

This section describes those required skills (language, literacy and numeracy) that are essential to performance.

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Range of Conditions

This field allows for different work environments and conditions that may affect performance. Essential operating conditions that may be present (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) are included.

Competitive systems and practices include one or more of:	- lean operations - agile operations - preventative and predictive maintenance approaches - 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.
Organisation includes one or more of:	- 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.
Representative team includes members	- the value stream representing key parts of that chain - inside the organisation

from one or more of:	• outside the organisation.
Infrastructure includes consideration of all of:	• policies and procedures • plant and equipment • materials, energy, utilities and other consumables • workforce arrangements, including employee numbers, organisation structure, competencies and competency mix.
The purpose(s) of the future state model of practice includes consideration of all of:	• the required organisation strategy and philosophy • the direction of improvements and actions • forecasts of key indicators.
Measures of progress include one or more of:	• metrics and other indicators defined and agreed before the commencement of implementation • metrics which provide feedback on the progress towards the future state.
Manager includes one or more of:	• a person who has a formal, permanent position • a person with an ad hoc role in facilitating the function of multiple teams in a workplace, departments or entire organisations.

Unit Mapping Information

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Links

Companion Volume implementation guides are found in VETNet - https://vetnet.education.gov.au/Pages/TrainingDocs.aspx?q=5b04f318-804f-4dc0-9463-c3fb9a3fe998