



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **MSS402010A Manage the impact of change on own work**

**Release: 1**

## **MSS402010A Manage the impact of change on own work**

### **Modification History**

New unit, superseding MSACMC210A Manage the impact of change on own work - Equivalent

### **Unit Descriptor**

This unit of competency covers the skills and knowledge required by an employee to effectively manage the changes in their own work resulting from their organisation's implementation of competitive systems and practices.

### **Application of the Unit**

This unit applies to an employee in an organisation implementing competitive systems and practices that affect the employee's own work. The unit includes the skills required to positively participate in ongoing and continuous change as it affects their work. The employee will be expected to deal with these changes as part of a team and to give feedback from their own perspective.

This unit requires the application of skills associated with problem solving, planning and organising and self-management for assessing and managing the impact of change on own work. This unit also requires the ability to seek information and feedback from team members on the impact of changes and suggested improvements.

### **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 | Examine the impact of change on own work practices | 1.1 | Identify competitive systems and practices relevant to changes in own work                                       |
|   |  | 1.2 | Examine changes to work flow   |
|   |  | 1.3 | Examine changes to equipment/process/physical environment  |
|   |  | 1.4 | Examine changes to work relationship with team members and other teams   |
|   |  | 1.5 | Examine changes to data collection needs   |
|   |  | 1.6 | Examine changed work for impacts on health, safety and environment (HSE)   |
|   |  | 1.7 | Examine changes to quality requirements  |
|   |  | 1.8 | Identify any additional individual skill needs   |
|   |  | 1.9 | Identify other areas requiring assistance  |
| 2 | Implement change                                   | 2.1 | Review changes which may have an adverse impact with team leader   |
|   |  | 2.2 | Adopt changes to individual work practice  |
|   |  | 2.3 | Seek assistance in gathering/processing data, as required  |
|   |  | 2.4 | Implement the data collection/processing and take actions on resulting information in accordance with procedures |
|   |  | 2.5 | Seek assistance/training to meet needs caused by change  |

- 3 Implement continuous improvement
  - 3.1 Critically examine all changes
  - 3.2 Identify impacts of changes both up and down the immediate value stream
  - 3.3 Identify areas for improvement
  - 3.4 Make recommendations for improvement in accordance with procedures

## Required Skills and Knowledge

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

### Required skills

Required skills include:

- identifying the competitive systems and practices being implemented in the organisation that are relevant to own work, including, if implemented:
  - Just in Time (JIT) and kanban systems
  - preventative maintenance
  - 5S housekeeping
  - continuous improvement processes (e.g. kaizen)
  - waste (muda) elimination
  - formal problem solving procedures (e.g. root cause analysis (RCA))
- analysing own work procedures
- communicating with others in work area, team leaders and other employees relevant to changes in own work
- solving problems relevant to changes in own work
- identifying sources of assistance in organisation if difficulty is experienced with changes
- interpreting relevant procedures and instructions
- working as part of a team

### Required knowledge

Required knowledge includes:

- features of common competitive systems and practices sufficient for identification, including:
  - JIT and kanban systems
  - preventative maintenance
  - 5S housekeeping
  - continuous improvement processes (e.g. kaizen)
  - waste (muda) elimination
  - formal problem solving procedures (e.g. RCA)
- current processes and principles of operation
- sources of data on the process/plant and possible applications to information
- methods of determining own skill needs and developing skills, if required
- HSE principles as relevant to own job

- change implementation contacts and procedures relevant to work area
- employee assistance mechanisms in the organisation

## 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.

<p>Critical aspects for assessment and evidence required to demonstrate competency in this unit</p>	<p>A person who demonstrates competency in this unit must be able to provide evidence of the ability to:</p> <ul style="list-style-type: none"> <li>• identify the competitive systems and practices used in their own work</li> <li>• identify changes to their own work flowing from the implementation of the relevant competitive systems and practices</li> <li>• implement changes</li> <li>• know when and how to seek assistance with work changes</li> <li>• make suggestions for improvements.</li> </ul>
<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"> <li>• workplace procedures and plans relevant to work area</li> <li>• specifications and documentation relating to planned, currently being implemented, or implemented changes to work processes and procedures relevant to the assessee</li> <li>• documentation and information in relation to production, waste, overheads and hazard control/management</li> <li>• reports from supervisors/managers</li> <li>• case studies and scenarios to assess response to contingencies.</li> </ul>
<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"> <li>• demonstration in the workplace</li> <li>• workplace projects</li> </ul>

	<ul style="list-style-type: none"> <li>• suitable simulation</li> <li>• case studies/scenarios (particularly for assessment of contingencies, improvement scenarios, and so on.</li> <li>• targeted questioning</li> <li>• reports from supervisors, peers and colleagues (third-party reports)</li> <li>• portfolio of evidence.</li> </ul> <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>
Guidance information for assessment	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.

## 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.

<b>Competitive systems and practices</b>	<p>Competitive systems and practices may include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• lean operations</li> <li>• agile operations</li> <li>• preventative and predictive maintenance approaches</li> <li>• 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</li> <li>• statistical process control systems, including six sigma and three sigma</li> <li>• JIT, kanban and other pull-related operations control systems</li> </ul>
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	<ul style="list-style-type: none"> <li>• supply, value, and demand chain monitoring and analysis</li> <li>• 5S</li> <li>• continuous improvement (kaizen)</li> <li>• breakthrough improvement (kaizen blitz)</li> <li>• cause/effect diagrams</li> <li>• overall equipment effectiveness (OEE)</li> <li>• takt time</li> <li>• process mapping</li> <li>• problem solving</li> <li>• run charts</li> <li>• standard procedures</li> <li>• current reality tree</li> </ul> <p>Competitive systems and practices should be interpreted so as to take into account:</p> <ul style="list-style-type: none"> <li>• the stage of implementation of competitive systems and practices</li> <li>• the size of the enterprise</li> <li>• the work organisation, culture, regulatory environment and the industry sector</li> </ul>
<b>Managing impact of change</b>	<p>Managing impact of change may include:</p> <ul style="list-style-type: none"> <li>• elements being undertaken individually or as part of a team</li> <li>• seeking assistance from team leaders for areas outside the employee's range of responsibility and authority</li> </ul>
<b>Procedures</b>	<p>Procedures may include:</p> <ul style="list-style-type: none"> <li>• all work instructions</li> <li>• standard operating procedures</li> <li>• formulas/recipes</li> <li>• batch sheet</li> <li>• temporary instructions and similar instructions provided for the smooth running of the plant</li> <li>• good operating practice as may be defined by industry codes of practice (e.g. good manufacturing practice (GMP) and responsible care) and government regulations</li> </ul> <p>Procedures may be:</p> <ul style="list-style-type: none"> <li>• written, verbal, computer-based or in some other format</li> </ul>
<b>Gathering and monitoring</b>	<p>The gathering and monitoring of performance data may</p>



<b>performance data</b>	<p>be:</p> <ul style="list-style-type: none"> <li>• undertaken manually by individual employees through charts, tally sheets or keypad/board entry</li> <li>• collected automatically through software, such as SCADA software, ERP systems, MRP and proprietary systems</li> </ul>
<b>Continuous improvement</b>	<p>Continuous improvement in competitive systems and practices (often referred to as kaizen) includes:</p> <ul style="list-style-type: none"> <li>• the continual evaluation and improvement of all process in terms of time required, resources used, resultant quality, and other aspects relevant to the process</li> </ul>
<b>Value stream</b>	<p>The value stream begins with the customer and includes all actions (both value adding and non-value added) by both internal sections/departments and external organisations to meet a customer requirement.</p> <p>Depending on the operations and the customer requirement stages where value stream actions may occur include:</p> <ul style="list-style-type: none"> <li>• sales outlet/representative</li> <li>• information gathering, data analysis and research</li> <li>• product design</li> <li>• raw material sourcing</li> <li>• intermediate processing</li> <li>• final assembler/collation/preparation</li> <li>• support services (e.g. accounting, finance and legal)</li> <li>• storage and delivery to customer</li> <li>• after market support</li> </ul>

## Unit Sector(s)

Unit sector

Competitive systems and practices

## Custom Content Section

Not applicable.