



Australian Government

Department of Education, Employment and Workplace Relations

MSS405012A Manage workplace learning

Release: 1

MSS405012A Manage workplace learning

Modification History

New unit, superseding MSACMC612A Manage workplace learning - Not equivalent

Unit Descriptor

This unit of competency covers the skills and knowledge required to manage the learning and skill development for employees within an organisation implementing competitive systems and practices.

Application of the Unit

This unit applies to a person responsible for management of the identification of skills needed by employees to undertake required work in implementing competitive systems and practices, including arranging for any required learning processes. The unit does not cover trainer and assessor skills.

This unit primarily requires the application of skills associated with communication, teamwork, problem solving, initiative and enterprise in order to assess and address skill needs in an individual and in the organisation. Planning and organising is required to ensure skill development meets the needs of the organisation and aspects of self-management and learning are required to ensure improvement of performance.

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	Determine current skill requirements for employees	1.1	Establish range and stage of implementation of competitive systems and practices techniques in the organisation
		1.2	Consult with relevant stakeholders on skill requirements for effective implementation of competitive systems and practices techniques used in the organisation
		1.3	Ensure records/database of skill mix currently required by employees are maintained in accordance with procedures
		1.4	Re-assess and monitor the skills required by employees as organisation requirements change
		1.5	Consult with relevant stakeholders to predict any new/different skill requirements arising from changes to products, processes, equipment or work organisation
2	Determine current skill mix of employees	2.1	Ensure current records/database of skill profile of individuals are maintained
		2.2	Consult with relevant stakeholders and monitor the application of these skills in the workplace to ensure they remain current and valid
		2.3	Review the actual skill mix of employees compared to the required skill mix

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| 3 | Make arrangements for skill development | 3.1 | Consult with employees and identify any mismatch of skills possessed and used and skills required |
| | | 3.2 | Identify any new skills required due to anticipated changes |
| | | 3.3 | Consult with relevant stakeholders to determine the best way to refresh existing skills/develop new skills |
| | | 3.4 | Develop individual skill development program |
| | | 3.5 | Ensure skill development arrangements are implemented in accordance with procedures |
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| 4 | Forecast possible future skill needs | 4.1 | Examine strategic directions of organisation |
| | | 4.2 | Discuss possible future directions with relevant stakeholders |
| | | 4.3 | Determine possible long-term future skill requirements in consultation with relevant stakeholders |
| | | 4.4 | Develop plan to ensure skills are developed in advance of when they are required |

Required Skills and Knowledge

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

Required skills

Required skills include:

- analysing the competitive operational techniques being implemented in the organisation and the stage of implementation, including establishing skill needs to support implementation
- using formal problem solving procedures, such as root cause analysis (RCA)
- analysing work procedures
- developing formal and informal communication procedures with others in work area, team leaders and other employees relevant to competitive systems and practices changes
- establishing sources of assistance in the organisation for people experiencing difficulty with competitive systems and practices changes
- interpreting procedures and instructions relevant to own expertise for others
- establishing key performance indicators (KPIs) for own work

Required knowledge

Required knowledge includes:

- features and benefits of common competitive operational practices, including:
 - Just in Time (JIT) and kanban systems
 - preventative maintenance
 - 5S housekeeping
 - continuous improvement processes (kaizen)
 - waste (muda) elimination
 - formal problem solving procedures (e.g. RCA)
 - standardised work
- skill analysis methods or how to access skill analysis from relevant experts
- skill development methods or how to access skill development programs from relevant experts
- electronic and other systems to record and maintain training and skills records
- formal qualifications and skill standards relevant to competitive systems and practices and the processes and products of the organisation
- current processes and principles of operation sufficient to enable communication with others on the impact of competitive operational changes
- sources of data on the processes and/or products of the organisation and implications for workplace learning

- methods of determining own skill needs and developing skills, if required

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"> • identify the processes used and scope of products/ services supplied by the organisation and the deliverables expected by customers • relate processes and products/services to the competitive systems and practices implementation process and the stage of implementation • establish skill needs from processes/products and competitive implementation process in the organisation • use formal and informal channels of communication, including feedback mechanisms to assist in identification of skill needs • manage delivery and recording of training to ensure required skills are gained by employees.
<p>Context of and specific resources for assessment</p>	<p>Assessment of performance must be undertaken in a workplace using 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 past and current skill development for employees • 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.

<p>Competitive systems and practices</p>	<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
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	<ul style="list-style-type: none"> • 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 environment and the industry sector
Stakeholders	<p>Stakeholders may include:</p> <ul style="list-style-type: none"> • team members • personnel officers • industrial officers • union delegates • production management • human relations management • financial management • engineering/technical personnel
Skill development arrangements	<p>Skill development arrangements include:</p> <ul style="list-style-type: none"> • formal vocational and education delivery by a registered training provider (RTO) • education and training delivery by a higher education provider • non-accredited on and off the job training by the organisation, equipment suppliers, industry associations, and so on • coaching and mentoring • self-directed learning

	<ul style="list-style-type: none"> • arrangements for recording skills gained by employees
Procedures	<p>Procedures may include:</p> <ul style="list-style-type: none"> • work instructions • standard operating procedures • formulas/recipes • batch sheets • temporary instructions and similar instructions provided for the smooth running of the processes in an organisation • good operating practice as may be defined by industry codes of practice (e.g. Good manufacturing practice (GMP) and responsible care) • government regulations • industrial relations requirements and any classification changes that result from the acquisition of higher level skills <p>Procedures may be:</p> <ul style="list-style-type: none"> • written, verbal, computer-based or in some other format

Unit Sector(s)

Unit sector

Competitive systems and practices

Custom Content Section

Not applicable.