



Australian Government

Department of Education, Employment and Workplace Relations

MSACMC411A Lead a competitive manufacturing team

Revision Number: 1

MSACMC411A Lead a competitive manufacturing team

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers the knowledge and skills needed by people who lead teams in a competitive manufacturing environment. The team may be operating in manufacturing or in a manufacturing support function e.g. maintenance, office, warehousing etc.
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Application of the Unit

Application of the unit	In a typical scenario, the team leader in a <i>competitive manufacturing</i> organisation needs to integrate a range of knowledge and skills. The team leader must lead and assist team members to understand and apply a holistic view of their job and the team's role within the organisation and the objectives that the team must meet as part of the competitive manufacturing system used by the enterprise. This unit requires the application of skills associated with communication, teamwork, problem solving, initiative, enterprise, planning, organising and self management in order to provide leadership in a competitive manufacturing team. This unit has a strong emphasis on planning and implementation, but also requires an ability to learn from experience and feed new information back into strategies to improve both the team's and own performance.
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units	
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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. Facilitate the development of process and competitive manufacturing knowledge	1.1. Ensure necessary technical documentation and information about the process and competitive manufacturing is available to the team 1.2. Develop mentoring processes for team members 1.3. Structure team activities in a way which facilitates the ongoing development of the skills and knowledge of team members 1.4. Arrange for the provision of workforce development and training for team members as appropriate 1.5. Encourage team members to apply technical knowledge to the process.
2. Facilitate efficiency improvements in team activities	2.1. Ensure budgets, operating procedures and other related documentation is available to the team 2.2. Assist team members apply this information to the process responsibilities of the team 2.3. Encourage team members to identify waste 2.4. Develop an environment where efficiency improvements are recommended by team members
3. Resource and encourage a proactive maintenance approach	3.1. Develop communications between specialists outside the team and team members 3.2. Develop strategies to monitor and deal with key reliability issues 3.3. Resource and encourage team members to identify and take appropriate action on potential equipment problems 3.4. Arrange for workforce development and training for team members as required in proactive maintenance procedures and techniques 3.5. Involve team members in relating identified problems to the maintenance strategy, and developing any required changes, to ensure awareness, learning and commitment
4. Implement process and organisation improvements	4.1. Plan the implementation of team suggested and externally directed improvements 4.2. Facilitate team member commitment to, and involvement in, the implementation planning of improvements and to follow improvements to their conclusion

ELEMENT	PERFORMANCE CRITERIA
	4.3. Encourage the application of the 'plan, do, measure, improve, control' approach to the job 4.4. Arrange for workforce development and training as required to facilitate continued team involvement in improvement processes 4.5. Involve team and other key personnel in identification of skill needs and means of skills acquisition to fill any identified gaps

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE
This section describes the skills and knowledge required for this unit.
Required skills:
• communication techniques • negotiation skills • information finding and analysing/using skills • team work • planning and organising • problem solving
Required knowledge:
• understanding of the competitive manufacturing process or processes used at the enterprise

Evidence Guide

EVIDENCE GUIDE

The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, the range statement and the assessment guidelines for this training package.

Overview of assessment requirements	The competent person would be able to lead a competitive manufacturing team and facilitate their improving the process.
What critical aspects of evidence is required to demonstrate competency in this unit?	Evidence of effective team leadership would be required.
In what context should assessment occur?	Assessment needs to occur in an organisation implementing a competitive manufacturing environment or by a project.
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 team leader units dealing with change/improvement in the organisation.
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 the assessment
What evidence is required for demonstration of consistent	Evidence from one significant manufacturing improvement or change process may be sufficient. For

EVIDENCE GUIDE	
performance?	less significant improvement or changes, a range of changes will be needed to generate sufficient evidence.
What are the specific resource requirements for this unit?	Access to an organisation implementing a significant change to or in competitive manufacturing.

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	<i>Competitive manufacturing</i> is used to describe the range of systemic manufacturing practice concepts and approaches. It covers but is not limited to: • lean manufacturing • agile manufacturing • preventative and predictive maintenance approaches • monitoring and data gathering systems such as Systems control and data acquisition software (SCADA), enterprise resource planning systems (ERP), Manufacturing resource planning (MRP), and proprietary systems such as SAP etc. • statistical process control systems including six sigma and three sigma • just in time, kanban and other pull related manufacturing control systems • supply, value, and demand chain monitoring and analysis • other continuous improvement systems. Competitive manufacturing should be interpreted so as to take into account the stage of implementation of competitive manufacturing approaches, the enterprise's size and work organisation, culture, regulatory environment and manufacturing sector..
Team	<i>Team</i> may include work teams from all sections of the organisation including production, maintenance, technical, administration/finance, sales/marketing.
Budgets	Budgets include financial, time, materials/product and other business plans which are relevant to the team and the work area.
Waste	Waste (also known as muda in the Toyota Production System and its derivatives) is any activity which does not contribute to customer benefit/features in the product. Within manufacturing, categories of waste

RANGE STATEMENT	
	include: • excess production and early production • delays • movement and transport • poor process design • inventory • inefficient performance of a process • making defective items Waste for this unit may include activities which do not yield any benefit to the organisation or any benefit to the organisations customers.
Key reliability issues	Key reliability issues are typically things like cleanliness, lubrication and correct adjustment which are most likely to lead to failure.

Unit Sector(s)

Unit Sector	CM Change/interpersonal
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corequisite units

Corequisite units	
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Functional area

Functional Area	
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