



Australian Government

Department of Education, Employment and Workplace Relations

MSACMG705A Undertake a qualitative review of a process change

Revision Number: 1

MSACMG705A Undertake a qualitative review of a process change

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers the reviewing of changes made in the manufacturing systems, process or environment to ensure they result in improvement, that gains are maintained and that gains are used as a basis for further gains. The unit includes consensus decision making and methods for capturing information on implemented changes including quantitative and qualitative reports and informal talking to people to make sure gains are maintained and ways are found to build on them. While this unit covers a qualitative review, some basic mathematics may be required although not sophisticated statistical or mathematical analysis.
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Application of the Unit

Application of the unit	This unit applies intended for team leaders and people with a similar sphere of influence and scope of authority and responsibility and who have a knowledge of competitive manufacturing, continuous improvement and locking in improvements. Where this is not the case the following units can be completed to supply the necessary skills: • MSACMS400A Implement a competitive manufacturing system • MSACMS401A Ensure process improvements are sustained • MSACMT441A Facilitate continuous improvement in manufacturing • MSACMT451A Mistake proof a production process. This unit covers the skills required for a qualitative approach to the review of a process change. This unit reviews both intended and unintended consequences of change and the effectiveness of the implementation of the change. For a more quantitative review of a process change refer to MSACMG703A Analyse process changes. This unit is not intended to be applied to a technical or engineering review of a major capital expenditure or similar review. This unit may also be applied to service organisations applying competitive manufacturing principles.
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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. Study a change	1.1. Identify changes which have occurred 1.2. Select a change or group of related changes to analyse 1.3. Determine the initiation of the selected change 1.4. Gather information on the situation within the enterprise and along the value chain prior to the change 1.5. Gather information on the implementation of the change 1.6. Gather information on the intended benefits of the change 1.7. Gather information on the situation within the enterprise and along the value chain after the change 1.8. Note whether results of change have been constant or have changed over time 1.9. Collate and prepare gathered information for distribution
2. Agree results of change with stakeholders	2.1. Present and discuss collected information with relevant stakeholders 2.2. Modify collected information as required based on stakeholder input 2.3. Develop a consensus view of the result of the change which is supported by the information available 2.4. Validate the consensus view with stakeholders
3. Identify future improvements	3.1. Discuss lessons learned from the reviewed change with stakeholders 3.2. Capture key knowledge from the review of the change in accordance with systems and procedures 3.3. Identify future improvements in collaboration with team members 3.4. Validate identified future improvements with stakeholders 3.5. Obtain sign off from process/system owner 3.6. Start the process for implementing future improvements 3.7. Check that planned improvements have occurred 3.8. 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

- decision making
- communication at all levels
- interviewing skills
- negotiation
- situation analysis

Required knowledge

- competitive manufacturing principles
- organisational goals and processes
- workplace continuous improvement processes and procedures
- methods of determining the impact of a change including basic quantitative analysis of simple process data, but not including advanced statistical/mathematical analysis
- methods of information collection and interpretation

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, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Demonstrates skills and knowledge required to:

- review process changes.

In particular look for evidence of:

- identification of changes
- information gathering and analysis over a period and range that will provide a valid basis for analysis
- obtaining a consensus view of the results of the change
- determining the lessons to be learned and future improvements to be undertaken.

Context of and specific resources for assessment

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.

Where applicable, reasonable adjustment must be made to work environments and training situations to accommodate ethnicity, age, gender, demographics and disability.

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.

Method of assessment

- 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

EVIDENCE GUIDE	
	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 particular circumstance, but is able to be transferred to other circumstances. • 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	
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.	
Codes of practice/standards	Where changes include areas covered by industry codes of practice, and/or Australian/international standards, the latest version must be used
Health, safety and environment (HSE)	All changes implemented are expected to be at least neutral, or preferably beneficial, in their impact on health, safety and environment.
Change	Changes may: • be to plant, procedures or practice • arise from continuous improvement (or an improvement event or project) • may have been intended to make an improvement or to implement new products, technology or systems • include the implementation of a change Changes do not include an engineering or technical review of a major capital expenditure or similar review
Initiation of change	A change may have been deliberately initiated to improve capability, deal with a problem, or a similar intended change. Where a change was not deliberately initiated then the causal factors for the change need to be identified and may include: • a drift in efficiency or quality • a change in materials, feed, components which was being compensated for • a change in personnel which brought different practices
Stakeholders	Stakeholders include: • work team members, value chain members as well as other stakeholders

RANGE STATEMENT	
Gather information	Information may be gathered (e.g. for the situation prior to the change, the implementation process or stage, the intended benefits and the situation after the change) by a number of techniques and it would be expected that several techniques would be used. Techniques may include: • surveys • interviews • walking around (gemba walk) • structured and unstructured interviews • formal and informal interviews • review of organisation records • review of process 'history' such as might be obtained from a control panel or other process records
Prior situation	The prior situation would include an analysis of culture and value alignment between: • downstream and upstream members of the value chain and the organisation • management and employees • skills required versus skills possessed • process capability • process and plant/equipment performance
Intended benefits	Intended benefits include impacts on: • customer perceived value • stakeholders upstream and downstream • organisation personnel • process capability • plant/equipment reliability/performance
Results of change	The change may have resulted in: • an initial improvement followed by a return to previous performance • a change which has resulted in continued improvement • continued detriment or other variations over time Results of change should include HSE changes

RANGE STATEMENT	
Improvements	Improvements may: • be to process, plant, procedures or practice • include changes to ensure positive benefits are maintained
Sustaining improvement	Improvement may be sustained by including it in: • standard procedures and work instructions • standard practice • other relevant documents and practices
Team leader	Team leader may include: • any person who may have either a permanent or an ad hoc 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		