



Australian Government

Department of Education, Employment and Workplace Relations

MSACMT641A Implement a continuous improvement system

Revision Number: 1

MSACMT641A Implement a continuous improvement system

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers the knowledge and skills required to introduce and institutionalise continuous improvement (kaizen) to the organisation.
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Application of the Unit

Application of the unit	This unit covers the introduction of continuous improvement as a manufacturing strategy across an enterprise. Continuous improvement strategies are sometimes also known as kaizen in different manufacturing systems. The continuous improvement (kaizen) strategy is usually undertaken through special improvement 'events' that cover the identification of improvement opportunities and the undertaking of the improvement in a single exercise. This unit primarily requires the application of skills associated with teamwork, problem solving, initiative and enterprise, and planning and organising skills in order to identify, implement and institutionalise kaizen activity. Communication skills are required to gather information and consult with team members and other stakeholders. This unit also requires aspects of self management and learning to ensure feedback and new learning is integrated into continual improvement. Depending on starting point for the continuous improvement program in the enterprise other relevant units may need to be selected including: • <i>MSACMT640A Manage 5S system in a manufacturing environment</i> • <i>MSACMC611A Manage people relationships</i> • <i>MSAPMSUP390A Use structured problem solving tools</i> • <i>MSACMT280A Undertake root cause analysis</i>
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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. Prepare for continuous improvement (kaizen) event	1.1. Select process/area for kaizen event 1.2. Select kaizen team for event 1.3. Develop scope and direction for event 1.4. Validate scope with stakeholders 1.5. Determine whether to proceed with kaizen event 1.6. Negotiate problem issues with undertaking identified improvement, or choose a different process or area for improvement activity 1.7. Make infra structure and support arrangements for improvement event.
2. Undertake kaizen event	2.1. Arrange for initial training in continuous improvement (kaizen) and related skills for employees involved in improvement event 2.2. Facilitate the development of operating protocols for the team 2.3. Build a description of the target work process 2.4. Clarify points of disagreement/uncertainty through consultation and where required by reference to procedures or other relevant authority 2.5. Analyse the process to quantify waste volumes and sources 2.6. Consult individual operators in process or area asking for improvement ideas 2.7. Solve performance issues 2.8. Negotiate any differences between problems and proposed solutions and initial objectives of improvement event 2.9. Develop plan(s) and obtain agreements to implement improvements 2.10. Implement improvements 2.11. Measure changes and calculate benefits 2.12. Complete all relevant documentation 2.13. Communicate achievements to stakeholders
3. Institutionalise continuous improvement	3.1. Arrange for additional continuous improvement (kaizen) events using different team members 3.2. Arrange for ongoing continuous improvement (kaizen) events with previous kaizen team

ELEMENT	PERFORMANCE CRITERIA
	members 3.3. Build a culture for ongoing continuous improvement (kaizen)

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- analysis
- problem solving
- teamwork
- planning and organising
- communication
- documenting

Required knowledge

- continuous improvement (kaizen) philosophy and process

Evidence Guide

EVIDENCE GUIDE

The evidence guide describes the underpinning knowledge and skills that must be demonstrated to prove competence. It is essential for assessment and must be read in conjunction with the performance criteria, the range statement and the assessment guidelines of the relevant training package

Overview of assessment requirements	Assessment should cover the ability to implement a continuous improvement (kaizen) strategy across a manufacturing enterprise as distinct from simply participating in kaizen events
What are the specific resource requirements for this unit?	Access to an organisation using or introducing kaizen.
In what context should assessment occur?	Assessment will need to occur in an organisation implementing a continuous improvement strategy (kaizen). Assessment should cover a sufficient period to observe the success of the continuous improvement strategy. Assessment may be by project or portfolio assessment.
Are there any other units which could or should be assessed with this unit or which relate directly to this unit?	Depending on starting point for the continuous improvement program in the enterprise other relevant units that could be assessed in conjunction with this unit include: • <i>MSACMT640A Manage 5S system in a manufacturing environment</i> • <i>MSACMC611A Manage people relationships</i> • <i>MSAPMSUP390A Use structured problem solving tools</i> • <i>MSACMT280A Undertake root cause analysis</i>
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

EVIDENCE GUIDE

	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 performance?	Generally one significant kaizen event or a number of routine events, plus ongoing kaizen would be needed to generate sufficient evidence.

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.

Scope	Scope of event may include: • description of the business • the target work process • what the key stakeholders seek from the kaizen event • a mission for the event • a set of goals • a statement of the do's and don'ts for the kaizen team
Whether to proceed	The decision to proceed (or otherwise) will be based on: • the focus of the kaizen event makes sense • the business case for doing the event is reasonable • the degree of support from management and employees • the setting and resources available to the event are adequate • the timing of the event will not interfere with business • specifics about the work process such as its overall operating cost and factor costs (eg labour, machine, raw materials) are available
Description of the target work process	The description of the work target process may include: • an overview that captures the purpose of the work process • essentials about the process (eg inputs, outputs, departments with which it coordinates) • a work process map that shows the sequence of operations that execute it
Procedures	Procedures includes all work instructions, standard operating procedures, formulas/ recipes, batch sheets, temporary instructions and similar instructions provided for the smooth running of the plant. They may be written, verbal, computer based or in some other form.

RANGE STATEMENT	
	For the purposes of this Training Package, 'procedures' also includes good operating practice as may be defined by industry codes of practice (eg Good Manufacturing Practice (GMP), Responsible Care) and government regulations. Procedures also include required procedures under legislation or regulation. awards and enterprise agreements.
Authority	The authority will vary according to the problem encountered and may include: • internal or external technical specialist • designated manager • equipment supplier • regulatory authority • safety specialist • reference manuals
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 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.
Solve performance issues	Solving performance issues includes: • generating improvement ideas (brainstorming/ask expert) • selecting most appropriate improvement ideas to proceed with • conducting experiments where required to test idea • making final selection of improvement ideas

Unit Sector(s)

Unit Sector	CM Tools
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Co-requisite units

Co-requisite units	
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Functional area

Functional Area	
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