



Australian Government

MSS403010 Facilitate change in an organisation implementing competitive systems and practices

Release: 1

MSS403010 Facilitate change in an organisation implementing competitive systems and practices

Modification History

Release 1. Supersedes and is equivalent to MSS403010A Facilitate change in an organisation implementing competitive systems and practices

Application

This unit of competency covers the skills and knowledge required by individuals responsible for facilitating change processes in an organisation implementing competitive operational practices.

This unit applies to individuals who facilitate the change process resulting from implementing one or more competitive systems or practices. This implementation may also be associated with other changes, such as the introduction of new products, processes or equipment. The unit will usually apply to individuals whose responsibility is at the team, area or section level rather than the whole organisation. The responsibility may be formally designated or be informal, as in mentoring and assisting fellow employees.

This unit assumes that consultation and agreement on the implementation of the competitive systems and practices and other associated changes has already occurred and the nature and extent of the change has been agreed.

This unit does not cover the negotiation of change in a formal industrial relations sense but does cover the skills needed to identify real or potential change implementation issues, including those that may need to be referred to formal consultation and/or dispute settlement procedures.

This unit has a strong emphasis on planning, encouraging and facilitating in a changing environment within the organisation, including using appropriate communication, teamwork, problem solving, initiative and self-management.

No licensing, legislative or certification requirements apply to this unit at the time of publication.

Pre-requisite Unit

Nil

Competency Field

Competitive systems and practices

Unit Sector

Not applicable

Elements and Performance Criteria

Elements describe the essential outcomes.

Performance criteria describe the performance needed to demonstrate achievement of the element.

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| 1 | Define nature and impact of change for designated area and processes | <p>1.1 Identify the organisation's aims and objectives for the competitive systems and practices techniques related to the change process.</p> <p>1.2 Identify opportunities for implementation of change within work area.</p> <p>1.3 Determine impacts of change for work area, including potential benefits and impacts on own work and work of fellow employees.</p> |
| 2 | Identify key performance indicators (KPIs) | <p>2.1 Liaise, where required, with managers, engineers and other staff responsible for designing and/or implementing change.</p> <p>2.2 Identify KPIs for own work responsibility and that of the work area.</p> <p>2.3 Communicate KPIs to fellow employees.</p> <p>2.4 Check that data collection and processing are appropriate for KPIs.</p> <p>2.5 Raise and resolve issues related to KPIs with relevant personnel.</p> |
| 3 | Liaise with key stakeholders | <p>3.1 Identify key stakeholders impacted by the change.</p> <p>3.2 Communicate with key stakeholders within scope of authority.</p> <p>3.3 Identify and address issues and concerns of each stakeholder if within scope of authority.</p> <p>3.4 Develop and/or locate information required to address key concerns.</p> <p>3.5 Refer issues and concerns outside of scope of authority to appropriate personnel.</p> |

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| 4 | Develop a strategy to help implement change | 4.1 | Identify or develop a work plan for implementing change. |
| | | 4.2 | Make information required to support change available to team members. |
| | | 4.3 | Communicate/circulate draft work plan to other employees in work area, supervisors, technical experts and other appropriate personnel for comment. |
| | | 4.4 | Assess suggested changes and incorporate into work plan, where appropriate. |
| 5 | Implement change | 5.1 | Obtain authorisation to commence change implementation in accordance with organisation procedures. |
| | | 5.2 | Implement change in accordance with work plan and organisational work health and safety (WHS) and consultation procedures. |
| 6 | Monitor implementation of change | 6.1 | Maintain open communication channels with all stakeholders during implementation. |
| | | 6.2 | Monitor KPIs during implementation. |
| | | 6.3 | Encourage and facilitate improvement suggestions of team members. |
| | | 6.4 | Identify areas requiring improvement in change implementation. |
| | | 6.5 | Make improvements to implementation according to organisation procedures. |

Foundation Skills

This section describes those required skills (language, literacy and numeracy) that are essential to performance.

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Range of Conditions

This field allows for different work environments and conditions that may affect performance. Essential operating conditions that may be present (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) are included.

Competitive systems and practices include one or more of:

- lean operations
- agile operations
- preventative and predictive maintenance approaches
- statistical process control systems, including six sigma and three sigma
- Just in Time (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.

Work plan for change includes one or more of:

- timetables
- KPIs
- training needs
- WHS implications
- contingency plans
- responsibilities with team members and senior managers, engineers and other staff responsible for designing and/or implementing change.

Issues and concerns include one or more of:

- individual and group concerns
- those expressed by and through industrial processes.

Gathering and monitoring performance data

- manually by individual employees through charts, tally sheets or keypad/board entry
- automatically through software, such as SCADA software, ERP

includes one or more of: systems, MRP and proprietary systems.

Unit Mapping Information

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Links

Companion Volume implementation guides are found in VETNet -
<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=5b04f318-804f-4dc0-9463-c3fb9a3fe998>

Assessment Requirements for MSS403010 Facilitate change in an organisation implementing competitive systems and practices

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Performance Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy the requirements of the elements and performance criteria and include the ability, for one (1) or more changes, to:

- identify competitive systems and practices in own workplace
- identify changes to own work and work area flowing from implementation of relevant competitive systems and practices
- consult with stakeholders regarding changes and issues
- develop a strategy to implement required changes
- make suggestions for improvements.

Knowledge Evidence

Must provide evidence that demonstrates knowledge relevant to their job role sufficient to fulfil their job role independently, including:

- features of competitive operational practices in own work area
- health, safety and environment (HSE) principles and requirements for area of responsibility
- change implementation procedures
- planning and implementation strategies
- employee assistance mechanisms within organisation.

Assessment Conditions

- The unit should be assessed holistically and the judgement of competence shall be based on a holistic assessment of the evidence.
- The collection of performance evidence:
 - should occur over a range of situations which include typical disruptions to normal, smooth operation of the workplace
 - will typically include a supervisor/third-party report focussing on consistent performance and problem recognition and solving. A supervisor/third-party report must be prepared by someone who has a direct, relevant, current relationship with the person being assessed and who is in a position to form a judgement on workplace performance relevant to the unit of competency

- must include facilitating change in relation to the implementation of competitive operational practices in own work area
- will typically include the use of appropriate tools, equipment and safety gear requiring demonstration of preparation, operation, completion and responding to problems.
- Assessment should occur in operational workplace situations.
- Knowledge evidence may be collected concurrently with performance evidence (provided a record is kept) or through an independent process such as workbooks, written assessments or interviews (provided a record is kept).
- Assessment processes and techniques must be appropriate to the language, literacy and numeracy requirements of the work being performed and the needs of the candidate.
- Conditions for assessment must include access to all tools, equipment, materials and documentation required, including relevant workplace procedures, product and manufacturing specifications associated with this unit.
- Foundation skills are integral to competent performance of the unit and should not be assessed separately.
- Assessors must satisfy the assessor competency requirements that are in place at the time of the assessment as set by the VET regulator.
- The assessor must demonstrate both technical competency and currency.
- Technical competence can be demonstrated through:
 - relevant VET or other qualification/Statement of Attainment AND/OR
 - relevant workplace experience
- Currency can be demonstrated through:
 - performing the competency being assessed as part of current employment OR
 - having consulted with an organisation providing relevant environmental monitoring, management or technology services about performing the competency being assessed within the last twelve months.

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