



Australian Government

MSS405005 Manage competitive systems and practices responding to individual and unique customer orders

Release: 1

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Modification History

Release 1. Supersedes and is equivalent to MSS405005A Manage competitive systems and practices responding to individual and unique customer orders

Application

This unit of competency covers the skills and knowledge required to prepare for and manage the introduction of competitive systems and practices processes in an organisation (or that part of the organisation) that does not undertake repetitive processes or mass produce products and instead responds to individual and unique customer orders. Examples include one-off or small batch product or operations driven by individual and unique customer orders (e.g. overhaul of equipment, jobbing manufacture, supply of customised/bespoke services or product).

This unit describes the skills needed to restructure the process and work organisation to allow the application of competitive systems and practices tools and techniques. This may be the initial introduction of competitive systems and practices or the review and improvement of the application of competitive systems and practices.

This unit requires the application of skills associated with problem solving, initiative, enterprise, planning and organising in order to manage competitive systems and practices processes in a jobbing shop environment. This unit also requires communication and teamwork skills to gather information about processes and implement redesign plans.

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 | Analyse the existing operations | <ul style="list-style-type: none">1.1 Identify organisation capability for products and processes.1.2 Identify the major processing steps in meeting customer order or orders.1.3 Consult with employees, managers and other major stakeholders on major expected benefits from a move to a competitive systems and practices strategy.1.4 Identify lead times, throughput times and waiting times throughout process of meeting a customer order.1.5 Identify variations within the process.1.6 Identify causes of the variations. |
| 2 | Develop an initial or updated virtual flow process | <ul style="list-style-type: none">2.1 Consider similarities in materials, processes and services for orders.2.2 Map flow of information, material, processes and people for each product family/cluster of similar customised products/services.2.3 Draw a current state value stream map for the process as a virtual flow process.2.4 Analyse the current value stream map for waste.2.5 Draft possible future state value stream map.2.6 Calculate benefits flowing from future state map.2.7 Consult with stakeholders to validate benefits. |
| 3 | Prepare proposals for process redesign | <ul style="list-style-type: none">3.1 Identify options for the delivery of competitive systems and practices and other changes required to move to future state value stream map.3.2 Plan as to how these changes might be implemented.3.3 Cost the proposed changes and determine benefit/cost ratios.3.4 Prepare recommendations for change. |

		3.5	Negotiate/consult with relevant stakeholders to establish the preferred option.
4	Implement the plan	4.1	Arrange for altered process, as required.
		4.2	Arrange for altered infrastructure needs, as required.
		4.3	Monitor the implementation of the plan, making adjustments as required.
		4.4	Review the new value stream and check that expected benefits have been obtained.
		4.5	Put in place a continuous improvement mechanism for the new value stream.

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 • 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)
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	• takt time • process mapping • problem solving • run charts • standard procedures • current reality tree.
Variations include deviations from desired targets in one or more of:	• quality • quantity • time • cost • work health and safety (WHS) • sustainability impacts.
Muda (waste) includes all of:	• excess production and early production • delays • movement and transport • poor process design • inventory • inefficient performance of a process • making defective items • activities which do not yield any benefit to the organisation or any benefit to the organisations customers.
Stakeholders include one or more of:	• managers • supervisors • employees • shareholders • WHS mechanisms/representatives • industrial relations mechanisms/representatives • suppliers • customers • service providers.
Infrastructure needs include one or more of:	• physical infrastructure, including plant, equipment, tools, systems and processes • information and control infrastructure • work organisation, including numbers of employees • work structure and skills and knowledge held by employees • workforce development and, where required, training

- financial infrastructure, such as cash flow and budget provision.

**Customer
requirement stages
where value stream
actions may occur
include one or more
of:**

- sales outlet/representative
- information gathering, data analysis and research
- product design
- raw material sourcing
- intermediate processing
- final assembler/collation/preparation
- support (services e.g. accounting, finance and legal)
- storage and delivery to customer
- after market support.

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 MSS405005 Manage competitive systems and practices responding to individual and unique customer orders

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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 value stream/product families/clusters, to analyse the existing process and then develop and implement a plan to move to, or improve the current practice of, competitive systems and practice in the workplace and to:

- analyse the existing process
- develop a virtual flow process map
- prepare and negotiate proposal(s) for change
- implement, monitor and make further improvements to the changed process.

Knowledge Evidence

Must provide evidence that demonstrates sufficient knowledge to interact with relevant personnel and be able to manage competitive systems and practice in the organisation, including knowledge of:

- the fundamentals of competitive systems and practice
- competitive systems and practice tools applicable to the organisation
- drawing current and future state maps
- jobbing shop and other non-repetitive operations processes
- determination and application of benefit cost ratio
- kaizen and kaizen blitz processes.

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 is best done from a report and/or folio of evidence drawn from:
 - a single project which provides sufficient evidence of the requirements of all the elements and performance criteria
 - multiple smaller projects which together provide sufficient evidence of the requirements of all the elements and performance criteria.

- A third-party report, or similar, may be needed to testify to the work done by the individual, particularly when the project has been done as part of a project team.
- Assessment should use a real project managing competitive systems and practices in an operational workplace responding to individual and unique customer orders.
- Knowledge evidence may be collected concurrently with performance evidence 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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