



Australian Government

MSS405018 Implement competitive systems and practices in a one-off or small batch environment

Release: 1

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Modification History

Release 1. Unit code changed. Unit title changed. Application changed. Performance Criteria changed. Foundation Skills populated. Range of Conditions removed. Assessment Requirements changed. Workplace outcome changed. Supersedes and is not equivalent to MSS405005 Manage competitive systems and practices responding to individual and unique customer orders

Application

This unit describes the skills and knowledge required to implement competitive systems and practices in an organisation (or that part of the organisation that does not undertake repetitive processes or mass produce products. Instead it responds to individual and unique customer orders such as one-off or small batch orders (e.g. example overhaul of equipment, jobbing manufacture, supply of customised/bespoke services or product).

This unit applies to managers, technical specialists or similar roles with responsibility to analyse existing processes, develop a virtual flow process and negotiate restructure of process and work organisation to allow the application (or improvement) of competitive systems and practices tools and techniques.

No licensing or certification requirements exist at the time of publication. Relevant legislation, industry standards and codes of practice within Australia must be applied.

Competency Field

Competitive systems and practices

Elements and Performance Criteria

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Analyse existing operations	1.1 Identify organisation capability for products, processes and/or services to meet customer orders 1.2 Identify the major processing steps in meeting customer orders 1.3 Consult with employees, managers and other key stakeholders on expected benefits from competitive systems and practices 1.4 Identify lead times, throughput times and waiting times throughout process

	1.5 Identify variations within process 1.6 Identify causes of variations
2. Develop initial or updated virtual flow process	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 or cluster of similar products, processes or services 2.3 Draw a current state value stream map as a virtual flow process for selected orders, product family or cluster 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	3.1 Determine options for competitive systems and practices and related changes to move to future state value stream map 3.2 Plan how identified options can be implemented 3.3 Cost the proposed changes and determine benefit/cost ratios 3.4 Prepare recommendations for change 3.5 Negotiate with relevant stakeholders to establish preferred option and generate engagement with and, where required, sign-off for change
4. Implement redesign	4.1 Arrange for changes to process and infrastructure needs to implement preferred option 4.2 Monitor changes for alignment to plan and expected outcomes 4.3 Discuss progress with stakeholders to identify and resolve any issues 4.4 Evaluate effectiveness of new value stream with input from stakeholders 4.5 Establish continuous improvement processes for new value stream

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential to performance but not explicit in the performance criteria.

- Reading skills to interpret workplace documentation
- Writing skills to document process flows and recommendations
- Oral communication skills to facilitate engagement and negotiate agreements
- Numeracy skills to calculate benefit/cost ratio.

Other foundation skills essential to performance are explicit in the performance criteria of this unit.

Unit Mapping Information

Release 1. No equivalent unit.

Links

- <https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=5b04f318-804f-4dc0-9463-c3fb9a3fe998>

Assessment Requirements for MSS405018 Implement competitive systems and practices in a one-off or small batch environment

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Performance Evidence

There must be evidence the candidate has completed the tasks outlined in the elements and performance criteria of this unit, and demonstrated the ability to:

- implement competitive systems and practices for at least one organisation, product family, product cluster or service in a one-off or small batch environment.

Knowledge Evidence

There must be evidence the candidate has knowledge of:

- fundamentals of competitive systems and practices tools and techniques applicable to a one-off or small batch environment
- drawing current and future state maps
- jobbing shop and non-repetitive operations processes
- determination and application of benefit cost ratio
- kaizen and kaizen blitz processes
- identification of variations and deviations from desired targets
- Muda (waste)
- customer requirement stages where value stream actions may occur
- types of infrastructure needed to support competitive systems and practices including:
 - physical plant, equipment, tools and processes
 - information and control infrastructure
 - staffing levels, work structures, skills and knowledge
 - financial resources
- underpinning values relevant to competitive systems and practices including:
 - respect for people
 - respect for process
 - transparency and culture of learning
 - creation of value and customer perceived value
 - go and see and/or go to the source decision making.

Assessment Conditions

Skills must have been demonstrated in the workplace or in a simulated environment that reflects workplace conditions and contingencies. The following conditions must be met for this unit:

- use of suitable facilities, equipment and resources, including:
 - access to relevant process data
- modelling of industry operating conditions.

Assessors must satisfy the NVR/AQTF mandatory competency requirements for assessors.

Links

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