



Australian Government

MSS408003 Develop models of future state operations practice

Release: 1

MSS408003 Develop models of future state operations practice

Modification History

Release 1. Supersedes and is equivalent to MSS408003A Develop models of future state operations practice

Application

This unit of competency covers the skills and knowledge required to establish processes for identifying future state models of best practice for operations that are then used as the template for both strategic decision making and goal setting. It may be applied to whole organisations or significant sections of the value stream.

This unit applies in an environment where operations practices are standardised and there is a culture that accepts sustaining improvements and building on them. It is intended for managers and people with a similar sphere of influence.

This unit applies to individuals who are familiar with competitive systems and practices, value stream mapping and culture improvement.

This unit may also be applied to non-production areas and service organisations applying competitive systems and practices principles.

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.

1	Develop a shared future state model	1.1	Establish an appropriate representative team.
		1.2	Analyse a value stream map of an appropriate section of the value stream.

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| | | 1.3 | Determine the current state of practice across the value stream. |
| | | 1.4 | Identify overall organisation strategy, direction and competitive systems and practices philosophy. |
| | | 1.5 | Validate view with process/system owner. |
| 2 | Develop and review a collaborative best practice model | 2.1 | Develop a future state model of practice. |
| | | 2.2 | Review model with process/system owners and other stakeholders across the value stream as appropriate. |
| | | 2.3 | Modify model to deliver better results for the customer and reduce muda. |
| | | 2.4 | Develop implementation plan in consultation with stakeholders. |
| 3 | Provide the resources necessary to move to the future state | 3.1 | Identify changes required to infrastructure. |
| | | 3.2 | Determine benefit/cost for required changes. |
| | | 3.3 | Prioritise required changes. |
| | | 3.4 | Obtain required authorisations. |
| | | 3.5 | Facilitate the provision of resources needed to implement plan. |
| 4 | Review future state model | 4.1 | Manage the implementation of improvements. |
| | | 4.2 | Identify measures of progress towards agreed future state. |
| | | 4.3 | Review progress towards future state. |
| | | 4.4 | Agree methods of improving areas which could progress better. |
| | | 4.5 | Agree on methods for evaluating future state. |
| | | 4.6 | Validate measures and methods with relevant managers. |

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.

- Organisation includes one or more of:**
- any part of a manufacturing or service organisation
 - companies, government bodies or other body of people aiming to produce a product to service a customer.

- Representative team includes members**
- the value stream representing key parts of that chain
 - inside the organisation

from one or more of:

- outside the organisation.

Infrastructure includes consideration of all of:

- policies and procedures
- plant and equipment
- materials, energy, utilities and other consumables
- workforce arrangements, including employee numbers, organisation structure, competencies and competency mix.

The purpose(s) of the future state model of practice includes consideration of all of:

- the required organisation strategy and philosophy
- the direction of improvements and actions
- forecasts of key indicators.

Measures of progress include one or more of:

- metrics and other indicators defined and agreed before the commencement of implementation
- metrics which provide feedback on the progress towards the future state.

Manager includes one or more of:

- a person who has a formal, permanent position
- a person with an ad hoc role in facilitating the function of multiple teams in a workplace, departments or entire organisations.

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 MSS408003 Develop models of future state operations practice

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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 to develop one (1) or more models of future state operations practice and to:

- develop a shared future state model
- develop a collaborative best practice model
- facilitate the provision of resources allowing for the implementation of the improvement
- review progress towards the future state.

Knowledge Evidence

Must provide evidence that demonstrates sufficient knowledge to interact with relevant personnel and be able to develop models of future state operations practice, including knowledge of:

- key indications of current position or progress towards the future state, such as output quantities and qualities, variability in quality and quantity, uptime, investment hurdle rates and actual rates of return, sustainability indicators, reliability indicators, other key performance indicators (KPIs) appropriate to the organisation and its technology and processes
- value stream mapping and analysis
- types of muda (waste), causes and costs
- competitive systems and practices tools relevant to the organisation and process
- techniques for creating and evaluating future state models.

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 activity developing models of future state operations practice for an operational workplace.
- 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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