



Australian Government

Department of Education, Employment and Workplace Relations

MSS402052A Implement continuous improvements based on standardised work practices

Release: 1

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Modification History

New unit

Unit Descriptor

This unit of competency covers the basic skills and knowledge required to apply standardised work practices as part of implementing continuous improvement in an organisation.

Application of the Unit

This unit applies to individuals who are applying standardised work practices as part of a broader strategy of implementing continuous improvement. The implementation of standardised work may apply in a manufacturing, office, logistics or other service environment along any part of the value stream. It applies to the person's own job at whatever organisational level they are employed. The standard work procedures may apply to every step of the job or it may apply to procedures which allow discretion in the application. The person will typically be working closely with others, as part of a formal team, an ad hoc team or otherwise. They will liaise and communicate with these others as required by the job and standard procedures.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

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.

Elements and Performance Criteria

1	Identify standardised procedures applicable to work	1.1	Identify current operation and tasks in own work
		1.2	Check each operation and task to ensure it is required to meet customer need
		1.3	Select relevant procedures applicable to operations and tasks to meet customer, regulatory and other required needs
		1.4	Obtain takt time required for each selected operational step and task and compare with available time
		1.5	Incorporate takt time and selected operational step and task in daily work plan, as appropriate
		1.6	Take appropriate action when time to complete operational steps and tasks exceeds takt time
		1.7	Liaise with relevant people regarding need to undertake any operations and tasks not directly related to customer benefit
2	Follow standardised practices	2.1	Complete own required operations following standardised procedures and practices
		2.2	Note factors preventing the full application of standardised procedures and practices
		2.3	Identify variability in actual processes and products
		2.4	Identify waste which arises from following standard procedures and practices

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| 3 | Make improvements | 3.1 | Suggest possible improvements for identified problems in accordance with continuous improvement procedures |
| | | 3.2 | Check suggested improvement in accordance with continuous improvement procedures |
| | | 3.3 | Examine outcome of checking process and standardise improvement, if appropriate |

Required Skills and Knowledge

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

Required skills

Required skills include:

- planning own work
- identifying downstream and final customer requirements and relating requirements to own work
- communicating with people relevant to job
- identifying variability through monitoring against performance indicators
- contributing to identification and evaluation of standard procedures and practices
- following standard procedures and practices
- participating in organisational continuous improvement strategies

Required knowledge

Required knowledge includes:

- range of procedures available and their application to different jobs
- requirements of the job and the procedures for achieving them
- applicability of takt time and waste (muda) to own work, including different forms of takt time for different types of tasks
- identification and possible causes of variability in job
- continuous improvement process for organisation
- sources of assistance within organisation

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must be able to provide evidence of the ability to: • identify standardised procedures applicable to work • relate takt time to work required • identify areas for improvement in standardised
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	procedures and operational steps and tasks make and standardise improvements in accordance with continuous improvement procedures.
Context of and specific resources for assessment	Assessment of performance must be undertaken in a workplace using or implementing one or more competitive systems and practices. Access may be required to: - workplace procedures and plans relevant to work area - specifications and documentation relating to planned, currently being implemented, or implemented changes to work processes and procedures relevant to the assessee - documentation and information in relation to production, waste, overheads and hazard control/management - reports from supervisors/managers - case studies and scenarios to assess responses to contingencies.
Method of assessment	A holistic approach should be taken to the assessment. Competence in this unit may be assessed by using a combination of the following to generate evidence: - demonstration in the workplace - workplace projects - suitable simulation - case studies/scenarios (particularly for assessment of contingencies, improvement scenarios, and so on) - targeted questioning for appropriate portions - reports from supervisors, peers and colleagues (third-party reports) - portfolio of evidence In all cases it is expected that practical assessment will be combined with targeted questioning to assess underpinning knowledge. Where applicable, reasonable adjustment must be made to work environments and training situations to accommodate ethnicity, age, gender, demographics and disability.
Guidance information for assessment	Assessment processes and techniques must be culturally appropriate and appropriate to the oracy, language and literacy capacity of the candidate and the work being performed.

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.

Competitive systems and practices	Competitive systems and practices may include, but are not limited to: • lean operations • agile operations • preventative and predictive maintenance approaches • monitoring and data gathering systems, such as Systems Control and Data Acquisition (SCADA) software, Enterprise Resource Planning (ERP) systems, Materials Resource Planning (MRP) and proprietary systems • 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 Competitive systems and practices should be interpreted so as to take into account: • the stage of implementation of competitive systems and practices • the size of the enterprise • the work organisation, culture, regulatory environment and the industry sector
Customer	Customer may include:

	• internal or external customers, and includes the final customer
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Procedures	Procedures may include: • work instructions • standard operating procedures • work manuals • operating protocols • formulas/recipes • batch sheet • temporary instructions and similar instructions provided for the smooth running of the operation or process • good operating practice as may be defined by industry codes of practice (e.g. good manufacturing practice (GMP) and responsible care) • and government regulations Procedures may be: • written, verbal, computer-based or in some other format
Takt time	Takt time is the time required to complete one job cycle if the customer's time and volume expectations are to be met (i.e. the available time divided by the number of units required), and so may include, but is not limited to: • time per piece where applied to piece work • time per tonne or litre when applied to bulk product • time per work item when applied to an office or service environment • deadlines required to meet delivery dates when applied to project work • target cycle time for sporadic processes or processes not linked to a customer requirement (e.g. a regulatory requirement)
Appropriate action	Appropriate action to be taken when time to complete operational steps and tasks exceeds takt time may include, but is not limited to: • reporting to appropriate person • prioritising work according to standardised procedures • acquiring/allocating additional resources according to standardised procedures
Time to complete operational steps and tasks exceeds takt time	Causes of time to complete operational steps and tasks exceeding takt time may include, but are not limited to: • cycle time (mean time taken to actually do the job) is

	longer than takt time • multiple jobs required in the same timeframe (i.e. priority conflict) • takt time cannot be met with resources available • takt time is longer than available time
Variability	Variability means any change which occurs in the job and may include (but is not limited to): • different times taken to do the same thing • different effort taken to do the same thing • different results from applying the same effort (i.e. variation in quality) • amount of rework required
Waste	Waste in this unit is used in the sense of 'muda' which is waste that does not contribute to value as defined by the customer. Waste may include, but is not limited to: • overproduction • waiting • transporting • inappropriate processing • unnecessary inventory • excess motion • defects • underutilised employees

Unit Sector(s)

Unit sector

Competitive systems and practices

Custom Content Section

Not applicable.