



Australian Government

Department of Education, Employment and Workplace Relations

MSS403010A Facilitate change in an organisation implementing competitive systems and practices

Release: 1

MSS403010A Facilitate change in an organisation implementing competitive systems and practices

Modification History

New unit superseding MSACMC410A Lead change in a manufacturing environment - Equivalent

Unit Descriptor

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

Application of the Unit

This unit applies to people 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 people 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.

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

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| 1 | Define nature and impact of change for designated area and processes | 1.1 | Identify the organisation's aims and objectives for the competitive systems and practices techniques related to the change process |
| | | 1.2 | Identify opportunities for implementation of change within work area |
| | | 1.3 | Determine impacts of change for work area, including potential benefits and impacts on own work and work of fellow employees |
| 2 | Identify key performance indicators (KPIs) | 2.1 | Liaise, where required, with managers, engineers and other staff responsible for designing and/or implementing change |
| | | 2.2 | Identify KPIs for own work responsibility and that of the work area |
| | | 2.3 | Communicate KPIs to fellow employees |
| | | 2.4 | Check that data collection and processing are appropriate for KPIs |
| | | 2.5 | Raise and resolve issues related to KPIs with relevant personnel |

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| 3 | Liaise with key stakeholders | 3.1 | Identify key stakeholders impacted by the change |
| | | 3.2 | Communicate with key stakeholders within scope of authority |
| | | 3.3 | Identify and address issues and concerns of each stakeholder if within scope of authority |
| | | 3.4 | Develop and/or locate information required to address key concerns |
| | | 3.5 | Refer issues and concerns outside of scope of authority to appropriate personnel |
| 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 occupational health and safety (OHS) 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

Required Skills and Knowledge

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

Required skills

Required skills include:

- identifying the competitive operational practices being implemented in the organisation, including:
 - Just in Time (JIT) and kanban systems
 - preventative maintenance
 - 5S housekeeping
 - continuous improvement processes (e.g. kaizen)
 - waste (muda) elimination
 - formal problem solving procedures (e.g. root cause analysis (RCA))
- identifying other products, processes or equipment changes being implemented within area of responsibility
- identifying the work and culture changes required for effective implementation of the competitive systems and practices being implemented and other products, processes or equipment changes
- identifying organisation KPIs and contextualise for area of responsibility to determine successful change implementation
- planning strategies for change implementation, including:
 - required communication with others
 - negotiations if any required with internal and external suppliers, customers and delegates
 - analysis of any skill gaps in self and others
 - required training
 - data collection
 - work organisation and procedure changes
 - risk identification and contingency measures
- monitoring performance against KPIs and taking appropriate corrective action in the event of a non-conformance
- identifying and communicating with sources of assistance if difficulty is experienced with changes

Required knowledge

Required knowledge includes:

- features of common competitive operational practices, including:

- JIT and kanban systems
- preventative maintenance
- 5S housekeeping
- continuous improvement processes (e.g. kaizen)
- waste (muda) elimination
- formal problem solving procedures (e.g. RCA)
- health, safety and environment (HSE) principles and requirements for area of responsibility
- change implementation contacts and procedures relevant to work area
- employee assistance mechanisms in the organisation
- processes to develop work plans, including consideration of timetable, KPIs, training needs, OHS implications, contingency plans and responsibilities (the work plan must be capable of being coherently communicated to others)

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 the competitive systems and practices used in their own work • identify changes to their own work flowing from the implementation of the relevant competitive systems and practices • implement changes • know when and how to seek assistance with work changes • make suggestions for improvements.
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.
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Method of assessment	A holistic approach should be taken to the assessment. Competence in this unit may be assessed by using some 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 • 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
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	proprietary systems • 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) • 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
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Team	Team may include: work teams from all sections of an organisation, including production or other operational areas, maintenance, technical, administration/finance, and sales/marketing
Change	The philosophy of continual improvement is that every process can and should be continually evaluated and improved in terms of time required, resources used, resultant quality, and other aspects relevant to the process. Superimposed on this is the concept of breakthrough change when a large change/improvement is made which can shift the direction or operation of the organisation. Once such breakthrough change is the introduction of competitive operational practices.
Work plan for change	The work plan for change covers the designated work area and may include, depending on the organisation and work area processes: - timetable - KPIs - training needs - OHS implications - contingency plans - responsibilities with team members and senior managers, engineers and other staff responsible for designing and/or implementing change
Issues and concerns	Issues and concerns may be communicated formally and informally and may include: - individual and group concerns - those expressed by and through industrial processes
Gathering and monitoring performance data	Performance data may be gathered and monitored: - manually by individual employees through charts, tally sheets or keypad/board entry - automatically through software, such as SCADA software, ERP systems, MRP and proprietary systems

Unit Sector(s)

Unit sector

Competitive systems and practices

Custom Content Section

Not applicable.