



Australian Government

Department of Education, Employment and Workplace Relations

MSS403033A Map an operational process

Release: 1

MSS403033A Map an operational process

Modification History

New unit

Unit Descriptor

This unit of competency covers the skills and knowledge required to identify and visually document the sequence and interactions of related steps, activities or tasks that make up an individual operational process, from beginning to end.

For the purposes of this unit, an operational process is a group of structured and identifiable activities that contribute to delivering a specified and measurable result, such as a product, deliverable or service.

Application of the Unit

The unit applies to individuals in a competitive systems and practices implementation role who need to identify and document the steps and specific aspects of an operational process.

The process mapping may be done for a number of purposes, including identifying the scope and purpose of a process, identifying opportunities for improvement using other competitive systems and practices techniques, or increasing the knowledge and engagement of others with the process. The specific aspects to focus on in the mapping should align to the goal or reason for the mapping.

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 the scope of the process map | 1.1 Identify the purpose for the process mapping |
| | | 1.2 Define the boundaries of the process to be mapped |
| | | 1.3 Identify process stakeholders to participate in the mapping |
| | | 1.4 Identify the aspects to be mapped |
| | | 1.5 Select an appropriate process mapping technique |
| | | 1.6 Identify sources of information to populate and validate the process map |
| 2 | Map the process | 2.1 Liaise with process stakeholders to identify steps in the process |
| | | 2.2 Rank information gained about process steps into critical, important and optional steps |
| | | 2.3 Document the agreed process steps using the selected process mapping technique |
| | | 2.4 Document the aspects being mapped using the selected process mapping technique, and show how they relate to the steps |
| | | 2.5 Validate steps and techniques with appropriate internal or external sources of information |

- 3 Apply the map
 - 3.1 Analyse the process map to ensure that it is fit for its intended purpose
 - 3.2 Identify any further changes needed to the process map as a result of the analysis
 - 3.3 Validate changes and finalise process map

Required Skills and Knowledge

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

Required skills

Required skills include:

- communicating with fellow employees, managers and internal and external stakeholders to determine potential information for inclusion in process map
- sorting and analysing information from a variety of sources which may include:
 - manuals
 - technical documentation from suppliers
 - standard operating procedures
 - observation of employees performing tasks
 - interviews with others
 - desk/internet research
 - identifying relationships between processes or process steps
- decision-making based on information from a variety of sources and analysis of needs of internal and external stakeholders in regards to process mapping
- drawing or software skills in order to produce a visual process map

Required knowledge

Required knowledge includes:

- organisation and customer outcomes/requirements
- purposes of process mapping
- methods of process mapping, including use of relevant software
- implications of including or excluding specific activities and/or people from the mapping process
- methods of identifying and evaluating options

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 organisation and customer requirements and relate process steps to those requirements • identify, analyse and evaluate information from a variety of sources • identify, map and document process steps for a defined purpose • analyse process map to determine suitability against the original purpose of the process mapping.
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 • 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
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	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
Appropriate process mapping technique	Flow chart/mapping techniques may be undertaken using appropriate software or as hard copy to create a visual representation of the process. Techniques include: - supplier-input-process-output-customer (SIPOC) - high-level process map - process flow chart - top down - responsibility matrix - document map - cross-functional or swim lanes process map - work flow diagram The technique will typically define a method for visually representing the process such as a set of symbols or layout for a word document, spreadsheet or drawing. Software applications may include: - Visio - computer aided design and drafting (CADD) programs - Microsoft Project - other graphic, modelling or flow chart applications
Aspects	Aspects to focus on may include: - process activities - flow of information and/or documents - decision points - ranking of process steps into: - essential (process essential for achieving outcomes/goals) - important (process which improves outcomes/goals through greater speed or quality) - optional (current or required process not related to achievement of outcomes/goals) - personnel and levels of responsibilities - cross-functional interactions - workflow and bottlenecks - quantifiables, such as lead time, work volume and handoffs
Process stakeholders	A process may comprise activities that are undertaken by one person or by several people. Process stakeholders may include:

	• the person undertaking a single-person process • a sample/representative of people undertaking each activity or step in a multi-person process • line managers • senior managers • internal customers • external customers
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Unit Sector(s)

Unit sector

Competitive systems and practices

Custom Content Section

Not applicable.