

SUSTAINABILITY IRC

Competitive Systems and Practices

2020 Case for Change



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MSS Sustainability Training Package

Competitive Systems and Practices Case for Change June 2020

This 2020 Competitive Systems and Practices Case for Change has been prepared on behalf of the Sustainability Industry Reference Committee for submission to the Australian Industry and Skills Committee (AISC).

This document has been produced with the assistance of funding provided by the Commonwealth Government through the Department of Education, Skills and Employment.

Administrative Information

Name of Industry Reference Committee (IRC):

Sustainability

Name of Skills Service Organisation (SSO):

Innovation and Business Skills Australia (IBSA Manufacturing)

About the Industry Reference Committee

The Sustainability Industry Reference Committee comprises 9 members and was constituted in November 2017.

The 2020 Case for Change was reviewed and approved by the membership below:

Mr Peter Nemtsas (Chair)	Mr Daniel Giles*
Mr Michael Grogan (Deputy Chair)*	Mr Mark Goodsell
Mr Bradley Anderson	Mr Luke McConchie
Ms Patricia Caswell	Mr Andrew Petersen
Mr Ian Curry*	

*One member abstained from voting and two members did not provide any feedback. No objections were received.

Industry Reference Committee Signoff

This *2020 Competitive Systems and Practices Case for Change* was agreed as the result of a properly constituted IRC decision and was approved by:

IRC Chair: Mr Peter Nemtsas

Date: June 2020

About this Case for Change

IBSA Manufacturing has undertaken consultation, research and analysis in support of this case for change. Research included training package content; job roles; industry reports; content from other training packages; and an analysis of the Training Package Development and Endorsement Process Policy. As a result, the key objective of this proposal is to:

- update Units to reflect current and emerging workplace needs.
- broaden the application of qualifications and Units to improve accessibility across industries.
- consider the need to develop skill sets.
- improve quality in line with the Standards for Training Packages providing improved clarity for RTOs, especially around assessment requirements.

Project Scope and Timelines

The Case for Change will investigate an improved structure for several cohesive and flexible qualifications in the Competitive Systems and Practices (CSP) stream of the MSS – Sustainability Training Package. The work will include the following:

1. Review, redevelop and consider opportunities to rationalise the following qualifications:
 - MSS20316 Certificate II in Competitive Systems and Practices
 - MSS30316 Certificate III in Competitive Systems and Practices
 - MSS40316 Certificate IV in Competitive Systems and Practices
 - MSS50316 Diploma of Competitive Systems and Practices
 - MSS60316 Advanced Diploma of Competitive Systems and Practices
 - MSS80316 Graduate Certificate of Competitive Systems and Practice
 - MSS80416 Graduate Diploma of Competitive Systems and Practices.
2. Review and update 114 MSS Sustainability units to reflect current industry needs and improve quality and clarity to:
 - broaden application of processes across industries.
 - update terminology to reflect current best practice.
 - strengthen knowledge requirements and competency.
 - Update assessment requirements to include more practical elements and strengthen competency.
 - remove duplication across units.
3. Develop 1 new unit to be added to the core of quals:
 - MSSXXXXXX - Five core Lean Values and required behaviours
4. Consider the development of skills sets in in Competitive Systems and Practices to enable skilled workers to implement initiatives and practices in specific Lean tools.

The duration of project is expected to be 12-18 months from commencement.

Rationale

Since implementation of the MSS – Sustainability Training Package in 2016, feedback from several methods has identified the need to update the CSP qualifications and units to reflect current best practice in Lean manufacturing principles and broaden the application across a range of industries. Considering the expectation of training package review to be completed every four years, this training package is now overdue for a review. Moreover, the current COVID-19 related economic recovery and relevant plans, are a further rationale to undertake this work.

The CSP qualifications incorporates a range of Lean manufacturing methodologies including Six Sigma and Agile. Lean manufacturing, a production method which derived from the Toyota Production System (TPS), is a proven and highly successful method for reducing waste, improving flow, and increasing production. In recognition that Lean principles benefit all industry sectors, in 2001 “The Toyota Way” was released to provide an expanded definition of TPS¹ which clarifies Toyota’s culture, values and business methods supported by two main pillars: 'Continuous Improvement' and 'Respect for People'.² Toyota is currently ranked on Forbes as the world’s most valuable automotive company.³

Similarly, CSP is used across a range of industries including manufacturing, financial services, healthcare, information and communications technology, warehousing, distribution, transport and logistics. Across these diverse industries, new and disruptive technologies, are impacting the way lean manufacturing methodologies are used, so examples include:

- In financial services, apps will be increasingly used for problem solving, project management and financial planning.⁴
- In information and communications technology, the reallocation of jobs as a result of digitisation will require workers to learn new and varied skills applicable to computer-related fields such as software development.⁵
- In health care, apps will be increasingly used for accessing services previously accessed through other media, e.g. using a health app rather than visiting a professional.⁶ Lean principles have reportedly improved the quality of healthcare delivery by observing where the work is performed and asking why, to determine the root cause of problems, and respecting and supporting involved parties. Benefits may include decreased patient wait times, improved patient throughput in emergency departments, and more efficient bedside rounding practices.⁷

Due to the expanded relevance of CPS across industry sectors, the Sustainability IRC identified the need to further broaden the application of these qualifications and units. Stakeholders consulted during the development of this Case for Change and feedback received during public consultation validated there is an increasing demand for CSP skills across industry sectors. Further, stakeholder engagement

1 Clark A. Campbell and Mike Collins, “The One-Page Project Manager for Execution: Drive Strategy & Solve Problems with a Single Sheet of Paper,” available from <https://onlinelibrary.wiley.com/doi/pdf/10.1002/9781118256091.app2>, accessed 27/04/2020, pp.159-160.

2] “Corporate Philosophy: Toyota Way 2001,” Toyota Global, available from https://www.toyota-global.com/company/history_of_toyota/75years/data/conditions/philosophy/toyotaway2001.html, accessed 27/04/2020.

3 Forbes, “The World’s Most Valuable Brands”, available from <https://www.forbes.com/powerful-brands/list/#tab:rank>, accessed 24/4/2020.

4 Australian Industry and Skills Committee, “Future skills and training: A practical resource to help identify future skills and training”, Commonwealth of Australia, 2017, p.18.

5 Ibid p.18.

6 Ibid p.18.

7 Houchens N., Kim C.S., Lean Thinking for Healthcare. Healthcare Delivery in the Information Age (New York: Springer, 2014), pp.43-53.

undertaken via an industry survey identified that most employers reported that they continued implementing CSP following the training. To improve efficiencies and remain competitive, these employers, who represent many different job roles, are seeking to upskill existing employees in CSP.

Whilst The initial driver for CSP was sustainability and the environment legislation, this has also now evolved to include economic drivers, either in terms of improved productivity and efficiency within an organisation, or in terms of meeting consumer demands for more sustainable outcomes. Moreover, changes in business models are transforming the ways in which organisations interact with customers; driving the need for skills in online and face-to-face customer engagement, communication, and product and service design.

Sustainability and continuous improvement are increasingly seen as strategic concerns, aligned with other aspects of strategic management. Organisations that adopt sustainable manufacturing processes and implement advanced/high-performance materials can expect multifaceted benefits which improve efficiency across value chains. This includes reduced costs, improved function, utility and longevity of their products.⁸

Employer feedback identified current skill challenges in project management (particularly agile project management), finance and budgeting, business management, change management and collaboration. Employers reported that the CSP training they received did not fully meet their organisational needs..

This was further validated through industry surveys, which identified that employers' motivations for implementing CSP include:

- improving sustainability
- reducing waste
- reducing costs
- measuring and improving performance
- creating consistent and integrated systems,
- increasing efficiency
- improving quality
- improving customer service

IBSA Manufacturing surveyed RTOs who deliver CSP qualifications which identified that the top reasons students undertake these qualifications are to upskill for their current job or to improve future employment prospects. There is an increasing demand for upskilling, or smaller chunks of learning and training, due to:

- COVI19- changing the perceptions of a 'just in time' approach to doing business
- increasing casualisation and sub-contracting of the workforce, though this may not necessarily alter the nature of work
- contraction of business sizes
- financial constraints for businesses.

⁸ "Advanced Manufacturing Growth Centre Sector Competitiveness Plan 2017: Taking Australian Ingenuity to The World", *Advanced Manufacturing Growth Centre*, 2017, p.10.

Research has identified that managers can lift productivity and reduce workforce costs through proactive and continued investment in sustainable management training and skills, e.g. improving skills in lean operations management, performance management and clear and effective goal setting.⁹ Lean principles support business to adapt during times of change such as in response to the impacts of COVID-19. As one stakeholder stated in their feedback *“businesses that have Lean at their core are better able to rapidly adapt and eliminate waste within their processes – allowing them to compete in a world where cost reduction and efficiency will be even more important”*. Moreover, there is a crucial need to strengthen the CSP qualifications to ensure they are fit-for-purpose and aligned with current best practice, including a refocus of LEAN on waste minimisation, across a broad scope of application and the most common models such as:

- Six Sigma, Lean/agile operations, Continuous Improvement, Operational Excellence and Employee Involvement, which Registered Training Organisations (RTOs) have also identified as models most beneficial for implementation in the workforce.
- Kaizen, DMAIC (Define, Measure, Analyse, Improve, Control), Process Mapping, Key Performance Indicators, Skills Matrix and Standard Operating Procedures.

Through the redesign of processes using Lean principles, CSP supports the introduction of new technologies and systems increasingly in demand in the manufacturing sector; e.g. additive manufacturing techniques, advanced forming technologies, advanced materials, innovative processing technologies and precision tooling.¹⁰ Lean manufacturing has been proven to be a highly successful method for reducing waste, improving flow, and increasing production. At the same time, new forms of human–machine and machine–machine interaction are emerging as part of the next wave of innovation and process improvements leading to more sustainable and competitive business operations. This trend is likely to have implications for CSP qualifications and units.

Andrew Liveris, recently appointed to the National COVID-19 Coordination Commission, has acknowledged he sees the crisis as an “opportunity to aggressively tackle weaknesses caused by Australia’s overreliance on global supply chains”¹¹. This indicates that there is likely to be growth across manufacturing in areas exposed as high risk and with a focus on advanced manufacturing and Industry 4.0. As such, the opportunity to undertake a full review of the content and structure of CSP qualifications is timely and will support upskilling of workers in Lean principles and practices across manufacturing and other critical sectors such as health, which has been significantly impacted by COVID-19.

Training package analysis has also identified 61 low/no enrolment units across the CSP stream which provides an opportunity to rationalise the number of units through consolidation of duplicated units/content and deletion of units identified as redundant.

¹⁰ Advance Queensland, “Queensland Advanced Manufacturing 10-Year Roadmap and Action Plan Invested in Queensland manufacturing Edition 2” *The Department of State Development, Manufacturing, Infrastructure and Planning*, November 2018, p.16.

¹⁰ Advance Queensland, “Queensland Advanced Manufacturing 10-Year Roadmap and Action Plan Invested in Queensland manufacturing Edition 2” *The Department of State Development, Manufacturing, Infrastructure and Planning*, November 2018, p.16.

¹¹ Jacob Greber, “Livers calls for the start of the on-shoring era, Australian Financial Review, available from: <https://www.afr.com/politics/liveris-calls-the-start-of-the-on-shoring-era-20200408-p54i37>, date accessed 28/04/20

Drivers for Change

The *Sustainability Industry Reference Committee Skills Forecast and Proposed Schedule of Work 2019–2023*, submitted to the AISC in April 2019, is a key source of information about current and emerging skill needs. The document identified needs in several critical issues driving the training package development work contained in this Case for Change. These have been summarised into the following categories:

- Cross-sector application of advanced manufacturing and sustainable manufacturing processes
- Using CSP to remain competitive
- Management skills in CSP qualifications

Industry Driver	Training Package Response
Cross-sector application of advanced manufacturing and sustainable manufacturing processes	
<ul style="list-style-type: none"> • CSP are being increasingly used in various job roles across industries including manufacturing, financial services, healthcare, information and communications technology, warehousing and distribution. • Industry and RTO survey data suggests, students predominantly undertake CSP qualifications to upskill for their current job or to improve future employment prospects. • There is a need to redevelop CSP to support upskilling of workers in Lean principles and practices across manufacturing and other critical sectors such as health, in response to impact of COVID-19. 	<ul style="list-style-type: none"> • The Training Package needs to be reviewed and developed to ensure qualifications can be further broadened across job roles/industries.
Using CSP to remain competitive	
<ul style="list-style-type: none"> • There is an increasing need for skills in online and face-to-face customer engagement, communication, and product and service design. Businesses implement CSP to reduce costs, remain competitive and improve efficiency across value chains by: <ul style="list-style-type: none"> ○ meeting consumer demands for more sustainable outcomes ○ implementing advanced and high-performance materials ○ improving the function, utility and longevity of their products ○ measuring and improving performance ○ creating consistent and integrated systems. 	<ul style="list-style-type: none"> • Ensure qualifications and Units: <ul style="list-style-type: none"> ○ include an appropriate consideration of both traditional and technology-based skills and how they work together in the contemporary workplace in relation to customer engagement. ○ incorporate business skills related to gaining an intimate understanding of customers/consumers/markets.
Management skills in CSP qualifications	
<ul style="list-style-type: none"> • Research has identified that managers can lift productivity and reduce workforce costs through proactive and continued investment in sustainable management training and skills. • Employers currently face skills challenges in: <ul style="list-style-type: none"> ○ project management ○ finance and budgeting ○ business management ○ change management ○ collaboration ○ making a business case 	<ul style="list-style-type: none"> • The Training Package needs to be reviewed and developed to ensure applicable qualifications: <ul style="list-style-type: none"> ○ incorporate sustainable management skills ○ improve understanding related to project management, finance and budgeting, business management, and change management.

Training Package Products

A desktop analysis of CSP components in the MSS – Sustainability Training Package was undertaken to identify:

- the extent to which published content appears to reflect and supports some of the broader quality principles and current CISC priorities
- content compliance with the Standards for Training Packages
- apparent or possible anomalies in content.

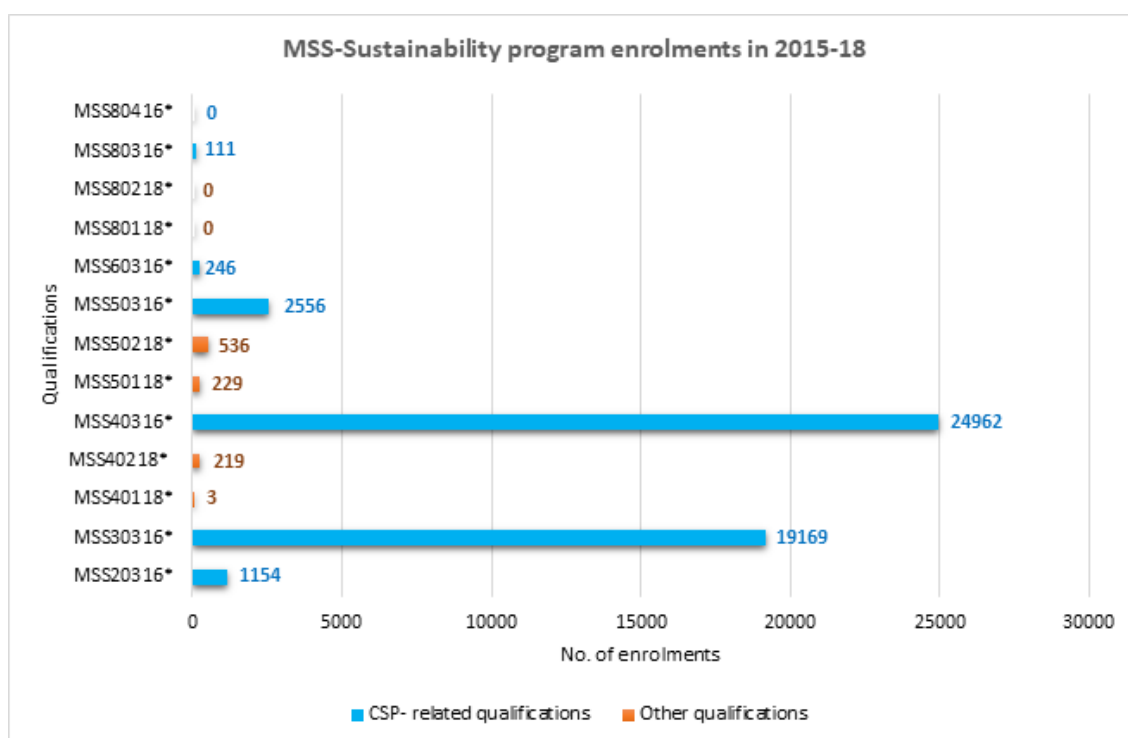
Based on analysis and feedback from industry consultation to date, the project will provide the opportunity to ensure CSP qualifications and Units reflect current and emerging workplace needs, increases accessibility and improve quality in line with the Standards for Training Packages.

Overview

The seven Competitive Systems and Practices qualifications identified for review in the Case for Change made up the vast majority (approximately 98%) of all industry enrolments in the MSS – Sustainability Training Package in 2015-18. In total, there were nearly 48,198 enrolments across these qualifications, compared to 992 enrolments in all other qualifications.

Certificate III and Certificate IV in Competitive Systems and Practices (CSP) are by far the most highly used qualifications, attracting 19,169 and 24,962 enrolments, respectively. This represents nearly 92% of all CSP enrolments.

The Graph below indicates the enrolments across all qualifications in MSS highlighting the CSP qualifications.



Source: NCVET VOCSTATS Extracted 17/02/2020

State and territory funding information

Below are some interesting insights from the diversity of funding associated with these qualifications across the states/territories. These may be additional drivers for enrolments across states and territories.

All CSP qualifications, excluding the Graduate Certificate and Graduate Diploma, attract funding across Australia. The two qualifications that are funded most broadly across jurisdictions are the certificate III and IV, which also attract the highest enrolments, are linked to Miscellaneous Technicians And Trades Workers, which is an ANZSCO occupation group projected to grow in the next five years.

Most funding was for certificate III and IV Traineeships which aligns with the enrolment trends. Out of a total 6,424 enrolments in CPS qualification in 2018, 685, or 11%, were funded. This indicates that funding is not a significant factor for students enrolling in these qualifications and, supports feedback from training providers that motivations for enrolling in CSP is about upskilling to improve skills and for career advancement.

Summary of State/Territory Funding

Qualification code and title	States/territories where it is funded and if it is funded <ul style="list-style-type: none"> as an Apprenticeship/Traineeship or other funding program 	Number of Apprenticeship/Traineeship enrolments in 2018 ¹²	ANZSCO code and title ¹³
MSS20316 Certificate II in Competitive Systems and Practices	VIC (Traineeship) NSW (Entitlement Full Qualifications)	5	712300 Engineering Production Workers
MSS30316 Certificate III in Competitive Systems and Practices	VIC (Traineeship) QLD (Traineeship) WA (Traineeship) ACT (Traineeship) TAS (Unspecified) SA (Unspecified) NSW (Entitlement Full Qualifications)	173 0 29 0 41 0	399000 Miscellaneous Technicians And Trades Workers
MSS40316 Certificate IV in Competitive Systems and Practices	VIC (Traineeship) QLD (Traineeship) ACT (Traineeship) SA (Unspecified) TAS (Unspecified) WA (Traineeship) NSW (Targeted Priorities Full Qualifications)	324 1 0 0 67 39	399000 Miscellaneous Technicians And Trades Workers
MSS50316 Diploma of Competitive Systems and Practices	VIC (Traineeship) WA (Traineeship) SA (Unspecified)	3 0 0	224712 Organisation And Methods Analyst
MSS60316 Advanced Diploma of Competitive Systems and Practices	VIC (Traineeship) SA (Unspecified)	3 0	224712 Organisation And Methods Analyst

¹² "Apprentices and trainees," *VOCSTATS*, available from <http://www.ncver.edu.au/resources/vocstats.html>, extracted on 19/08/2019

¹³ "Nationally recognised training search", *Training.gov.au*, available from <https://training.gov.au/Search/Training>, accessed 15/4/2020

Note: Qualifications funded as an Australian Apprenticeship or Traineeship were extracted from each state government website i.e. New South Wales,¹⁴ Victoria,¹⁵ Queensland,¹⁶ Western Australia,¹⁷ Northern Territory,¹⁸ South Australia,¹⁹ Tasmania²⁰ and Australian Capital Territory.²¹ Qualifications funded through ‘other funding program’ were extracted from each state government website on 27/04/2020.

Qualifications

Below is a summary of the recommended changes to CSP qualifications included in the Case for Change.

All qualifications:

- Update technologies, processes and terminology to reflect current best practice.
- Further embed advanced manufacturing where appropriate.
- Strengthen alignment of qualification descriptions to the appropriate responsibility level/job requirements.
- Increase qualification accessibility through a review of the packaging rules and core/elective units.
- Add new core unit MSSXXXXXXX - Five core Lean Values and required behaviours
- Certificate III and IV qualifications:
 - Improve separation around job role functions between MSS30316 Certificate III in Competitive Systems and Practices and MSS40316 Certificate IV in Competitive Systems and Practices.
 - Improve the distinction MSS30316 Certificate III in Competitive Systems and Practices and MSS40316 Certificate IV in Competitive Systems and Practices to better reflect job roles. This responds to feedback that only MSS40316 Certificate IV in Competitive Systems and Practices should contain leadership units. Therefore, it is recommended to re-evaluate the inclusion of following leadership units from the MSS30316 Certificate III in Competitive Systems and Practices:
 - MSS403040 Facilitate and improve implementation of 5S
 - MSS403005 Facilitate use of a Balanced Scorecard for performance improvement
 - MSS403011 Facilitate implementation of competitive systems and practices
 - MSS403055 Facilitate continuous improvement using standardised procedures and practices
 - MSS403006 Facilitate implementation or review of competitive systems and practices in an office
 - MSS403001 Review competitive systems and practices
 - MSS403054 Facilitate breakthrough improvements
 - MSS403039 Facilitate and improve 5S in an office

¹⁴ “Smart and Skilled,” *NSW Government*, available from <https://smartandskilled.nsw.gov.au/>, accessed 15/4/2020

¹⁵ “Funded course list,” *Victoria State Government*, available from <https://www.education.vic.gov.au/training/providers/funding/Pages/fundedcourses.aspx>, accessed 15/4/2020

¹⁶ “Funding and pricing,” *Queensland Government*, available from <https://desbt.qld.gov.au/training/providers/funded/userchoice/pricing>, accessed 14/4/2020

¹⁷ “Training,” *Government of Western Australia Department of Training and Workforce Development*, available from <https://www.jobsandskills.wa.gov.au/training>, accessed 14/4/2020

¹⁸ “NT Apprenticeships and Traineeships Database,” *Northern Territory Government*, available from <https://nt.gov.au/learning/nt-apprenticeships-and-traineeships-database>, accessed 14/4/2020

¹⁹ “Subsidised Training List,” *Government of South Australia: Skilled Careers*, available from <https://providers.skills.sa.gov.au/Get-Started/Subsidised-Training-List>, accessed 14/4/2020

²⁰ “Qualifications approved and funded in Tasmania,” *Skills Tasmania*, available from https://www.skills.tas.gov.au/providers/rto/courses_approved_and_funded_in_tasmania, accessed 14/4/2020

²¹ “ACT Qualifications Register,” *ACT Government Chief Minister, Treasury and Economic Development: AVETARS*, available from <https://www.avetars.act.gov.au/qualifications>, accessed 14/4/2020

- MSS403035 Implement the visual workplace.
- Improve emphasis on leadership in the Certificate IV

Graduate Certificate and Graduate Diploma qualifications:

- Improve separation around job role functions between MSS80316 Graduate Certificate of Competitive Systems and Practice and MSS80416 Graduate Diploma of Competitive Systems and Practice.
- Improve distinction around job role functions between MSS80316 Graduate Certificate of Competitive Systems and Practice and MSS80416 Graduate Diploma of Competitive Systems and Practice.

Skill Sets

There are currently no skill sets in the CSP stream in MSS – Sustainability Training Package. However, whilst it is preferable for candidates to complete a full qualification the Sustainability IRC has identified a potential need for skill sets in the 2018 Skills Forecast which states *“Changes in career and employment patterns are impacting on the demand for learning and the ways in which training is offered. As qualifications in the MSS Sustainability Training Package appear to be predominantly used for upskilling or re-skilling, the opportunity for undertaking smaller chunks of learning, like skill sets, may enhance the level of uptake of training”*²².

This project will investigate the need to develop skills sets in in CSP as a pathway for employers to upskill workers to implement initiatives and practices in specific Lean tools.

Units of Competency

Training package analysis and feedback from stakeholders through engagement activities have identified the following opportunities for improving Units in the CSP stream:

- broaden the application of processes to be applied across industries.
- update terminology to reflect current best practice.
- review the legislative requirements of units to strengthen knowledge requirements and competency.
- review and update core and elective units within each qualification to meet current job role alignment.
- improve the separation of similar units.
- strengthen knowledge requirements and competency.
- Update assessment requirements to include more practical elements and strengthen competency.
- remove duplication across units.

²² "Sustainability Industry Reference Committee Skills Forecast and Proposed Schedule of Work 2018-2022", *IBSA Manufacturing*, May 2018, p.23.

Unit-only Enrolments

Analysis of NCVER data has identified a significant number of unit-only enrolments in some Units of competency within the CSP stream. The top 10 units with unit-only enrolments are listed below.

Additional demand in CSP outside of qualifications

Top 10 Subject-only enrolments by Year for MSS Sustainability

Unit Title	2015	2016	2017	2018	Total
Undertake root cause analysis	261	665	671	696	2288
Ensure process improvements are sustained	120	66	404	540	1136
Map an operational process	15	197	368	448	1021
Improve cost factors in work practices	3	116	290	503	904
Apply 5S procedures	108	448	161	80	807
Facilitate implementation of competitive systems and practices	85	14	229	333	662
Work within a constrained process	85	2	225	325	637
Review competitive systems and practices	67	208	136	220	623
Implement continuous improvements based on standardised work practices	26	200	30	70	333
Apply quality standards	4	134	105	49	288

Note: Unit-only Activity refers to the subjects not delivered as part of a nationally recognised program. The unit-only enrolments include stand-alone nationally recognised subjects that are delivered as part of a non-nationally recognised program.

This data will be used to inform the review and update of core and elective units in each qualification. For example, the unit with the highest number of subject-only enrolments is MSS402080 Undertake root cause analysis. Within the CSP stream this unit is included as an elective unit in qualifications. Externally, the unit is imported across a broad range of industry training packages. Given the high uptake consideration should be given to adding this to the core in the Certificate IV qualification.

Analysis of the CSP units with annual enrolments of more than 1,000 identified that they are highly imported into qualifications across 12 other Training Packages. This provides evidence of the cross-sectorial nature of the CSP and their relevance across a diverse range of industries. Generally, the CSP units are used as electives however, the unit MSS402051 Apply quality standards is included in the core of many manufacturing qualifications across multiple training packages. An important aspect of this project will be to broaden the application of units so that they can be used across all industries.

CSP Units with Annual Enrolments in Excess of 1000

Unit code	Unit title	No. of qualifications in <u>other</u> TPs that use the unit	Host TP for the qualifications
MSS402051	Apply quality standards	57	AUM FBP MSF MSM MST PMB PPM
MSS402040	Apply 5S procedures	30	AUM FBP MSM PMB PPM
MSS402080	Undertake root cause analysis	29	UEG TLI PMB MST MSS MSM MSF FBP
MSS402001	Apply competitive systems and practices	19	MSM MSF FWP FBP
MSS402002	Sustain process improvements	19	PMB MSM MSF FBP
MSS402010	Manage the impact of change on own work	15	MST MSM MSF FBP

Unit code	Unit title	No. of qualifications in other TPs that use the unit	Host TP for the qualifications
MSS403040	Facilitate and improve implementation of 5S	14	PPM PMB MSM FBP
MSS403010	Facilitate change in an organisation implementing competitive systems and practices	10	PMB MSM FWP FBP
MSS403011	Facilitate implementation of competitive systems and practices	10	PPM PMV MSM FBP AMP
MSS403085	Ensure process improvements are sustained	5	MSM FBP
MSS403087	Mistake proof an operational process	5	MSM MSF FWP FBP
MSS403001	Review competitive systems and practices	5	PPM FWP FBP
MSS403086	Improve cost factors in work practices	3	SFI MSM MSF

Employment Data/Occupational Outcomes

Demand for lower level manufacturing production workers is expected to decline, while the demand for workers with higher level skills, such as Science Technicians, Management and Organisation Analysts and Other Specialist Managers, is expected to increase over the next 5-years.²³

As mentioned in the rational section above, CSP qualifications are not confined to specific job roles, career paths or industry sectors. The qualifications are cross-sectorial and attract enrolments from people who already hold a qualification related to their job function and are seeking to enhance their skills. This is supported by information from RTOs who report the top reasons students undertake CSP qualifications include upskilling in or improving promotion aspects for their current job, improving future employment prospects, gaining practical industry experience, and the fact that their employer requested them to undertake the qualification as further study or because it is a job requirement.

Employment data for CSP and related occupation outcomes²⁴

ANZSCO occupation unit group	Projected May 2024	Projected 5-year growth	
		Number	%
ANZSCO occupation unit group	Projected May 2024	Number	%
1335 Production Managers	57,200	-200	-0.3%
1399 Other Specialist Managers	59,000	4,600	8.4%
2247 Management and Organisation Analysts	103,600	20,500	24.7%
3114 Science Technicians	17,100	200	1.2%
3990 Miscellaneous Technicians and Trades Workers nfd	500	0	2.9%
7123 Engineering Production Workers	16,800	-2,000	-10.6%
	254,400	23,200	10.0%

²³ "Sustainability Industry Reference Committee Skills Forecast and Proposed Schedule of Work 2019-2023", *IBSA Manufacturing*, April 2019, pp.17-19.

²⁴ Department of Jobs and Small Business, Labour Market Information Portal, "ABS 6291.0.55.003 Labour Force, Australia, Detailed, Quarterly, May 2019", available from <https://www.abs.gov.au/>, accessed 23/4/2020

Note: Projection to May 2024 figures are seasonally adjusted and trended as sourced from the Labour Market Information Portal (LMIP).

Survey responses from RTOs and employers have highlighted occupations, in addition to those listed above, who enrol in CSP qualifications. These include CEOs, team leaders, supervisors and general staff; reflecting the cross-sectorial nature of these qualifications. The potential development of CSP skill sets could improve alignment of qualifications to these job roles and functions across various industries.

The projected growth in the above ANZSCO occupations and a need for CSP skills across diverse industry sectors indicate an increased demand for the redeveloped cross-sectorial qualifications. The aforementioned ANZSCO occupation unit groups, does not include broader engineering services, which would contribute to much larger numbers in the workforce.

Ministers' Priorities

This Case for Change will implement the COAG Industry and Skills Council (CISC) reforms to the training package system as follows:

- Removing obsolete and superfluous qualifications from the training system
 - The review will evaluate and remove obsolete and superfluous qualifications and Units where identified.
- Making more information available about industry's expectations of training product delivery
 - The Implementation Guide will include information on industry expectations of training delivery.
- Ensuring the training system better supports individuals to move easily from one related occupation to another
 - Transportability of skills will be supported through ensuring CSP training components apply and are transferable to a broad range of sectors.
- Improving the efficiency of the training system by creating units that can be owned and used by multiple industry sectors and housing these units in a 'work and participation bank'
 - Where relevant, the updated training package components will use existing and cross-sector units.
- Fostering greater recognition of skill sets
 - The potential need for the development of skill sets will provide alternative pathways and will support upskilling of existing workers in specific tools.

Industry support for change

The submission of this Case for Change was agreed as the result of a properly constituted Sustainability Industry Reference Committee decision. A letter of support from the Sustainability IRC can be found in Appendix B.

Stakeholder consultation, Method and Scale

Key individual and group stakeholders, as identified by the Sustainability IRC, were consulted or provided with information for the Case for Change. They are detailed in Appendix A. These consultations included one-to-one telephone discussions, teleconferences and employer and RTO surveys and face-to-face meetings.

Interviews were held with key industry stakeholders, where this was not possible a web-based survey was used as an alternative method of engagement. IBSA received 5 direct responses to the industry survey. Please note that considering the recent COVID-19 circumstances it was difficult to engage with some organisations to undertake further consultations due to their circumstantial constraints.

In addition, RTO surveys were distributed to training provides with CSP on scope of which sixteen provided responses.

This Case for Change is also informed by industry engagement undertaken by IBSA Manufacturing, at attended 26 Advanced Manufacturing Growth Centre (AMGC) Industry Connect forums across regional Australia in 2019-2020. This included visiting several industry sites at each location.

Feedback received from stakeholders during public consultation has been considered and incorporated into this Case for Change. Key feedback resulted in strengthening the following aspects:

- The need to review alignment of leadership units across the certificate III and IV qualifications
- The need to strengthen the cross-sectorial nature of the qualifications
- A need to broaden the qualifications beyond manufacturing to support the application of CSP across all industry sectors.

Impact of change

Industry/employers

Access to a skilled workforce is critical for industry. The key goal of the proposed changes is to provide training products that support this objective by ensuring training package components reflect contemporary skill needs and work practices. The work undertaken as part of this Case for Change will make these qualifications accessible to broader range of industries.

Registered Training Organisations

Any changes to Units and qualifications create flow-on impacts and costs for RTOs in relation to administrative functions, training resources and assessment materials. A potential positive impact for RTOs will be improved clarity, particularly around assessment expectations and reduction of duplication within and across Units. Assurance that updated training package components are compliant with relevant standards and work practices is a further positive impact.

Learners

Learners will benefit from improved clarity and updated training products that industry confirms reflect the current skills and knowledge required for work in the sector. This will improve work readiness and ensure skills acquired are relevant to current industry needs.

Impact on other IRCs and associated training packages

The IRCs for other training packages that import CSP units (such as SFI, AUR, FWP, FBP, MST, MSM, MEM and MEA) will be informed about this Case for Change and invited to provide feedback.

Risks of not implementing the changes

The risks of not implementing the proposed changes are as follows:

- Training package content will not fully reflect the current and emerging skill needs in industry.
- Training package content will not reflect current work practices.
- Qualifications with duplicate components will continue to have low or zero enrolments.
- Superfluous information and lack of clarity will remain in the Units.
- Skill sets will remain out of date and not reflect the currency of Units.

Consultation Plan

IBSA will create a project web page to provide project updates, gather feedback from stakeholders and validate training package components.

Proposed consultations include but are not limited to:

- industry representatives and employers to identify the industry, and job requirements, and trends, and work opportunities as recommended by the TCF IRC and TAC members. This includes relevant associations and industry training boards including members of industry associations.
- RTOs with these qualifications on scope and recent or current students, if accessible, to gain feedback on the actual qualifications and employment outcomes.
- State Training Authorities to ensure all jurisdictions are engaged.
- IRCs with responsibility for imported Units from other training packages.
- The following IRC's who import CSP units into their training packages:
 - Meat Industry Reference Committee
 - Automotive Industry Reference Committee
 - Food, Beverage and Pharmaceutical Industry Reference Committee
 - Forest Management and Harvesting Industry Reference Committee
 - Furnishing Industry Reference Committee
 - Process Manufacturing, Recreational Vehicle and Laboratory Industry Reference Committee
 - Textiles, Clothing and Footwear Industry Reference Committee
 - Pulp and Paper Manufacturing Industry Reference Committee
 - Aquaculture and Wild Catch Industry Reference Committee
 - Transport and Logistics Industry Reference Committee
 - Gas Industry Reference Committee

Estimated timeframes

We estimate that the project will take up to 12–18 months to complete from the time of contract signing.

Proposed 2020 Milestones:

- October – Research, Analysis and TAC formation
- December 2020 – Draft 1 components

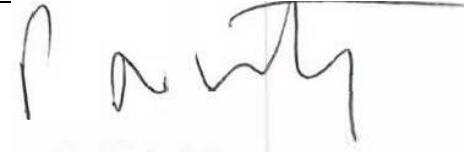
IRC signoff

This Case for Change was agreed to by the Sustainability IRC.

Name of Chair

Peter Nemstas

Signature of Chair



Date

25.06.2020

Appendix A Stakeholder Engagement Summary

A web-based survey was circulated to employers, industry associations and RTOs on the Consultation Plan. In addition, interviews were also held with key stakeholders. Feedback was received from organisations highlighted in blue below. Please note that considering the recent covid-19 circumstances it was difficult to engage with some organisations to undertake further consultations due to their circumstantial constraints.

Name	Organisation	State	METHOD
Employers			
Patricia Caswell	Caswell associates	VIC	Email
Wayne Lee	Ai Group	QLD	Email
Andy Kelsall	Complete Lean Solutions	VIC	Email
Sue Jennings	Douglass Hanly Moir Pathology	National	Survey
Kevin Hummel	TaPS	NSW	Survey
Megan Turnley	City of Yarra	VIC	Survey
Joshua Phillips	Hydro Tasmania	TAS	Phone call
	Redcross Blood	National	Survey
	BlueScope Steel	National	Survey
	Weir Minerals	NSW	Survey
	PFG Group	TAS	Survey
	Pepsico	National	Survey
	Business Planning Services	WA	Survey
	Tutis Operations	QLD	Survey
	Sustainable Timbers Tasmania	TAS	Survey
	DHM Pathology	NSW	Survey
	Alsco	VIC	Survey
	Bundaberg Sugar	QLD	Survey
Industry Associations			
	Advanced Manufacturing Growth Centre	NSW	General Engagement
	Ai Group	National	General Engagement
	Energy Efficiency Council	VIC	General Engagement
Registered Training Organisations			
Glenn Seaby	Efficiency Works	National	Email
Michael Bonney	Productivity Improvers	TAS	Phone call
Grant Sexton	Leadership and Performance Development	VIC	Email
Serge Ciciulla	ABEX Institute	VIC	Survey
Ian Bailey	RMIT University	VIC	Survey
Mike Keaney	The Management edge	VIC	Survey
Michael Bonney	People Improvers	TAS	Survey

Andy Kelsall	Complete Lean Solutions Pty Ltd	VIC	Survey
Shellie Flatt	CIT	ACT	Survey
Robert Fletcher Cother	The Action Learning Institute	SA	Survey
Daniel Beattie	Training Practical Solutions Consultancy	VIC	Survey
Cheryl Fuller	People Improvers	TAS	Survey
Nicole Edwards	Vative	VIC	Survey
Jess Rice	University of Tasmania	TAS	Survey
Susan Welsh	Business Planning Services	WA	Survey
Ross Kenneth Kennedy	CTPM Australasia	NSW	Survey
Nelson Rodrigues	CTPM Australasia	NSW	Survey
Calli Grace	Corporate Partners	NSW	Survey
Helen Briggs	Calibre Training and Development	QLD	Survey

Appendix B IRC Chair Letter of Support

23rd June 2020

Dear Australian Industry and Skills Committee,

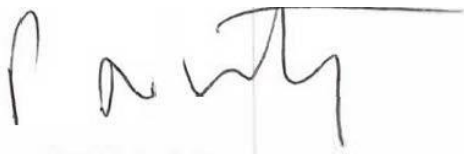
As the Chair of the Sustainability Industry Reference Committee (IRC), I write on behalf of the IRC to support the Case for Change which will investigate an improved structure for several cohesive and flexible qualifications in the Competitive Systems and Practices stream in the MSS – Sustainability Training package.

Feedback received from stakeholders during public consultation has been considered and incorporated into this Case for Change. Key feedback resulted in strengthening the following aspects:

- The need to review alignment of leadership units across the certificate III and IV qualifications
- The need to strengthen the cross-sectorial nature of the qualifications
- A need to broaden the qualifications beyond manufacturing to support the application of CSP across all industry sectors.

A fully constituted IRC was present to approve the draft components for submission to the Australian Industry and Skills Committee for endorsement.

Regards,



Peter Nemtsas

Chair, Sustainability IRC

Appendix C Low and no enrolment units

Code	Title	Low/zero use
MSS014009	Evaluate sustainability impact of a work or process area	Zero
MSS014010	Optimise sustainability of a process or work area	Zero
MSS014011	Facilitate team to develop and implement sustainability strategies	Zero
MSS015022	Develop strategies for more sustainable use of resources	Zero
MSS015023	Design sustainable product or process	Zero
MSS017009	Analyse and determine organisational risk areas in sustainability	Zero
MSS017010	Determine process loss through mass or energy balancing	Zero
MSS017011	Identify and respond to external sustainability factors for an organisation	Zero
MSS017012	Lead sustainable strategy deployment	Zero
MSS024015	Apply an understanding of environmental principles to a site	Zero
MSS027014	Apply environmental legislation, codes and standards	Zero
MSS402061	Use SCADA systems in operations	Low
MSS402082	Apply cost factors to work practices	Zero
MSS402083	Use planning software systems in operations	Zero
MSS403052	Map an office value stream	Zero
MSS403053	Map an operational process	Zero
MSS403054	Facilitate breakthrough improvements	Zero
MSS403055	Facilitate continuous improvement through the use of standardised	Zero
MSS403085	Ensure process improvements are sustained	Zero
MSS403086	Improve cost factors in work practices	Zero
MSS404054	Apply statistics to operational processes	Zero
MSS404060	Facilitate the use of planning software systems in a work area or team	Low
MSS404061	Facilitate the use of SCADA systems in a team or work area	Low
MSS404084	Undertake process capability improvements	Zero
MSS404085	Undertake proactive maintenance analyses	Zero
MSS404086	Assist in implementing a proactive maintenance strategy	Zero
MSS404087	Support proactive maintenance	Zero
MSS405008	Analyse and map a value stream	Zero
MSS405009	Manage a value stream	Zero
MSS405015	Manage relationships with non-customer external organisations	Zero
MSS405016	Manage workplace learning	Zero
MSS405052	Design an experiment	Low
MSS405054	Determine and improve process capability	Zero
MSS405063	Develop the application of enterprise control systems in an org	Zero
MSS405064	Determine and establish information collection requirements and processes	Zero
MSS405075	Facilitate the development of a new product	Low
MSS405083	Adapt a proactive maintenance strategy for a seasonal or cyclical business	Zero
MSS405084	Manage people relationships	Zero
MSS405085	Develop a documentation control strategy for an organisation	Zero
MSS405086	Develop sustainable energy practices	Zero
MSS407003	Analyse process changes	Zero
MSS407008	Capture learning from daily activities in an organisation	Low
MSS407010	Improve visual management in the workplace	Zero
MSS407011	Manage benchmarking studies	Zero
MSS407014	Prepare for and implement change	Zero

MSS407015	Build relationships between teams in an operations environment	Zero
MSS407016	Lead a process to determine and solve root cause for a complex problem	Zero
MSS407017	Review continuous improvement processes	Zero
MSS407018	Review operations practice tools and techniques	Zero
MSS407019	Facilitate improvements in the internal value stream	Zero
MSS407020	Undertake a qualitative review of a process change	Zero
MSS407021	Respond to a major non-conformance	Zero
MSS407022	Facilitate improvements in the external value stream	Zero
MSS408001	Develop the competitive systems and practices approach	Zero
MSS408002	Audit the use of competitive tools	Zero
MSS408004	Develop the value stream	Zero
MSS408005	Develop knowledge systems and learning processes for an organisation	Zero
MSS408006	Develop and refine systems for improvement in operations	Zero
MSS408007	Develop problem solving capability of an organisation	Zero
MSS408009	Develop models of future state operations practice	Zero
MSS408010	Analyse data for relevance to organisational learning	Zero

Appendix D Table A – List of Training Package Components

Qualification / unit / skillset	Code	Previous change (endorsement date)	Previous work (transition / update / establishment)	Work (new / update / deletion)	Entry level / trade / post-trade qualification	Expected date for endorsement
Certificate II in Competitive Systems and Practices	MSS20316	22/10/2018	Unit title updated. Equivalent outcome.	Update	Entry level	Jan-2022
Certificate III in Competitive Systems and Practices	MSS30316	25/06/2019	MSS30316 Certificate III in Competitive Systems and Practices. Unit codes updated. Equivalent outcome.	Update	Entry level	Jan-2022
Certificate IV in Competitive Systems and Practices	MSS40316	25/06/2019	Qualification template updated. Qualification description simplified. Unit codes, names and pre- requisites updated. Equivalent outcome.	Update	Trade	Jan-2022
Diploma of Competitive Systems and Practices	MSS50316	25/06/2019	Qualification template updated. Qualification description simplified. Unit	Update	post-trade qualification	Jan-2022

			codes, names and pre-requisites updated. Equivalent outcome.			
Advanced Diploma of Competitive Systems and Practices	MSS60316	25/06/2019	Qualification template updated. Qualification description simplified. Unit codes, names and pre-requisites updated. Equivalent outcome.	Update	post-trade qualification	Jan-2022
Graduate Certificate in Competitive Systems and Practices	MSS80316	25/06/2019	Qualification template updated. Qualification description simplified. Unit codes, names and prerequisites updated. Equivalent outcome.	Update	post-trade qualification	Jan-2022
Graduate Diploma of Competitive Systems and Practices	MSS80416	25/06/2019	Unit title updated. Equivalent outcome.	Update	post-trade qualification	Jan-2022
Apply competitive systems and practices	MSS402001	22/06/2016	No change.	Update	Entry level	Jan-2022
Sustain process improvements	MSS402002	22/06/2016	No change.	Update	Entry level	Jan-2022

Manage the impact of change on own work	MSS402010	22/06/2016	No change.	Update	Entry level	Jan-2022
Apply quick changeover procedures	MSS402020	22/06/2016	No change.	Update	Entry level	Jan-2022
Apply Just in Time procedures	MSS402021	22/06/2016	No change.	Update	Entry level	Jan-2022
Apply 5S in an office	MSS402041	22/06/2016	No change.	Update	Entry level	Jan-2022
Monitor process capability	MSS402050	22/06/2016	No change.	Update	Entry level	Jan-2022
Apply quality standards	MSS402051	25/06/2019	No change.	Update	Entry level	Jan-2022
Implement continuous improvements based on standardised work practices	MSS402052	22/06/2016	No change.	Update	Entry level	Jan-2022
Participate in breakthrough improvements in an office	MSS402053	22/06/2016	No change.	Update	Entry level	Jan-2022
Use SCADA systems in operations	MSS402061	22/06/2016	No change.	Update	Entry level	Jan-2022
Undertake root cause analysis	MSS402080	22/06/2016	No change.	Update	Entry level	Jan-2022
Contribute to the application of a proactive	MSS402081	22/06/2016	No change.	Update	Entry level	Jan-2022

maintenance strategy						
Review competitive systems and practices	MSS403001	22/06/2016	No change.	Update	Entry level	Jan-2022
Facilitate use of a Balanced Scorecard for performance improvement	MSS403005	22/06/2016	No change.	Update	Entry level	Jan-2022
Facilitate implementation or review of competitive systems and practices in an office	MSS403006	22/06/2016	No change.	Update	Entry level	Jan-2022
Facilitate change in an organisation implementing competitive systems and practices	MSS403010	22/06/2016	No change.	Update	Entry level	Jan-2022
Facilitate implementation of competitive systems and practices	MSS403011	22/06/2016	No change.	Update	Entry level	Jan-2022
Facilitate a Just in Time system	MSS403021	22/06/2016	No change.	Update	Entry level	Jan-2022

Monitor a levelled pull system of operations	MSS403023	22/06/2016	No change.	Update	Entry level	Jan-2022
Work within a constrained process	MSS403024	22/06/2016	No change.	Update	Entry level	Jan-2022
Analyse manual handling processes	MSS403032	22/06/2016	No change.	Update	Entry level	Jan-2022
Organise products into groups	MSS403034	22/06/2016	No change.	Update	Entry level	Jan-2022
Implement the visual workplace	MSS403035	22/06/2016	No change.	Update	Entry level	Jan-2022
Facilitate and improve 5S in an office	MSS403039	22/06/2016	No change.	Update	Entry level	Jan-2022
Facilitate and improve implementation of 5S	MSS403040	22/06/2016	No change.	Update	Entry level	Jan-2022
Facilitate mistake proofing in an office	MSS403042	22/06/2016	No change.	Update	Entry level	Jan-2022
Facilitate breakthrough improvements in an office	MSS403043	22/06/2016	No change.	Update	Entry level	Jan-2022
Improve changeovers	MSS403084	22/06/2016	No change.	Update	Entry level	Jan-2022
Use DMAIC techniques	MSS404053	22/06/2016	No change.	Update	Trade	Jan-2022
Facilitate the use of planning software	MSS404060	22/06/2016	No change.	Update	Trade	Jan-2022

systems in a work area or team						
Facilitate the use of SCADA systems in a team or work area	MSS404061	22/06/2016	No change.	Update	Trade	Jan-2022
Develop competitive systems and practices for an organisation	MSS405001	22/06/2016	No change.	Update	Trade	Jan-2022
Develop business plans in an organisation implementing competitive systems and practices	MSS405004	22/06/2016	No change.	Update	Trade	Jan-2022
Manage competitive systems and practices responding to individual and unique customer orders	MSS405005	22/06/2016	No change.	Update	Trade	Jan-2022
Develop a Balanced Scorecard	MSS405006	22/06/2016	No change.	Update	Trade	Jan-2022
Introduce competitive systems and practices to a small	MSS405007	22/06/2016	No change.	Update	Trade	Jan-2022

or medium enterprise						
Develop a communications strategy to support operations	MSS405014	22/06/2016	No change.	Update	Trade	Jan-2022
Develop quick changeover procedures	MSS405020	22/06/2016	No change.	Update	Trade	Jan-2022
Develop a Just in Time system	MSS405021	22/06/2016	No change.	Update	Trade	Jan-2022
Design a process layout	MSS405022	22/06/2016	No change.	Update	Trade	Jan-2022
Develop a levelled pull system for operations and processes	MSS405023	22/06/2016	No change.	Update	Trade	Jan-2022
Apply the theory of constraints	MSS405024	22/06/2016	No change.	Update	Trade	Jan-2022
Optimise cost of product or service	MSS405030	22/06/2016	No change.	Update	Trade	Jan-2022
Undertake value analysis of product or process costs in terms of customer requirements	MSS405031	22/06/2016	No change.	Update	Trade	Jan-2022
Analyse cost implications of maintenance strategy	MSS405032	22/06/2016	No change.	Update	Trade	Jan-2022

Optimise office systems to deliver to customer demand	MSS405033	22/06/2016	No change.	Update	Trade	Jan-2022
Manage 5S system in an organisation	MSS405040	22/06/2016	No change.	Update	Trade	Jan-2022
Implement improvement systems in an organisation	MSS405041	22/06/2016	No change.	Update	Trade	Jan-2022
Design an experiment	MSS405052	25/06/2019	No change.	Update	Trade	Jan-2022
Manage application of six sigma for process control and improvement	MSS405053	25/06/2019	No change.	Update	Trade	Jan-2022
Facilitate the development of a new product	MSS405075	25/06/2019	No change.	Update	Trade	Jan-2022
Develop a proactive maintenance strategy	MSS405081	22/06/2016	No change.	Update	Trade	Jan-2022
Adapt a proactive maintenance strategy to the process operations sector	MSS405082	22/06/2016	No change.	Update	Trade	Jan-2022
Adapt a proactive maintenance strategy for a	MSS405083	22/06/2016	No change.	Update	Trade	Jan-2022

seasonal or cyclical business						
Analyse process changes	MSS407003	22/06/2016	No change.	Update	post-trade qualification	Jan-2022
Capture learning from daily activities in an organisation	MSS407008	22/06/2016	No change.	Update	post-trade qualification	Jan-2022
Improve visual management in the workplace	MSS407010	22/06/2016	No change.	Update	post-trade qualification	Jan-2022
Manage benchmarking studies	MSS407011	22/06/2016	No change.	Update	post-trade qualification	Jan-2022
Develop the competitive systems and practices approach	MSS408001	22/06/2016	No change.	Update	post-trade qualification	Jan-2022
Audit the use of competitive tools	MSS408002	22/06/2016	No change.	Update	post-trade qualification	Jan-2022
Develop the value stream	MSS408004	22/06/2016	No change.	Update	post-trade qualification	Jan-2022
Develop knowledge systems and learning processes for an organisation	MSS408005	22/06/2016	No change.	Update	post-trade qualification	Jan-2022
Develop and refine systems for continuous improvement in operations	MSS408006	22/06/2016	No change.	Update	post-trade qualification	Jan-2022

Develop problem solving capability of an organisation	MSS408007	22/06/2016	No change.	Update	post-trade qualification	Jan-2022
Evaluate sustainability impact of a work or process area	MSS014009	22/10/2018	Update.	Update	Trade/post-trade qualification	Jan-2022
Optimise sustainability of a process or work area	MSS014010	22/10/2018	Update.	Update	Trade/post-trade qualification	Jan-2022
Facilitate team to develop and implement sustainability strategies	MSS014011	22/10/2018	Update.	Update	Trade/post-trade qualification	Jan-2022
Develop strategies for more sustainable use of resources	MSS015022	22/10/2018	Update.	Update	post-trade qualification	Jan-2022
Design sustainable product or process	MSS015023	22/10/2018	Update.	Update	post-trade qualification	Jan-2022
Analyse and determine organisational risk areas in sustainability	MSS017009	22/10/2018	Update.	Update	post-trade qualification	Jan-2022
Determine process loss through mass or energy balancing	MSS017010	22/10/2018	Update.	Update	post-trade qualification	Jan-2022

Identify and respond to external sustainability factors for an organisation	MSS017011	22/10/2018	Update.	Update	post-trade qualification	Jan-2022
Lead sustainable strategy deployment	MSS017012	22/10/2018	Update.	Update	post-trade qualification	Jan-2022
Apply an understanding of environmental principles to a site	MSS024015	22/10/2018	Update.	Update	Trade/post-trade qualification	Jan-2022
Apply environmental legislation, codes and standards	MSS027014	22/10/2018	Update.	Update	post-trade qualification	Jan-2022
Interpret product costs in terms of customer requirements	MSS402031	22/10/2018	Update.	Update	Entry level / trade / post-trade qualification	Jan-2022
Apply 5S procedures	MSS402040	22/10/2018	Update.	Update	Entry level / trade	Jan-2022
Apply cost factors to work practices	MSS402082	22/10/2018	Update.	Update	Trade/post-trade qualification	Jan-2022
Use planning software systems in operations	MSS402083	22/10/2018	Update.	Update	Entry level / trade / post-trade qualification	Jan-2022
Map an office value stream	MSS403052	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022
Map an operational process	MSS403053	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022

Facilitate breakthrough improvements	MSS403054	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022
Facilitate continuous improvement through the use of standardised	MSS403055	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022
Ensure process improvements are sustained	MSS403085	22/10/2018	Update.	Update	Trade/post-trade qualification	Jan-2022
Improve cost factors in work practices	MSS403086	22/10/2018	Update.	Update	Trade/post-trade qualification	Jan-2022
Mistake proof an operational process	MSS403087	22/10/2018	Update.	Update	Trade/post-trade qualification	Jan-2022
Apply statistics to operational processes	MSS404054	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022
Undertake process capability improvements	MSS404084	22/10/2018	Update.	Update	Trade/post-trade qualification	Jan-2022
Undertake proactive maintenance analyses	MSS404085	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022
Assist in implementing a proactive maintenance strategy	MSS404086	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022

Support proactive maintenance	MSS404087	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022
Analyse and map a value stream	MSS405008	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022
Manage a value stream	MSS405009	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022
Facilitate holistic culture improvement in an organisation	MSS405013	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022
Manage relationships with non-customer external organisations	MSS405015	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022
Manage workplace learning	MSS405016	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022
Determine and improve process capability	MSS405054	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022
Develop the application of enterprise control systems in an org	MSS405063	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022
Determine and establish information collection requirements and processes	MSS405064	25/06/2019	Update.	Update	Trade/post-trade qualification	Jan-2022

Manage people relationships	MSS405084	22/10/2018	Update.	Update	Trade/post-trade qualification	Jan-2022
Develop a documentation control strategy for an organisation	MSS405085	22/10/2018	Update.	Update	Trade/post-trade qualification	Jan-2022
Develop sustainable energy practices	MSS405086	22/10/2018	Update.	Update	Trade/post-trade qualification	Jan-2022
Prepare for and implement change	MSS407014	22/10/2018	Update.	Update	post-trade qualification	Jan-2022
Build relationships between teams in an operations environment	MSS407015	22/10/2018	Update.	Update	post-trade qualification	Jan-2022
Lead a process to determine and solve root cause for a complex problem	MSS407016	22/10/2018	Update.	Update	post-trade qualification	Jan-2022
Review continuous improvement processes	MSS407017	22/10/2018	Update.	Update	post-trade qualification	Jan-2022
Review operations practice tools and techniques	MSS407018	25/06/2019	Update.	Update	post-trade qualification	Jan-2022
Facilitate improvements in the internal value stream	MSS407019	25/06/2019	Update.	Update	post-trade qualification	Jan-2022
Undertake a qualitative review of a process change	MSS407020	25/06/2019	Update.	Update	post-trade qualification	Jan-2022

Respond to a major non-conformance	MSS407021	25/06/2019	Update.	Update	post-trade qualification	Jan-2022
Facilitate improvements in the external value stream	MSS407022	25/06/2019	Update.	Update	post-trade qualification	Jan-2022
Develop models of future state operations practice	MSS408009	25/06/2019	Update.	Update	post-trade qualification	Jan-2022
Analyse data for relevance to organisational learning	MSS408010	25/06/2019	Update.	Update	post-trade qualification	Jan-2022