

# **SUSTAINABILITY IRC**

Competitive Systems and Practices  
2020 Case for Change

DRAFT



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**MSS Sustainability Training Package**  
**Competitive Systems and Practices Case for Change April 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 Michael Grogan (Deputy Chair)  
Mr Bradley Anderson  
Ms Patricia Caswell  
Mr Ian Curry

Mr Daniel Giles  
Mr Mark Goodsell  
Mr Luke McConchie  
Mr Andrew Petersen

## About this Case for Change

IBSA Manufacturing has undertaken consultation, research and analysis in support of this Competitive Systems and Practices Case for Change. A detailed desktop analysis included the review of training package content, content from other training packages and the Training Package Development and Endorsement Process Policy. As a result, the key objective of this proposal is to:

- update units of competency to reflect current and emerging workplace needs
- review skill sets to ensure selected units of competency are appropriate
- improve quality in line with the Standards for Training Packages providing improved clarity for RTOs, especially around assessment requirements.

## 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:** April 2020

## Description

The Case for Change is to investigate an improved structure for several cohesive and flexible qualifications in 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 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
  - remove duplication across units.
3. 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.

## Rationale

Since implementation of the MSS - Sustainability training package in 2016, feedback from several channels has indicated opportunities to update the Competitive Systems and Practices qualifications and units to reflect current best practice. To improve efficiencies and remain competitive, a broad range of industries, representing many different job roles, are seeking to upskill existing employees in Lean manufacturing and continuous improvement principles. These industries include manufacturing, financial services, information and communications technology and healthcare services, indicating the large scope of the Competitive Systems and Practices qualifications.<sup>1</sup>

Through the redesign of processes using Lean principles, Competitive Systems and Practices supports the introduction of new technologies and systems increasingly in demand; e.g. additive manufacturing techniques, advanced forming technologies, advanced materials, innovative processing technologies and precision tooling.<sup>2</sup>

Competitive Systems and Practices is also widely used outside manufacturing in the financial services, logistics, information and communications technology and health care sectors.

<sup>1</sup> IBSA Manufacturing, *Sustainability Industry Reference Committee Skills Forecast and Proposed Schedule of Work 2019–2023* (Australia: IBSA Manufacturing, April 2019), p.5

<sup>2</sup> 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

- In financial services, apps will be increasingly used for problem solving, project management and financial planning.<sup>3</sup>
- 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.<sup>4</sup>
- 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.<sup>5</sup> 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.<sup>6</sup>

There is a crucial need to strengthen the qualifications to ensure they are fit-for-purpose and aligned with current best practice across their broad scope of application.

Further, there is a need to review and update key Competitive Systems and Practices models most commonly used by businesses to reflect current best practice. These have been identified 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.

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 Competitive Systems and Practices qualifications and units.

## Qualifications

Qualification	Opportunity and recommended changes
MSS20316 Certificate II in Competitive Systems and Practices (Release 2)	<p>Cohesively review and restructure these qualifications to:</p> <ul style="list-style-type: none"> <li>• Update technologies, processes and terminology to reflect current best practice</li> <li>• Further embed advanced manufacturing</li> <li>• Strengthen alignment of qualification descriptions to the appropriate responsibility level/job requirements</li> <li>• Update assessment requirements to include more practical elements and strengthen competency</li> </ul>

<sup>3</sup> 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

<sup>4</sup> Ibid p.18

<sup>5</sup> Ibid p.18

<sup>6</sup> Houchens N., Kim C.S., *Lean Thinking for Healthcare. Healthcare Delivery in the Information Age* (New York: Springer, 2014), pp.43-53

Qualification	Opportunity and recommended changes
MSS30316 Certificate III in Competitive Systems and Practices (Release 3)	<p>Cohesively review and restructure these qualifications to:</p> <ul style="list-style-type: none"> <li>• Update technologies, processes and terminology to reflect current best practice</li> <li>• Further embed advanced manufacturing</li> <li>• Strengthen alignment of qualification descriptions to the appropriate responsibility level/job requirements</li> <li>• Update assessment requirements to include more practical elements and strengthen competency</li> <li>• 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 remove the following leadership* units from the MSS30316 Certificate III in Competitive Systems and Practices:             <ul style="list-style-type: none"> <li>▪ MSS403040 Facilitate and improve implementation of 5S</li> <li>▪ MSS403005 Facilitate use of a Balanced Scorecard for performance improvement</li> <li>▪ MSS403011 Facilitate implementation of competitive systems and practices</li> <li>▪ MSS403055 Facilitate continuous improvement through the use of standardised procedures and practices</li> <li>▪ MSS403006 Facilitate implementation or review of competitive systems and practices in an office</li> <li>▪ MSS403001 Review competitive systems and practices</li> <li>▪ MSS403054 Facilitate breakthrough improvements</li> <li>▪ MSS403039 Facilitate and improve 5S in an office</li> <li>▪ MSS403035 Implement the visual workplace</li> </ul> </li> </ul>
MSS40316 Certificate IV in Competitive Systems and Practices (Release 3)	<p>Cohesively review and restructure these qualifications to:</p> <ul style="list-style-type: none"> <li>• Update technologies, processes and terminology to reflect current best practice</li> <li>• Further embed advanced manufacturing</li> <li>• Strengthen alignment of qualification descriptions to the appropriate responsibility level/job requirements</li> <li>• Improve separation around job role functions between MSS30316 Certificate III in Competitive Systems and Practices and MSS40316 Certificate IV in Competitive Systems and Practices</li> <li>• Update assessment requirements to include more practical elements and strengthen competency</li> </ul>
MSS50316 Diploma of Competitive Systems and Practices (Release 3)	<p>Cohesively review and restructure these qualifications to:</p> <ul style="list-style-type: none"> <li>• Update technologies, processes and terminology to reflect current best practice</li> <li>• Further embed advanced manufacturing</li> </ul>

Qualification	Opportunity and recommended changes
	<ul style="list-style-type: none"> <li>Strengthen alignment of qualification descriptions to the appropriate responsibility level/job requirements</li> <li>Update assessment requirements to include more practical elements and strengthen competency</li> </ul>
MSS60316 Advanced Diploma of Competitive Systems and Practices (Release 3)	<p>Cohesively review and restructure these qualifications to:</p> <ul style="list-style-type: none"> <li>Update technologies, processes and terminology to reflect current best practice</li> <li>Further embed advanced manufacturing</li> <li>Improve alignment with current job requirements</li> <li>Update assessment requirements to include more practical elements and strengthen competency</li> </ul>
MSS80316 Graduate Certificate of Competitive Systems and Practice (Release 3)	<p>Cohesively review and restructure these qualifications to:</p> <ul style="list-style-type: none"> <li>Update technologies, processes and terminology to reflect current best practice</li> <li>Further embed advanced manufacturing</li> <li>Strengthen alignment of qualification descriptions to the appropriate responsibility level/job requirements</li> <li>Update assessment requirements to include more practical elements and strengthen competency</li> <li>Improve separation around job role functions between MSS80316 Graduate Certificate of Competitive Systems and Practice and MSS80416 Graduate Diploma of Competitive Systems and Practice</li> </ul>
MSS80416 Graduate Diploma of Competitive Systems and Practices (Release 3)	<p>Cohesively review and restructure these qualifications to:</p> <ul style="list-style-type: none"> <li>Update technologies, processes and terminology to reflect current best practice</li> <li>Further embed advanced manufacturing</li> <li>Strengthen alignment of qualification descriptions to the appropriate responsibility level/job requirements</li> <li>Update assessment requirements to include more practical elements and strengthen competency</li> <li>Improve distinction around job role functions between MSS80316 Graduate Certificate of Competitive Systems and Practice and MSS80416 Graduate Diploma of Competitive Systems and Practice</li> </ul>

### Opportunities and recommended changes for units of competency

Training package analysis and feedback from stakeholders through engagement activities have identified the following opportunities for improving units of competency in the Competitive Systems and Practices 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.

## 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.<sup>7</sup>

Competitive Systems and Practices 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. They've reported that the top reasons students undertake Competitive Systems and Practices 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.

The job roles of people enrolling in Competitive Systems and Practices qualifications include CEOs, team leaders, supervisors, analysts, technicians, trades workers, production workers and general staff. The potential development of Competitive Systems and Practices skill sets is intended to improve alignment of qualifications to these job roles and functions across various industry sectors.

## 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:

- Advanced manufacturing and sustainable manufacturing processes
- Relevant fit-for-purpose training products and skill sets

Category	Driver for change
<b>Advanced manufacturing and sustainable manufacturing processes</b>	<ul style="list-style-type: none"> <li>• Employers highlighted that their motivations for implementing Competitive Systems and Practices include improving sustainability, reducing waste, reducing costs, measuring and improving performance, creating consistent and integrating systems, increasing efficiency and improving quality, and improving customer service.</li> <li>• Manufacturing accounts for approximately 20% of Australia's energy consumption and is Australia's largest industrial consumer of electricity and most energy intensive sector. Companies that adopt</li> </ul>

<sup>7</sup> IBSA Manufacturing, *Sustainability Industry Reference Committee Skills Forecast and Proposed Schedule of Work 2019–2023* (Australia: IBSA Manufacturing, April 2019), pp.17-19



Category	Driver for change
	<p>sustainable manufacturing processes can reduce costs, increase productivity and gain competitive advantage.<sup>8</sup> By providing value-added services such as sustainable manufacturing processes, organisations can improve the function, utility and longevity of their products.<sup>9</sup></p> <ul style="list-style-type: none"> <li>• The current digital energy consumption across the world is not sustainable. There is a growing need for organisations to consider environmental impacts in their business practices.<sup>10</sup> The benefits of sustainable processes are multifaceted and can include reducing costs, resources and emissions through leaner processing techniques and maximising efficiencies across value chains.<sup>11</sup></li> <li>• It is believed 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 and implementing clear and effective goal setting and performance management.<sup>12</sup></li> </ul>
<b>Relevant fit-for-purpose training products and skill sets</b>	
Upskilling to meet skills gaps	<ul style="list-style-type: none"> <li>• RTOs reported that the top reasons students undertake Competitive Systems and Practices qualifications include upskilling 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. Therefore, training needs to equip students entering the workforce with the knowledge and skills to use new technologies as well as prepare them for an expanded scope of tasks within job roles.<sup>13</sup> Parts of Australia, such as Queensland, are already implementing several programs to increase the adoption of leading-edge design, innovation, technologies, processes and practices to address this growing need.<sup>14</sup></li> <li>• Employers reported that they currently face skills challenges in project management (particularly agile project management), finance and budgeting, business management, change management and collaboration.</li> </ul>

<sup>8</sup> Ibid p.27

<sup>9</sup> "Advanced Manufacturing Growth Centre Sector Competitiveness Plan 2017: Taking Australian Ingenuity to The World", *Advanced Manufacturing Growth Centre*, 2017, p.10

<sup>10</sup> Hugues Ferreboeuf, "Lean ICT: Towards Digital Sobriety" *The Shift Project*, March 2019, pp.60-63

<sup>11</sup> "Advanced Manufacturing: A Roadmap for unlocking future growth opportunities for Australia", *CSIRO*, November 2016, p.26

<sup>12</sup> Ibid p.72

<sup>13</sup> Seet, P., Jones, J., Spoer, J. and Hordacre, A. "The Fourth Industrial Revolution: the implications of technological disruption for Australian VET" (Adelaide: NCVER, 2018), p.36.

<sup>14</sup> 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.30

Category	Driver for change
	<ul style="list-style-type: none"> <li>All employers surveyed reported that the Competitive Systems and Practices training they received did not fully meet their organisational needs. While tools and techniques, safety and quality were aspects covered well in the training, there were conflicting viewpoints on the delivery of change management, making a business case and project management. RTOs claimed that the training on these topics matched workplace requirements, while employers disagreed.</li> <li>More than half (67%) of employers surveyed reported that they continued implementing Competitive Systems and Practices following their training.</li> </ul>
Skill sets	<ul style="list-style-type: none"> <li>The outcomes of the Future Skills Workshop undertaken by the Sustainability IRC members in 2018 raised a number of issues that have implications for sustainability skills and the ways in which the training system supports their development. Organisations may be reluctant to train employees due to financial constraints, despite evidence of the value of training to an organisation when it is structured and managed carefully. RTOs raised a similar point, reporting that challenges in promoting and marketing Competitive Systems and Practices training to employers are due to organisations being unsure if they will receive a return on investment from training, employees' resistance to undertaking training, and organisations having trouble allocating time for improvement and employee development.</li> <li>The 'just in time' approach that has become a predominant way of doing business, along with increasing casualisation and sub-contracting of the workforce, contraction of business sizes and financial constraints for businesses are all contributing to a demand for smaller chunks of learning and training for workers. Feedback from public consultation supported the notion that there is an emerging need for broader Competitive Systems and Practices units applicable across industries.</li> <li>There were 31,498 subject enrolments for MSS Competitive Systems and Practices qualifications in 2018.</li> </ul>

## Training Package Products

In 2017, 97% of the total enrolments in MSS Sustainability qualifications (12,087) were in the Competitive Systems and Practices qualifications. Consultations have also identified several Competitive Systems and Practices units that are duplicating content. These units need to be reviewed and duplicates removed. In addition, feedback has identified a need to review and update training package components within the competitive Systems and Processes stream, including rationalising duplicated content and redeveloping qualification packaging rules to better align with job roles.

The below table<sup>15</sup> shows enrolment figures for the qualifications identified for consideration in the project. The data shows strong enrolment in Competitive Systems and Practices qualifications, particularly at the Certificate III and Diploma levels. However, there has been a decline in enrolments for some of these qualifications, which may indicate that the qualifications are no longer fit for purpose.

Qualification	2015	2016	2017	2018	Total
MSS20316 - Certificate II in Competitive Systems and Practices	204	542	380	30	1,156
MSS30316 - Certificate III in Competitive Systems and Practices	6,764	5,058	4,632	2,716	19,170
MSS40316 - Certificate IV in Competitive Systems and Practices	8,624	6,565	6,451	3,321	24,961
MSS50316 - Diploma of Competitive Systems and Practices	1,053	658	525	311	2,547
MSS60316 - Advanced Diploma of Competitive Systems and Practices	80	46	79	45	250
MSS80316 - Graduate Certificate in Competitive Systems and Practices	61	18	21	1	101
MSS80416 - Graduate Diploma of Competitive Systems and Practices*	0	0	0	0	0

\*Low enrolments

Source: NCVER VOCSTATS, '<https://www.ncver.edu.au/research-and-statistics/collections/students-and-courses-collection/total-vet-students-and-courses>', extracted on 17 February 2020.

The seven qualifications in the Competitive Systems and Practices stream were updated with Release 2 in October 2018. However, this was due to minor editorial changes required to update unit titles. The native units of competency were transitioned in June 2016, however, were not reviewed as part of release 2 project in 2018.

### Subject-Only Enrolments

Analysis of NCVER data has identified a significant number of subject-only enrolments in some units of competency within the Competitive Systems and Practices stream. The top 10 units with subject-only enrolments are listed below.

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	<b>2288</b>
Ensure process improvements are sustained	120	66	404	540	<b>1136</b>
Map an operational process	15	197	368	448	<b>1021</b>
Improve cost factors in work practices	3	116	290	503	<b>904</b>
Apply 5S procedures	108	448	161	80	<b>807</b>

<sup>15</sup> NCVER VOCSTATS 2018, "Total VET students and courses", available from <https://www.ncver.edu.au/research-and-statistics/collections/students-and-courses-collection/total-vet-students-and-courses>, accessed 17 February 2020.

Facilitate implementation of competitive systems and practices	85	14	229	333	<b>662</b>
Work within a constrained process	85	2	225	325	<b>637</b>
Review competitive systems and practices	67	208	136	220	<b>623</b>
Implement continuous improvements based on standardised work practices	26	200	30	70	<b>333</b>
Apply quality standards	4	134	105	49	<b>288</b>

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 Competitive Systems and Practices 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.

## 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 of competency 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 Competitive Systems and Practices 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 development of a skill set 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 can be found in Appendix B (To be developed).

### Stakeholder consultation

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 C (To be developed). Consultations included one-on-one telephone discussions, teleconferences, and employer and RTO surveys and face-to-face meetings.

## 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.

### Registered Training Organisations

Any changes to units of competency 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 of competency. 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 Competitive Systems and Practices 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 of competency.
- Skill sets will remain out of date and not reflect the currency of units of competency

## Consultation Plan

IBSA will create a project web page to provide project updates. Key individuals and employers will be consulted throughout this project, this includes:

- industry representatives and employers
- State Training Authorities
- union representatives
- other Industry Reference Committees and their Skill Services Organisations where skills commonality and/or crossovers in Training Package content are identified
- RTOs involved in the delivery of impacted qualifications

## Estimated timeframes

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

## IRC signoff

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

Name of Chair

Signature of Chair

Date

Table A

Detail on training components proposed for work for 2020-22.

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	
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	
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	
Diploma of Competitive	MSS50316	25/06/2019	Qualification template updated.	Update	Post-trade qualification	

Systems and Practices			Qualification description simplified. Unit 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	
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	
Graduate Diploma of Competitive	MSS80416	25/06/2019	Unit title updated. Equivalent outcome.	Update	Post-trade qualification	



Systems and Practices						
Apply competitive systems and practices	MSS402001	22/06/2016	No change.	Update	Entry level	
Sustain process improvements	MSS402002	22/06/2016	No change.	Update	Entry level	
Manage the impact of change on own work	MSS402010	22/06/2016	No change.	Update	Entry level	
Apply quick changeover procedures	MSS402020	22/06/2016	No change.	Update	Entry level	
Apply Just in Time procedures	MSS402021	22/06/2016	No change.	Update	Entry level	
Apply 5S in an office	MSS402041	22/06/2016	No change.	Update	Entry level	
Monitor process capability	MSS402050	22/06/2016	No change.	Update	Entry level	
Apply quality standards	MSS402051	25/06/2019	No change.	Update	Entry level	
Implement continuous improvements based on standardised work practices	MSS402052	22/06/2016	No change.	Update	Entry level	
Participate in breakthrough improvements in an office	MSS402053	22/06/2016	No change.	Update	Entry level	

Use SCADA systems in operations	MSS402061	22/06/2016	No change.	Update	Entry level	
Undertake root cause analysis	MSS402080	22/06/2016	No change.	Update	Entry level	
Contribute to the application of a proactive maintenance strategy	MSS402081	22/06/2016	No change.	Update	Entry level	
Review competitive systems and practices	MSS403001	22/06/2016	No change.	Update	Entry level	
Facilitate use of a Balanced Scorecard for performance improvement	MSS403005	22/06/2016	No change.	Update	Entry level	
Facilitate implementation or review of competitive systems and practices in an office	MSS403006	22/06/2016	No change.	Update	Entry level	
Facilitate change in an organisation implementing competitive systems and practices	MSS403010	22/06/2016	No change.	Update	Entry level	
Facilitate implementation of	MSS403011	22/06/2016	No change.	Update	Entry level	

competitive systems and practices						
Facilitate a Just in Time system	MSS403021	22/06/2016	No change.	Update	Entry level	
Monitor a levelled pull system of operations	MSS403023	22/06/2016	No change.	Update	Entry level	
Work within a constrained process	MSS403024	22/06/2016	No change.	Update	Entry level	
Analyse manual handling processes	MSS403032	22/06/2016	No change.	Update	Entry level	
Organise products into groups	MSS403034	22/06/2016	No change.	Update	Entry level	
Implement the visual workplace	MSS403035	22/06/2016	No change.	Update	Entry level	
Facilitate and improve 5S in an office	MSS403039	22/06/2016	No change.	Update	Entry level	
Facilitate and improve implementation of 5S	MSS403040	22/06/2016	No change.	Update	Entry level	
Facilitate mistake proofing in an office	MSS403042	22/06/2016	No change.	Update	Entry level	
Facilitate breakthrough improvements in an office	MSS403043	22/06/2016	No change.	Update	Entry level	

Improve changeovers	MSS403084	22/06/2016	No change.	Update	Entry level	
Use DMAIC techniques	MSS404053	22/06/2016	No change.	Update	Trade	
Facilitate the use of planning software systems in a work area or team	MSS404060	22/06/2016	No change.	Update	Trade	
Facilitate the use of SCADA systems in a team or work area	MSS404061	22/06/2016	No change.	Update	Trade	
Develop competitive systems and practices for an organisation	MSS405001	22/06/2016	No change.	Update	Trade	
Develop business plans in an organisation implementing competitive systems and practices	MSS405004	22/06/2016	No change.	Update	Trade	
Manage competitive systems and practices responding to individual and unique customer orders	MSS405005	22/06/2016	No change.	Update	Trade	

Develop a Balanced Scorecard	MSS405006	22/06/2016	No change.	Update	Trade	
Introduce competitive systems and practices to a small or medium enterprise	MSS405007	22/06/2016	No change.	Update	Trade	
Develop a communications strategy to support operations	MSS405014	22/06/2016	No change.	Update	Trade	
Develop quick changeover procedures	MSS405020	22/06/2016	No change.	Update	Trade	
Develop a Just in Time system	MSS405021	22/06/2016	No change.	Update	Trade	
Design a process layout	MSS405022	22/06/2016	No change.	Update	Trade	
Develop a levelled pull system for operations and processes	MSS405023	22/06/2016	No change.	Update	Trade	
Apply the theory of constraints	MSS405024	22/06/2016	No change.	Update	Trade	
Optimise cost of product or service	MSS405030	22/06/2016	No change.	Update	Trade	
Undertake value analysis of product or process costs in	MSS405031	22/06/2016	No change.	Update	Trade	

terms of customer requirements						
Analyse cost implications of maintenance strategy	MSS405032	22/06/2016	No change.	Update	Trade	
Optimise office systems to deliver to customer demand	MSS405033	22/06/2016	No change.	Update	Trade	
Manage 5S system in an organisation	MSS405040	22/06/2016	No change.	Update	Trade	
Implement improvement systems in an organisation	MSS405041	22/06/2016	No change.	Update	Trade	
Design an experiment	MSS405052	25/06/2019	No change.	Update	Trade	
Manage application of six sigma for process control and improvement	MSS405053	25/06/2019	No change.	Update	Trade	
Facilitate the development of a new product	MSS405075	25/06/2019	No change.	Update	Trade	
Develop a proactive maintenance strategy	MSS405081	22/06/2016	No change.	Update	Trade	
Adapt a proactive maintenance	MSS405082	22/06/2016	No change.	Update	Trade	

strategy to the process operations sector						
Adapt a proactive maintenance strategy for a seasonal or cyclical business	MSS405083	22/06/2016	No change.	Update	Trade	
Analyse process changes	MSS407003	22/06/2016	No change.	Update	Post-trade qualification	
Capture learning from daily activities in an organisation	MSS407008	22/06/2016	No change.	Update	Post-trade qualification	
Improve visual management in the workplace	MSS407010	22/06/2016	No change.	Update	Post-trade qualification	
Manage benchmarking studies	MSS407011	22/06/2016	No change.	Update	Post-trade qualification	
Develop the competitive systems and practices approach	MSS408001	22/06/2016	No change.	Update	Post-trade qualification	
Audit the use of competitive tools	MSS408002	22/06/2016	No change.	Update	Post-trade qualification	
Develop the value stream	MSS408004	22/06/2016	No change.	Update	Post-trade qualification	
Develop knowledge systems and learning processes for an organisation	MSS408005	22/06/2016	No change.	Update	Post-trade qualification	

Develop and refine systems for continuous improvement in operations	MSS408006	22/06/2016	No change.	Update	Post-trade qualification	
Develop problem solving capability of an organisation	MSS408007	22/06/2016	No change.	Update	Post-trade qualification	

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