



**Australian Government**

# **MSS407009 Facilitate improvements in the external value stream**

**Release: 1**

# **MSS407009 Facilitate improvements in the external value stream**

## **Modification History**

Release 1. Supersedes and is equivalent to MSS407009A Facilitate improvements in the external value stream

## **Application**

This unit of competency covers the skills and knowledge required to work with value stream members to improve the overall effectiveness of the value stream, so delivering greater value to the customer. It includes other organisations within the value stream/supply chain.

This unit applies to managers and team leaders with appropriate authority and others with similar authority and responsibility for working with value stream members outside their own organisation. The value streams are referred to as 'source-to-destination' value streams.

The unit includes the use of skills to resolve issues from one or more value stream members which impact on the overall ability of the value stream to continue to improve and offer better value to the customers. The improvement practices may (or may not) have been used previously within their own organisation, other teams and organisations within the value stream. The unit does not cover mapping or managing value streams.

This unit may also be applied to service organisations applying competitive systems and practices principles.

No licensing, legislative or certification requirements apply to this unit at the time of publication

## **Pre-requisite Unit**

Nil

## **Competency Field**

Competitive systems and practices

## **Unit Sector**

Not applicable

## Elements and Performance Criteria

Elements describe the essential outcomes.

Performance criteria describe the performance needed to demonstrate achievement of the element.

- |   |  |     |  |
|---|--|-----|--|
| 1 | <b>Establish scope of value stream activity</b>                  | 1.1 | Identify key individuals within value stream organisations.  |
|   |  | 1.2 | Jointly identify possible areas of study.  |
|   |  | 1.3 | Agree on a protocol for undertaking value stream improvement activities.                             |
|   |  | 1.4 | Confirm any special conditions of activity (e.g. confidentiality).                                   |
| 2 | <b>Study possible value stream improvements</b>                  | 2.1 | Arrange meeting with suitable representatives of the value stream members.                           |
|   |  | 2.2 | Agree on extent of current implementation of competitive systems and practices in value stream.      |
|   |  | 2.3 | Agree on opportunities for improvement and any current or anticipated restrictions.                  |
|   |  | 2.4 | Work with value stream representatives to determine root cause of restrictions.                      |
|   |  | 2.5 | Work with value stream member to identify possible solutions to problem.                             |
|   |  | 2.6 | Define outcomes from any proposed changes.   |
| 3 | <b>Develop a consensus approach to implementing improvements</b> | 3.1 | Determine benefits/costs to each value stream member from the proposed changes.                      |
|   |  | 3.2 | Decide whether the proposed improvements will result in a perceived improvement to the end customer. |
|   |  | 3.3 | Determine sustainability (social, ecology and economy) impacts as a result of the change.            |
|   |  | 3.4 | Agree on proposed change/program of changes with all key stakeholders.                               |

- |   |                                      |     |   |
|---|--------------------------------------|-----|---|
| 4 | <b>Obtain required approvals</b>     | 4.1 | Draft a formal proposal for the proposed changes.   |
|   |                                      | 4.2 | Submit proposal for all required approvals from stakeholders.   |
|   |                                      | 4.3 | Modify proposal, as required, in liaison with all key stakeholders.   |
|   |                                      | 4.4 | Obtain sign-off from all process/system owners.   |
|   |                                      |     |   |
| 5 | <b>Measure and communicate gains</b> | 5.1 | Agree indicators/metrics of success of proposed changes.  |
|   |                                      | 5.2 | Make arrangements to collect necessary data.  |
|   |                                      | 5.3 | Make arrangements for the data to be analysed and presented in an agreed format to the agreed stakeholders. |
|   |                                      | 5.4 | Agree on the communication plan.  |
|   |                                      | 5.5 | Liaise with stakeholders to implement changes as agreed and approved.                                       |
|   |                                      |     |   |
| 6 | <b>Review change</b>                 | 6.1 | Analyse results of change.  |
|   |                                      | 6.2 | Identify areas where planned improvements have occurred.  |
|   |                                      | 6.3 | Take action to sustain improvement by standardising.  |
|   |                                      | 6.4 | Identify areas which have not met predicted outcome (positive or negative).                                 |
|   |                                      | 6.5 | Determine cause of target not being met.  |
|   |                                      | 6.6 | Take action to improve the value stream.  |

## Foundation Skills

This section describes those required skills (language, literacy and numeracy) that are essential to performance.

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

## Range of Conditions

This field allows for different work environments and conditions that may affect performance. Essential operating conditions that may be present (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) are included.

- Competitive systems and practices include one or more of:**
- lean operations
  - agile operations
  - preventative and predictive maintenance approaches
  - statistical process control systems, including six sigma and three sigma
  - JIT, kanban and other pull-related operations control systems
  - supply, value, and demand chain monitoring and analysis
  - 5S
  - continuous improvement (kaizen)
  - breakthrough improvement (kaizen blitz)
  - cause/effect diagrams
  - overall equipment effectiveness (OEE)
  - takt time
  - process mapping
  - problem solving
  - run charts
  - standard procedures
  - current reality tree.

- Change includes one or more of:**
- plant, procedures or practice
  - logistics, communication systems (e.g. ordering, supplying and quality certification)
  - kanban/systems, SCADA supply/resupply systems across the chain
  - continuous improvement or an improvement event/project
  - intended to make an improvement or to implement new products, technology or systems
  - the implementation of a change.

- Presentation of information includes one or**
- visual displays, such as graphs (hard copy or digital)
  - written form, such as reports (hard copy or digital)
  - oral, such as one-on-one, small group or larger audience.

**more of:**

**Stakeholders include one or more of:**

- work team members
- value stream members
- others who may be impacted by the value stream activities.

**Results of change include one or more of:**

- an initial improvement followed by a return to previous performance
- a change which has resulted in continued improvement
- continued detriment or other variations over time.

**Improvements include one or more of:**

- to process, plant, procedures or practice
- changes to ensure positive benefits are maintained.

**Techniques for sustaining improvement include one or more of:**

- standard procedures and work instructions
- standard practice
- other relevant documents and practices.

**Team leader includes one or more of:**

- a person who has a formal, permanent role
- a person who has an ad hoc role in facilitating the function of a team in a workplace.

## Unit Mapping Information

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## Links

Companion Volume implementation guides are found in VETNet -  
<https://vetnet.education.gov.au/Pages/TrainingDocs.aspx?q=5b04f318-804f-4dc0-9463-c3fb9a3fe998>