



Australian Government

Department of Education, Employment and Workplace Relations

MSS407004A Facilitate improvements in the internal value stream

Release: 1

MSS407004A Facilitate improvements in the internal value stream

Modification History

New unit, superseding MSACMG704A Facilitate improvements in the internal value chain - Equivalent

Unit Descriptor

This unit of competency covers the skills and knowledge required to deal with internal value stream members in order to improve the overall effectiveness of the value stream, so delivering greater value to the customer. This unit applies to improvement practices which a person might have used within their own team or work area to other teams or work areas within the value stream and covers areas where value stream issues impact on the overall ability of the organisation to continue to improve and offer better value to the customers.

Application of the Unit

This unit applies to team leaders or people in equivalent positions who have contact with internal value stream members outside their own team and who are already familiar with competitive systems and practices, formal problem solving and root cause analysis, leading change, and reducing costs. Where this is not the case the following units can be completed to supply the necessary skills:

- MSS402080A Undertake root cause analysis
- *MSS403001A Implement competitive systems and practices*
- *MSS403011A Facilitate implementation of competitive systems and practices*
- *MSS403030A Improve cost factors in work practices.*

The unit applies to 'gate-to-gate' value streams. For skills associated with a source to destination value streams refer to *MSS407009A Facilitate improvements in the external value stream*.

This unit does not apply to mapping or managing value streams (refer to *MSS405002A Analyse and map a value stream* and *MSS405003A Manage a value stream*). Where previous improvements need to be evaluated refer to *MSS407005A Undertake a qualitative review of a process change* and *MSS407003A Analyse process changes*.

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

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.

Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

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| 1 | Identify opportunities for continued improvement | 1.1 | Identify past improvements which have been implemented but have not delivered intended benefits |
| | | 1.2 | Identify suggested improvements which have not yet been implemented |
| | | 1.3 | Discuss and identify with team members new improvement opportunities |
| | | 1.4 | Determine which of these improvements have been or may be restricted by other value stream members |
| | | 1.5 | Suggest possible factors causing this restriction |
| | | 1.6 | Select possible improvements for further study |
| 2 | Study restrictions to further improvement with value stream member | 2.1 | Arrange meeting with suitable representatives of the value stream member |
| | | 2.2 | Outline the opportunities for improvement and any current or anticipated restrictions |
| | | 2.3 | Work with value stream representatives to determine |

- root cause of restrictions
- 2.4 Work with value stream member to identify possible solutions to problem
- 2.5 Define outcomes from any proposed changes
- 3 Develop a consensus approach to implementing improvements
 - 3.1 Determine benefits/costs to value stream member from the proposed changes
 - 3.2 Determine benefits/costs to own process from the proposed changes
 - 3.3 Decide whether the proposed improvements will result in an valuable improvement to the end customer
 - 3.4 Determine health, safety and environment (HSE) impacts as a result of the change
 - 3.5 Agree on proposed change/program of changes with all key stakeholders
- 4 Obtain required approvals
 - 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 process/system owner
- 5 Measure and communicate gains
 - 5.1 Agree indicators/metrics of success of proposed changes
 - 5.2 Make arrangements to collect the 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 the communication plan
 - 5.5 Liaise with stakeholders to implement changes as agreed and approved

- 6 Review change
 - 6.1 Analyse results of change
 - 6.2 Identify areas which have not met predicted outcome (positive or negative)
 - 6.3 Determine cause of target not being met
 - 6.4 Take appropriate action to improve the value stream
 - 6.5 Take action to sustain improvement by standardising

Required Skills and Knowledge

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

Required skills

Required skills include:

- analysing proposed and past changes to operations, products and processes within own team and the internal value stream to determine if change adds or has added value to the customer
- making significant, high level, independent judgements on required improvements in the internal value stream
- demonstrating responsibility and broad-ranging accountability for decisions
- communicating and explaining quantitative and qualitative concepts and data with others across a range of numeracy and literacy levels
- analysing views and reasons put forward by others on past performance of the internal value stream and relating to metrics and other evidence
- prioritising improvement proposals and actions and justifying priorities to others
- negotiating with others using analysis of information, including past and proposed metrics and concepts to achieve a consensus position
- analysing restrictions and non-conformances to root cause
- standardising team-level processes

Required knowledge

Required knowledge includes:

- competitive systems and practices principles, processes and techniques
- organisational goals, products and processes
- processes and procedures for continuous improvement in the workplace
- processes and procedures used in members of the internal value stream
- value stream mapping and analysis techniques
- approval processes within own organisation
- benefit/cost analysis methods
- methods of determining the impact of a change
- communication methods across a variety of media and formats, including preparation of formal proposals and negotiations
- customer perception of value

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>A person who demonstrates competency in this unit must be able to provide evidence of the ability to:</p> <ul style="list-style-type: none"> • facilitate improvements in the value stream • identify value stream restrictions to further improvement • develop consensus solutions • jointly implement and monitor solutions with others, including team members and value stream members.
Context of and specific resources for assessment	<p>Assessment of performance must be undertaken in a workplace using or implementing one or more competitive systems and practices.</p> <p>Access may be required to:</p> <ul style="list-style-type: none"> • workplace procedures and plans relevant to work area • specifications and documentation relating to planned, currently being implemented, or implemented changes to work processes and procedures relevant to the assessee • documentation and information in relation to production, waste, overheads and hazard control/management • reports from supervisors/managers • case studies and scenarios to assess responses to contingencies.
Method of assessment	<p>A holistic approach should be taken to the assessment.</p> <p>Competence in this unit may be assessed by using a combination of the following to generate evidence:</p> <ul style="list-style-type: none"> • demonstration in the workplace • workplace projects • suitable simulation • case studies/scenarios (particularly for assessment of contingencies, improvement scenarios, and so on) • targeted questioning • reports from supervisors, peers and colleagues (third-party reports) • portfolio of evidence. <p>In all cases it is expected that practical assessment will</p>

	<p>be combined with targeted questioning to assess underpinning knowledge.</p> <p>Where applicable, reasonable adjustment must be made to work environments and training situations to accommodate ethnicity, age, gender, demographics and disability.</p>
Guidance information for assessment	Assessment processes and techniques must be culturally appropriate and appropriate to the language and literacy capacity of the candidate and the work being performed.

Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Competitive systems and practices	<p>Competitive systems and practices may include, but are not limited to:</p> <ul style="list-style-type: none"> • lean operations • agile operations • preventative and predictive maintenance approaches • monitoring and data gathering systems, such as Systems Control and Data Acquisition (SCADA) software, Enterprise Resource Planning (ERP) systems, Materials Resource Planning (MRP) and proprietary systems • statistical process control systems, including six sigma and three sigma • Just in Time (JIT), kanban and other pull-related operations control systems • supply, value, and demand chain monitoring and analysis • 5S • continuous improvement (kaizen) • breakthrough improvement (kaizen blitz) • cause/effect diagrams • overall equipment effectiveness (OEE) • takt time • process mapping
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	<ul style="list-style-type: none"> • problem solving • run charts • standard procedures • current reality tree <p>Competitive systems and practices should be interpreted so as to take into account:</p> <ul style="list-style-type: none"> • the stage of implementation of competitive systems and practices • the size of the enterprise • the work organisation, culture, regulatory environment and the industry sector
Opportunities for continuous improvement	<p>Opportunities for continuous improvement may be:</p> <ul style="list-style-type: none"> • beyond those arising just from within the team and will usually be within the site (gate-to-gate) or at least the organisation
Codes of practice/standards	<p>Where reference is made to industry codes of practice, and/or Australian/international standards, the latest version must be used</p>
HSE	<p>All changes implemented are expected to be at least neutral, or preferably beneficial, in their impact on HSE</p>
Change	<p>Changes may:</p> <ul style="list-style-type: none"> • be to plant, procedures or practice • arise from continuous improvement (or an improvement event/project) • may have been intended to make an improvement or to implement new products, technology or systems • include the implementation of a change <p>Changes do not include an engineering review of a major capital expenditure or similar review</p>
Presentation of information	<p>Information may be presented:</p> <ul style="list-style-type: none"> • in terms of graphs or other appropriate visual forms
Stakeholders	<p>Stakeholders may include:</p> <ul style="list-style-type: none"> • work team members • value stream members
Results of change	<p>The change may have results in:</p> <ul style="list-style-type: none"> • an initial improvement followed by a return to previous performance • a change which has resulted in continued

	<p>improvement</p> <ul style="list-style-type: none"> continued detriment or other variations over time
Improvements	<p>Improvements may:</p> <ul style="list-style-type: none"> be to process, plant, procedures or practice include changes to ensure positive benefits are maintained
Changes which have not met target	<p>Changes which have not met target may include:</p> <ul style="list-style-type: none"> those that fall short and those that exceed expectations <p>Appropriate action is to remove restrictions on those items which fell short, and make standard/further implement those which exceeded expectation</p>
Sustaining improvement	<p>Improvement may be sustained by including it in:</p> <ul style="list-style-type: none"> standard procedures and work instructions standard practice other relevant documents and practices
<ul style="list-style-type: none"> Team leader 	<p>Team leader may include:</p> <ul style="list-style-type: none"> any person who may have either a permanent or an ad hoc role in facilitating the function of a team in a workplace

Unit Sector(s)

Unit sector

Competitive systems and practices

Custom Content Section

Not applicable.