



Australian Government

MSS403002 Ensure process improvements are sustained

Release: 1

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Modification History

Release 1. Supersedes and is equivalent to MSS403002A Ensure process improvements are sustained

Application

This unit of competency covers the skills and knowledge required to ensure that the gains which have been made by using improved methods, processes and/or equipment are sustained as the new baseline/standard for an area of work and so prevent regression to former practices, or digression to less efficient practices.

This unit applies to individuals working in a team or work area who have already implemented competitive systems and practices related improvements in their own work and who must work effectively with others implementing competitive systems and practices to ensure that performance improvement gains are sustained.

The unit is also suitable for individuals who have formal or informal responsibility for the work of others, such as team leaders; individuals, such as senior operators, who must mentor others; or individuals, such as technicians and tradespeople, who must integrate the application of their technical skills with the implementation of competitive systems and practices in an organisation.

The unit can be applied to all areas of an organisation, including production, maintenance, logistics and office functions.

The unit covers the implementation of practices to ensure that process improvements are sustained and opportunities taken to suggest further improvements.

Improvement initiatives can be made by any number of methods by teams or individuals. The unit assumes that desired levels of performance or quality are known.

This unit requires the application of skills associated with problem solving, initiative and enterprise, and planning and organising in order to check and monitor the impacts of change. It also requires communication and the ability to work with others to assess the impact of change in own work and on other's work, as well as self-management and learning to adapt improvements according to new information and feedback.

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.

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| 1 | Examine previous improvements | 1.1 | Identify impact of previous process improvements to systems, equipment, operations or products in work area. |
| | | 1.2 | Identify improvements that have not met objectives. |
| 2 | Ensure corrective actions are implemented | 2.1 | Identify corrective actions that can be taken on process improvements that have not met objectives. |
| | | 2.2 | Liaise with relevant people associated with the anticipated corrective action. |
| | | 2.3 | Obtain any required approvals. |
| | | 2.4 | Arrange for the supply of resources. |
| | | 2.5 | Check impacts of corrective action on work health and safety (WHS), quality and environmental systems in work area and take action in accordance with procedures. |
| | | 2.6 | Check that self and others in team or work area have required skills for corrective actions. |
| | | 2.7 | Monitor implementation of corrective action. |
| | | 2.8 | Make required adjustments. |
| 3 | Verify systems support improvement | 3.1 | Verify procedures reflect improvements. |
| | | 3.2 | Check that training and assessment activities in team or work area reflect improvements. |
| | | 3.3 | Liaise with relevant people to ensure their support of the new or modified system/s. |

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|---|-------------------------|-----|--|
| 4 | Audit the change | 4.1 | Determine an appropriate audit period/cycle. |
| | | 4.2 | Agree relevant measures/indicators for the improvement. |
| | | 4.3 | Measure performance at agreed times using agreed measures. |
| | | 4.4 | Investigate causes of under-performance. |
| | | 4.5 | Take appropriate corrective action to improve performance. |
| | | 4.6 | Re-audit the improvement on an agreed basis. |

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.

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| Competitive systems and practices include one or more of: | <ul style="list-style-type: none">• lean operations• agile operations• preventative and predictive maintenance approaches• statistical process control systems, including six sigma and three sigma• Just in Time (JIT), kanban and other pull-related operations control systems• supply, value, and demand chain monitoring and analysis• 5S• continuous improvement (kaizen)• breakthrough improvement (kaizen blitz)• cause/effect diagrams• overall equipment effectiveness (OEE)• takt time• process mapping• problem solving |
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- run charts
 - standard procedures
 - current reality tree.
- A change aimed at reducing muda (waste) will be an improvement in one or more of:**
- systems/processes
 - equipment
 - operations/practices
 - products.
- Customers include one or more of:**
- internal customers
 - external customers
 - final customers.
- Suppliers include one or more of:**
- internal suppliers
 - external suppliers
 - ultimate source of process inputs(e.g. raw materials).
- Systems include all of:**
- equipment/plant
 - systems/processes
 - procedures and work practices.
- Resources include all of:**
- equipment
 - modifications
 - consumables
 - people
 - suitable work area
 - time
 - money (expense/capital).
- Procedures (written, verbal, visual, computer based, etc.) include one or any combination of:**
- work instructions
 - standard operating procedures (SOPs)
 - safe work method statements
 - formulas/recipes
 - batch sheets
 - temporary instructions
 - any similar instructions provided for the smooth running of the plant.

Techniques for sustaining improvements include one or more of:

- techniques for preventing mistakes by designing the operations process, equipment and tools so that an operation cannot be performed incorrectly (e.g. baka-yoke)
- techniques that generate warning signals where a mistake is about to be performed (poka-yoke)
- use of technology so that it is impossible to do the job any other way
- changes to process or procedures or other changes to the operations system which, if followed, will sustain the change.

Measuring performance includes one or more of:

- personally taking measurements
- arranging for measurements to be taken/made by appropriate personnel.

Unit Mapping Information

Release 1. Supersedes and is equivalent to MSS403002A Ensure process improvements are sustained

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=5b04f318-804f-4dc0-9463-c3fb9a3fe998>

Assessment Requirements for MSS403002 Ensure process improvements are sustained

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Performance Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy the requirements of the elements and performance criteria and include the ability, on two (2) or more occasions to:

- identify previous improvements that have not met objectives
- identify action which will correct this without adverse impact on other areas
- audit and validate the improvement from the change.

Knowledge Evidence

Must provide evidence that demonstrates knowledge relevant to their job role sufficient to fulfil their job role independently, including:

- muda and its causes
- processes and procedures for the organisation relevant to the work area
- poka yoke, baka yoke and similar sustaining approaches
- measures of performance relevant to the work area and the improvement.

Assessment Conditions

- The unit should be assessed holistically and the judgement of competence shall be based on a holistic assessment of the evidence.
- The collection of performance evidence is best done from a report and/or folio of evidence drawn from:
 - a single project which provides sufficient evidence of the requirements of all the elements and performance criteria
 - multiple smaller projects which together provide sufficient evidence of the requirements of all the elements and performance criteria.
- A third-party report, or similar, may be needed to testify to the work done by the individual, particularly when the project has been done as part of a project team.
- Assessment should analyse real process improvements in an operational workplace.
- Knowledge evidence may be collected concurrently with performance evidence or through an independent process such as workbooks, written assessments or interviews (provided a record is kept).
- Assessment processes and techniques must be appropriate to the language, literacy and numeracy requirements of the work being performed and the needs of the candidate.

- Conditions for assessment must include access to all tools, equipment, materials and documentation required, including relevant workplace procedures, product and manufacturing specifications associated with this unit.
- Foundation skills are integral to competent performance of the unit and should not be assessed separately.
- Assessors must satisfy the assessor competency requirements that are in place at the time of the assessment as set by the VET regulator.
- The assessor must demonstrate both technical competency and currency.
- Technical competence can be demonstrated through:
 - relevant VET or other qualification/Statement of Attainment AND/OR
 - relevant workplace experience
- Currency can be demonstrated through:
 - performing the competency being assessed as part of current employment OR
 - having consulted with an organisation providing relevant environmental monitoring, management or technology services about performing the competency being assessed within the last twelve months.

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