



Australian Government

MSS405043 Implement improvement systems in an organisation

Release: 1

MSS405043 Implement improvement systems in an organisation

Modification History

Release 1. Unit code changed. Application changed. Elements changed. Performance Criteria changed. Foundation Skills populated. Range of Conditions removed. Assessment Requirements changed. Workplace outcome changed. Supersedes and is not equivalent to MSS405041 Implement improvement systems in an organisation.

Application

This unit describes the skills and knowledge required to facilitate processes to implement, review, adjust and embed continuous improvement and breakthrough improvement systems in an organisation.

This unit applies to technical experts, team leaders, managers or those in similar roles who have been given the authority to establish new or revise existing systems and procedures and facilitate engagement from personnel to embed the systems within the organisation.

This unit applies to any organisation that is implementing competitive systems and practices.

No licensing or certification requirements exist at the time of publication. Relevant legislation, industry standards and codes of practice within Australia must be applied.

Competency Field

Competitive systems and practices

Elements and Performance Criteria

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Prepare for improvement systems implementation or adjustment	1.1 Determine scope of improvement systems 1.2 Identify key performance indicators (KPIs) for inclusion in improvement systems 1.3 Prepare operating instructions and other documentation needed for continuous and breakthrough improvement systems 1.4 Ensure improvement documentation addresses compliance with health, safety and environment (HSE) and other regulatory requirements 1.5 Identify and brief implementation team 1.6 Prioritise areas of operation or processes requiring early action 1.7 Prepare communication strategy for employees and other

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	stakeholders 1.8 Arrange for provision of infrastructure and other support for improvement systems 1.9 Facilitate support for improvement systems with relevant managers and obtain any required authorisations
2. Implement or adjust improvement systems	2.1 Arrange for initial or refresher training in continuous improvement (kaizen) and related competitive systems and practices for employees 2.2 Facilitate the development of operating protocols for continuous improvement at the team level 2.3 Establish decision-making mechanism for system-level continuous improvement 2.4 Invite suggestions for breakthrough improvements and facilitate development of suggestions 2.5 Establish mechanism for prioritising breakthrough improvements 2.6 Establish breakthrough teams and implement priority breakthrough events 2.7 Resolve points of disagreement and/or uncertainty over improvement systems implementation through consultation and, where required, by reference to procedures or other relevant authority
3. Monitor implementation or adjustment of improvement systems	3.1 Consult stakeholders on processes and perceived success of early implementation of continuous and breakthrough improvement events 3.2 Analyse processes and operations to quantify variations in KPIs over early period of implementation of improvement systems 3.3 Identify and solve ongoing performance issues 3.4 Negotiate any differences between problems and proposed solutions 3.5 Facilitate development of plans and obtain agreements to implement further improvements 3.6 Coordinate and oversee implementation of further improvements 3.7 Measure changes and calculate benefits 3.8 Complete all relevant documentation 3.9 Communicate achievements to stakeholders
4. Institutionalise continuous	4.1 Arrange for regular reviews of improvement systems 4.2 Integrate improvement system reports with other reporting

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
improvement	processes, including visual management systems 4.3 Arrange for regular reporting of improvement system results to customers and other critical stakeholders

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential to performance but not explicit in the performance criteria.

- Reading skills to interpret regulatory/legislative requirements, review workplace documentation
- Writing skills to prepare workplace documentation
- Oral communication skills to prepare communication strategy, facilitate stakeholder and personnel engagement with changes to systems and procedures
- Numeracy skills to quantify variations in KPIs, calculate benefits
- Learning skills to extrapolate and infer from existing and new information in order to identify improvements and solve problems.

Other foundation skills essential to performance are explicit in the performance criteria of this unit.

Unit Mapping Information

No equivalent unit.

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 MSS405043 Implement improvement systems in an organisation

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Performance Evidence

There must be evidence the candidate has completed the tasks outlined in the elements and performance criteria of this unit, and demonstrated the ability to:

- define requirements for continuous improvement systems and establish and institutionalise those systems across at least one organisation or a department or division of an organisation
- lead, motivate and facilitate others to implement, monitor and sustain the systems
- resolve problems or barriers to implementation.

Knowledge Evidence

There must be evidence the candidate has knowledge of:

- continuous and breakthrough improvement (kaizen and kaizen blitz) philosophy and process
- competitive systems and practices in own organisation
- types of KPIs and their impacts on performance
- improvement processes, including implementation, monitoring and evaluation strategies
- methods for facilitating engagement with, and acceptance of, change
- underpinning values relevant to competitive systems and practices including:
 - respect for people
 - respect for process
 - transparency and culture of learning
 - go and see and/or go to the source decision-making
- health, safety and environment (HSE) and other regulatory requirements relevant to the organisation.
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Assessment Conditions

Skills must have been demonstrated in the workplace or in a simulated environment that reflects workplace conditions and contingencies. The following conditions must be met for this unit:

- use of suitable facilities, equipment and resources
- modelling of industry operating conditions, including:
 - functioning competitive systems and practices environment.

Assessors must satisfy the NVR/AQTF mandatory competency requirements for assessors.

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