



Australian Government

MSS407004 Facilitate improvements in the internal value stream

Release: 1

MSS407004 Facilitate improvements in the internal value stream

Modification History

Release 1. Supersedes and is equivalent to MSS407004A Facilitate improvements in the internal value stream

Application

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 an individual might use 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.

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 (RCA), leading change, and reducing costs.

The unit applies to 'gate-to-gate' value streams. Changes do not include an engineering review of a major capital expenditure or similar review.

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 **Identify**

1.1 Identify past improvements which have been

	opportunities for continued improvement		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 a 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.

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| 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 action to improve the value stream. |
| | | 6.5 | Take action to sustain improvement by standardising. |

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
 - 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
 - run charts
 - standard procedures
 - current reality tree.

- Change includes one or more of:**
- plant, procedures or practice
 - 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.

- Information presentation formats include one or more of:**
- graphs or other appropriate visual forms
 - written reports – hard copy or digital
 - oral – to individuals or groups.

- Stakeholders include one or more of:**
- work team members
 - value stream members
 - members of the work or broader community who may be impacted by the change.

- 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:**
- process, plant, procedures or practice
 - changes to ensure positive benefits are maintained.
- Methods of 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 with a formal, permanent role
 - a person with an ad hoc role in facilitating the function of a team in a workplace.

Unit Mapping Information

Release 1. Supersedes and is equivalent to MSS407004A Facilitate improvements in the internal value stream

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 MSS407004 Facilitate improvements in the internal value stream

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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 to facilitate one (1) or more improvements which have not delivered intended benefits or have possibly been restricted (stalled improvements), or two (2) or more improvements which have not as yet been subjected to restriction (fresh) and to:

- identify opportunity for improvement
- identify restrictions to the implementation of the improvement and determine possible solutions
- develop a consensus approach to implementing the improvement and obtain approvals
- measure and communicate change and review its implementation
- standardise any improvements made.

Knowledge Evidence

Must provide evidence that demonstrates sufficient knowledge to interact with relevant personnel and be able to facilitate stalled improvement projects or one likely to be stalled, including knowledge of:

- negotiation, influence and persuasion techniques
- the causes of restriction/obstruction by people and methods of dealing with it
- ‘selling’/‘pitching’ improvement projects
- the manipulation of data and the interpretation of information
- methods of determining benefits from and costs of change.

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 use a real situation where improvements have been stalled or are likely to be stalled 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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