



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 | Establish scope of value stream | 1.1 | Identify key individuals within value stream organisations. |
|---|--|-----|---|

	activity	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	Study possible value stream improvements	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	Develop a consensus approach to implementing improvements	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	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 all process/system owners. |
| 5 | Measure and communicate gains | 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 | Review change | 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 more of:

- 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.

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

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

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 work with members of one (1) or more value streams to facilitate improvements in the value stream and to:

- establish the scope of the activity
- identify possible improvements and define the benefits
- develop a consensus change/program of change
- obtain all required approvals and then measure and communicate gains from changes
- review changes and make further improvements.

Knowledge Evidence

Must provide evidence that demonstrates sufficient knowledge to interact with relevant personnel and be able to facilitate improvements in the external value chain, including knowledge of:

- influence, persuasion and negotiation
- use of metrics to demonstrate benefit/cost ratios
- development of consensus
- competitive systems and practices tools and techniques relevant to value stream members
- regulatory issues which may arise from cooperation and how to avoid them
- value stream mapping and analysis.

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 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
- evidence of routine, day-to-day interaction with value stream members which together provides sufficient evidence

- some combination of these.
- 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 value stream engagement for an operational workplace/value stream.
- 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.

Links

Companion Volume implementation guides are found in VETNet -

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