



Australian Government

MSS407013 Review continuous improvement processes

Release: 1

MSS407013 Review continuous improvement processes

Modification History

Release 1. Supersedes and is equivalent to MSS407013A Review continuous improvement processes

Application

This unit of competency covers the skills and knowledge required to undertake the local level review and further development of an existing continuous improvement (kaizen) process.

This unit is intended for team leaders and people with a similar sphere of influence/scope of authority and responsibility. It applies to individuals who are already familiar with change leadership in a competitive systems and practices environment through either previous study or industry experience.

Skills covered by this unit apply to the review of existing continuous improvement processes in a team, area or department environment, or a small or medium sized enterprise (SME). 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.

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|---|--|
| 1 Review continuous improvement practice | 1.1 Review performance against current key performance indicators (KPIs). |
| | 1.2 Review KPIs for ongoing relevance. |
| | 1.3 Review current state of continuous improvement |

- processes.
- 1.4 Audit sustainability (social, ecological and economic) changes as a result of continuous improvement activity.
 - 1.5 Analyse problems to determine root cause.
 - 1.6 Identify areas for improvement to KPIs and continuous improvement processes.
- 2 **Develop plan for enhancing improvement processes**
- 2.1 Prioritise areas requiring action.
 - 2.2 Develop a range of possible solutions, including taking into account the impact of the solution on any codes of practice, standards, contracts and commercial or industrial agreements.
 - 2.3 Discuss possible solutions and implications with stakeholders.
 - 2.4 Compare outcomes from possible solutions to competitive systems and practices philosophy.
 - 2.5 Choose actions which are most compatible with competitive philosophy.
 - 2.6 Draft implementation plan for chosen action.
 - 2.7 Obtain required approvals and modify plan, as required.
- 3 **Implement enhanced improvement process**
- 3.1 Communicate changes to improvement processes to team members.
 - 3.2 Resolve issues and problems identified by team members.
 - 3.3 Obtain sign-off from process/system owner.
 - 3.4 Arrange for skills development as necessary.
 - 3.5 Arrange for required resources to be available.
 - 3.6 Establish and implement KPIs for modified continuous improvement process.
 - 3.7 Implement planned changes.

- 3.8 Check the planned improvements have occurred.
- 3.9 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.
- Relevance of KPIs includes consideration of all**
- appropriateness (did they lead to/encourage desirable performance?)
 - currency (are they still encouraging desirable performance?)

- of:**
- unintended consequences (do they lead to outcomes which are not desirable, even if some performance is desirable?)
 - signal/noise (is the balance between desirable and undesirable outcomes strong and positive?).

- Bases for comparing outcomes include one or more of:**
- benefit/cost
 - timing
 - value stream implications
 - sustainability issues
 - process reliability issues
 - benefit to customer/perceived customer benefit.

- Required resources include consideration of all of:**
- plant/equipment
 - materials (e.g. raw materials, components, work in progress and other consumables)
 - energy (e.g. heating, cooling and fuel)
 - people
 - skills
 - finances
 - feedback/visual enterprise resources
 - measuring equipment.

- 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 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 MSS407013A Review continuous improvement processes

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 MSS407013 Review continuous improvement processes

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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 review continuous improvement (kaizen) processes on one (1) or more occasions and to:

- review current kaizen practices and outcomes
- develop a plan for enhancing kaizen processes
- implement the improved processes and check that improvement has occurred.

Knowledge Evidence

Must provide evidence that demonstrates sufficient knowledge to interact with relevant personnel and be able to improve kaizen processes, including knowledge of:

- kaizen processes and their implementation
- KPIs, their contributions and distinction between KPIs leading to suboptimal performance and those optimising the whole
- competitive systems and practices tools relevant to the organisation and the processes
- relevant legislation, regulation, codes of practice, contracts and the like
- sustainability principles relevant to the process
- influence, persuasion and negotiation methods.

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 review of kaizen processes used 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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