



Australian Government

MSS407031 Review continuous improvement processes

Release: 1

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Modification History

Release 1. Unit code changed. Application changed. Elements changed. Performance Criteria changed. Foundation Skills populated. Assessment Requirements changed. Workplace outcome changed. Supersedes and is not equivalent to MSS407017 Review continuous improvement processes.

Application

This unit describes the skills and knowledge required to review and improve continuous improvement (kaizen) processes for a team, work area, department or a small to medium enterprise.

This unit applies to supervisors, managers or similar roles with influence, authority and responsibility over team performance who will lead review of kaizen, facilitate agreement on improvements and oversee implementation of improvements to kaizen processes.

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. Review continuous improvement practice	1.1 Plan and collect information from existing sources and consultation with experts across functions and levels of organisation 1.2 Review performance against current key performance indicators (KPIs) to identify problem areas 1.3 Review KPIs to identify any that are not current and/or relevant 1.4 Review current continuous improvement processes and outcomes to identify problem areas 1.5 Audit sustainability (social, ecological and economic) changes resulting from continuous improvement activity 1.6 Analyse problems to determine root cause 1.7 Identify areas where improvement to KPIs and continuous

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	improvement processes may be required
2. Negotiate improvements to continuous improvement processes	2.1 Seek input from stakeholders to confirm priority areas for action, develop solutions and select changes to be implemented 2.2 Determine relationship of solutions to codes of practice, standards, contracts and commercial or industrial agreements 2.3 Evaluate expected outcomes from solutions against organisation's competitive systems and practices approach and select most compatible action/s 2.4 Liaise with process or system owner to generate engagement with and obtain sign-off for improvements 2.5 Draft implementation plan for selected action/s and confirm or amend with input from stakeholders
3. Implement enhanced improvement process	3.1 Discuss changes to improvement processes with implementation team and seek feedback 3.2 Resolve identified issues and/or problems with input from team and, where relevant, other stakeholders 3.3 Take or initiate action to obtain resources to implement changes 3.4 Determine need for knowledge and/or skills development for personnel to sustain improvement processes 3.5 Evaluate options to address identified knowledge and/or skills development needs and take or initiate action on preferred option 3.6 Establish and implement KPIs for modified improvement processes 3.7 Oversee Implementation of changes and take action to address problems 3.8 Take or initiate action to sustain successful improvements through standardisation

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 complex workplace documentation
- Oral and written communication skills to consult with stakeholders, interpret and present information

- Numeracy skills to interpret and improve KPIs.

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

Unit Mapping Information

Release 1. 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 MSS407031 Review continuous improvement processes

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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:

- Identify, plan for and implement at least one improvement to continuous improvement (kaizen) processes across one of the following:
 - team or work area
 - department
 - small to medium enterprise.

Knowledge Evidence

There must be evidence the candidate has knowledge of:

- underpinning values relevant to competitive systems and practices and their application within continuous improvement including:
 - respect for people
 - respect for process
 - empowered teams and devolved decision making and/or strategy deployment
 - transparency and culture of learning
 - go and see and/or go to the source decision making
 - creation of value and customer perceived value
 - rapid cycle or iterative development
 - empirical development
- kaizen processes and their implementation
- relevance and value of KPIs
- distinction between KPIs leading to suboptimal performance and those optimising the whole, including their:
 - appropriateness
 - currency
 - unintended consequences
 - signal and noise
- bases for evaluating outcomes of solutions

- resource considerations
- competitive systems and practices and tools being implemented by organisation
- legislation, regulation, codes of practice, contracts for work role
- sustainability principles relevant to continuous improvement processes
- techniques to facilitate communications and agreement across levels and areas of the organisation
- common indicators of need for knowledge and/or skills development
- evaluation of options to address knowledge and/or skills development needs.
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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.
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