



Australian Government

MSS408017 Analyse and refine improvement systems

Release: 1

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Modification History

Release 1. Unit code changed. Application changed. Performance Criteria changed. Foundation Skills populated. Range of Conditions removed. Assessment Requirements changed. Supersedes and is not equivalent to MSS408006 Develop and refine systems for improvement in operations.

Application

This unit describes the skills and knowledge required to ensure that continuous improvement systems are improved along with other systems in an organisation.

This unit applies to managers, leaders and similar roles who have influence, authority and responsibility in guiding and refining the implementation of competitive systems and practices and continuous improvement for an organisation.

This unit is about improving the process yield/unit of effort or cost, reducing process variation and increasing process reliability, upgrading, enhancing or refining process outputs, and includes developing a culture of reviewing and sustaining change ensuring improvements are maintained and built on.

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. Establish parameters of current internal improvement systems	1.1 Describe organisation systems that impact on continuous improvement 1.2 Identify current relevant metrics and their values 1.3 Check that metrics are collected for all improvements 1.4 Determine yield of current improvement processes 1.5 Review results of improvements
2. Distinguish kaizen	2.1 Identify all improvements which have occurred over an agreed

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Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
blitz processes	period of time 2.2 Distinguish between kaizen blitz (breakthrough improvements) and kaizen (continuous improvements) 2.3 Determine the timing of kaizen blitz breakthrough improvement processes 2.4 Determine factors controlling the timing and selection of kaizen blitz 2.5 Analyse kaizen to identify cases where kaizen blitz was required 2.6 Validate findings with process or system owners and obtain required approvals for proposed improvements 2.7 Improve timing and/or selection of kaizen blitz 2.8 Improve other factors limiting the gains from kaizen blitz
3. Develop kaizen practice	3.1 Determine barriers or gaps to effective implementation of kaizen blitz and kaizen including delegations of authority, personnel capabilities, systems capability and/or resource availability 3.2 Determine factors that limit gains from improvements 3.3 Determine barriers to consistent and timely adoption and standardisation of improvements into relevant systems and processes 3.4 Collaborate with key stakeholders to solve problems and implement solutions to address identified barriers, gaps and limitations
4. Establish parameters of current external improvement systems	4.1 Review value stream systems that impact on improvement 4.2 Review procedures for deciding improvement methodologies 4.3 Identify current relevant metrics and their values, as appropriate 4.4 Determine yield of current improvement processes 4.5 Review results of improvements
5. Explore opportunities for further development of value stream improvement processes	5.1 Review mechanisms for consultation with value stream members 5.2 Develop mechanisms for further improving joint problem solving 5.3 Develop mechanisms for increased sharing of organisational knowledge 5.4 Obtain support and necessary authorisations from process and system owners for proposed improvements 5.5 Capture and standardise improvements 5.6 Improve factors limiting gains from kaizen

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
6. Review systems for compatibility with improvement strategy	6.1 Review all systems which impact on or are impacted by improvements and the improvement system 6.2 Analyse relationships between improvement systems and other systems 6.3 Analyse practices caused by and results from the systems 6.4 Negotiate changes to the systems to improve the outcomes from improvement systems 6.5 Obtain necessary approvals to implement changes 6.6 Monitor the implementation of the changes

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 documents
- Writing skills to document processes and communicate with stakeholders
- Oral communication skills to communicate with a range of stakeholders
- Numeracy skills to interpret metrics and improve data collection systems

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

Unit Mapping Information

Release 1. Supersedes and is not equivalent to MSS408006 Develop and refine systems for improvement in operations.

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 MSS408017 Analyse and refine improvement systems

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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:

- analyse and refine improvement systems for at least 1 organisation or section of an organisation.

Knowledge Evidence

There must be evidence the candidate has knowledge of:

- distinction between and complementarity of kaizen and kaizen blitz
- influence, persuasion and negotiation techniques
- competitive systems and practices and tools relevant to the organisation and value stream
- types of structural, personal, cultural barriers that may affect personnel capabilities
- methods and metrics for the evaluation of the success of change
- resource considerations for improvement systems
- systems and processes with significant relationship to kaizen and kaizen blitz including information flows, data collection and analysis, continuous improvement, standardisation.

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, including access to:
 - organisational/operational performance data
 - documentation for systems and processes
- modelling of industry operating conditions.

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

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