



Australian Government

Department of Education, Employment and Workplace Relations

MSS403007A Map an office value stream

Release: 1

MSS403007A Map an office value stream

Modification History

New unit

Unit Descriptor

This unit of competency covers the skills and knowledge required to identify and visually document a value stream in an office environment for the purposes of determining improvements in meeting customer requirements and in minimisation of waste.

Application of the Unit

This unit applies to individuals who have a competitive systems and practices implementation role in an office, including identifying the elements of the office-related value stream and ways to improve the ratio of value-add to non-value add within the value stream.

The value stream may comprise one process or several processes across functions or divisions within a business that require involvement or support by an office.

This unit assumes that one or more processes in the office have been mapped. (Refer to *MSS403033A Map an operational process*, for coverage of this skill).

For the purposes of this unit value-add refers to the relative value from the office-related processes used to achieve customer deliverables. For a more strategic evaluation of the value-add features of products/services offered to customers refer to *MSS405002A Analyse and map a value stream* and/or *MSS405031A Undertake value analysis of a product or process costs in terms of customer requirements*.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.

Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

1	Identify a value stream	1.1	Identify office deliverables to which the value stream applies
		1.2	Identify ultimate customers
		1.3	Identify ultimate suppliers
		1.4	Identify the office processes that contribute to achieving the deliverables
		1.5	Identify stakeholders to participate in the mapping
		1.6	Identify sources of information to populate and validate the map
2	Map the value stream	2.1	Liaise with stakeholders to capture the office-related activities for each step in the value stream
		2.2	Liaise with stakeholders to document the flow of content information, materials and process information through the value stream
		2.3	Develop a visual representation of the value stream current state using appropriate techniques

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| 3 | Analyse the value stream | 3.1 | Examine each step in the value stream to identify the value added for the customer |
| | | 3.2 | Measure and document performance along the value stream |
| | | 3.3 | Identify where value stream improvements can be made |
| | | 3.4 | Select which improvements will deliver the most value to the customer |
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| 4 | Develop improvement plan | 4.1 | Decide the order in which to implement the improvements |
| | | 4.2 | Identify actions and resources needed to make the improvements |
| | | 4.3 | Liaise with management to gain approval and budget for implementation of improvements |

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

Required skills include:

- process mapping of typical office processes
- measuring and calculating performance variables
- solving problems
- interpreting data to identify options for improvements
- planning and prioritising
- communicating with stakeholders, team members and management

Required knowledge

Required knowledge includes:

- office deliverables and processes used to achieve them
- value stream mapping techniques and symbols
- types of office muda that can be identified through value stream mapping
- methods of gathering data against performance variables, such as:
 - waste walk
 - document tagging
 - tracking/log sheets
 - spaghetti diagrams
- software systems, such as customer relationship management (CRM) database, accounting packages, business intelligence or other office process-related database programs and proprietary which are used within an organisation and which require office input
- methods of identifying and evaluating options

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

Critical aspects for assessment and evidence required to demonstrate	A person who demonstrates competency in this unit must
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competency in this unit	be able to provide evidence of the ability to: • identify the office deliverables expected by customers • gather and visually display data on process steps, content information, materials and process information • interpret the data and identify how to make improvements.
Context of and specific resources for assessment	Assessment of performance must be undertaken in a workplace using or implementing one or more competitive systems and practices. Access may be required to: • workplace procedures and plans relevant to work area • specifications and documentation relating to planned, currently being implemented, or implemented changes to work processes and procedures relevant to the assessee • documentation and information in relation to production, waste, overheads and hazard control/management • reports from supervisors/managers • case studies and scenarios to assess responses to contingencies.
Method of assessment	A holistic approach should be taken to the assessment. Competence in this unit may be assessed by using a combination of the following to generate evidence: • demonstration in the workplace • workplace projects • suitable simulation • case studies/scenarios (particularly for assessment of contingencies, improvement scenarios, and so on) • targeted questioning • reports from supervisors, peers and colleagues (third-party reports) • portfolio of evidence. In all cases it is expected that practical assessment will be combined with targeted questioning to assess underpinning knowledge. Where applicable, reasonable adjustment must be made to work environments and training situations to accommodate ethnicity, age, gender, demographics and disability.

Guidance information for assessment	Assessment processes and techniques must be culturally appropriate and appropriate to the oracy, language and literacy capacity of the candidate and the work being performed.
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Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Competitive systems and practices	Competitive systems and practices may include, but are not limited to: • lean operations • agile operations • preventative and predictive maintenance approaches • monitoring and data gathering systems, such as CRM database, accounting packages, business Intelligence or other office process-related database programs • 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 • takt time • process mapping • problem solving • run charts • standard procedures • current reality tree Competitive systems and practices should be interpreted so as to take into account: • the stage of implementation of competitive systems and practices
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	- the size of the enterprise - the work organisation, culture, regulatory environment and the industry sector
Deliverables	Deliverables include: the planned/intended measurable outcomes that are produced by processes and that are desired/required by the customer Deliverables can be defined for a section of a value stream or for a whole value stream
Value stream	The value stream begins with the customer and includes all actions (both value-adding and non-value added) by both internal sections/departments and external organisations to meet a customer requirement. Depending on the operations and the customer requirement stages where value stream actions may occur include: - sales outlet/representative - information gathering, data analysis and research - product design - raw material sourcing - intermediate processing - final assembler/collation/preparation - support services (e.g. accounting, finance and legal) - storage and delivery to customer - after market support
Value stream map	A value stream map documents the actual flow of content information, materials and process information through the value stream and measures variables, such as: - lead time - process time - quantity of work in progress - resources used in order to identify ways to improve the ratio of value-add to non-value add
Performance	Performance variables for office processes should relate to customer requirements and be measurable. Examples include: - lead time - processing time - percentage complete and accurate

	• changeover time for equipment and processes • hours office staff can be contacted by customers Additional variables may also be documented, such as: • hand off processes • distance and frequency of movement
Appropriate techniques	Appropriate techniques may include: • drawn in hard copy • software using standard values stream mapping symbols and any additional symbols needed to reflect the processes in the value stream
Value stream improvements	Value stream improvements may include • reducing lead time • removing bottlenecks • improving process steps • removing unnecessary steps
Stakeholders	Value stream mapping stakeholders may include: • people with significant knowledge of the flow of work within the value stream • customer perceptions of value of the value stream deliverables

Unit Sector(s)

Unit sector

Competitive systems and practices

Custom Content Section

Not applicable.