Australian Government

MSS407013 Review continuous improvement processes

Release: 1

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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.	
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 of:	• appropriateness (did they lead to/encourage desirable performance?) • currency (are they still encouraging desirable performance?) • 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

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Links

MSA Training Package Implementation Guides - http://mskills.org.au/training-packages/info/

       Manufacturing Skills Australia