

Leading value stream mapping (VSM) activities

Overview

This standard covers the competences required for leading value stream mapping (VSM) activities. It involves leading the application of the principles and processes of value stream mapping to the approved parts, using appropriate improvement tools and techniques. You will be expected to lead the creation of a current state map for the parts or materials chosen, and to confirm problems or conditions within the current state map where improvements can be made. Typically, the improvements will include improved workflow, improved lead time, improved quality, reduced waste and improved safety.

You will also need to lead the production of future state maps, which include part or material flow through the process, information flow, inventory, set-up and cycle times for each operation, lead time for the part or material, value-adding percentage of lead time, delays which occur between each operation, Takt time and schedules for the chosen part or material, and customer and supplier ordering and delivery.

Your responsibilities will require you to comply with organisational policy and procedures for the value stream mapping activities undertaken, and to report any problems that you cannot solve, or that are outside your responsibility, to the relevant authority. You will be expected to take full responsibility for your own actions within the activity, and for the quality and accuracy of the work that you carry out.

Your underpinning knowledge will provide a good understanding of your work, and will provide an informed approach to the techniques and procedures used. You will need to understand the principles and procedures of value stream mapping, and its application, in adequate depth to provide a sound basis for carrying out the activities to the required criteria.

Applying and advising on safe working practices will be a key issue throughout.

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Performance criteria

You must be able to:

1. work safely at all times, complying with health and safety and other relevant regulations, directives and guidelines
2. approve the selection of appropriate parts or materials on which the activity is to be carried out
3. lead the value stream mapping process on the chosen parts, using appropriate improvement tools and techniques
4. lead the creation of and approve a current state map for the parts or materials chosen
5. confirm problems or conditions within the current state map where improvements can be made
6. lead the production of and approve a future state map
7. lead the implementation and monitoring of the changes identified

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Knowledge and understanding

You need to know and understand:

1. how to work safely at all times, complying with health and safety and other relevant regulations, directives and guidelines
2. how to plan the resources and time needed to carry out the agreed activity
3. how a part is selected for a value stream mapping activity
4. from whom authority is gained for release of people and resources for the value stream mapping activity
5. how to structure and run a value stream mapping event
6. the principles and processes for the deployment of value stream mapping
7. how improvements to the process can be achieved
8. how to evaluate improvement ideas and select those that will give the greatest benefit for the least spend
9. how to set quantifiable objectives and targets for the future state maps
10. how to create standard operating procedures (SOPs)
11. the techniques used to visually communicate the information and results of the process
12. the techniques of problem solving and root cause analysis
13. systems lead time, how they differ from actual lead time, and how both are constructed
14. how to calculate Takt timethe principles of increasing process capacity
15. what constitutes value adding and non-value adding activities
16. the extent of your own authority, and to whom you should report in the event of problems that you cannot resolve

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Scope/range related to performance criteria

1. Lead the activities within your area of responsibility to include **all** of the following:

1. set out and communicate the purpose of the improvement activities
2. involve the team in planning how the improvement activity will be achieved
3. ensure each team member has individual objectives and understands how these objectives contribute to the overall improvement objective
4. provide advice and support the team to achieve both team and individual improvement objectives
5. motivate the team to present their own improvement ideas
6. encourage the team and/or individuals to take the lead where appropriate
7. agree the implementation of the improvement ideas
8. negotiate any physical and/or financial resources required to implement the improvement activity (where appropriate)
9. monitor the progress of improvement activities
10. deal with any organisational problems identified during the improvement activity

2. Lead improvement opportunities for **three** of the following:

1. supply or delivery of parts
2. improved workflow
3. improved quality
4. flexibility of people
5. launch of material
6. inventory balancing

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