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## Overview

This standard is about the skills and knowledge needed for you to carry out a value stream mapping (VSM) programme to support your organisation's drive to improve food and drink operations. This is important in increasing productivity and success of manufacture, processing and supply within the food and drink supply chain. Understanding current operational practice is central to the implementation of change, improvement, new practice, targets and a performance driven culture.

You will need to show and understand how you agree objectives for the value stream mapping programme with relevant people across the organisation. It includes how to use the appropriate improvement tools and techniques to create current and future state maps for the parts or materials. You will need to implement and understand the value stream mapping programme and present your findings to management colleagues. You will need to comply with your company policy for improvement, take responsibility for your actions, and refer any issues outside of the limit of your authority to others.

This standard is for you if your role requires you to carry out a value stream mapping programme in food and drink operations including manufacturing, processing, packing or supply chain activities. You may have responsibilities for aspects of organisational improvement in a team leadership or management role.

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## Performance criteria

*You must be able to:*

Agree objectives for the value stream mapping programme

1. select parts or materials on which to carry out the activity in accordance with the improvement plan
2. agree improvement objectives with the relevant personnel
3. present your plans for implementing improvement to the relevant personnel
4. agree a programme plan with the relevant personnel

Implement a value stream mapping programme

5. initiate the value stream mapping programme in accordance with the programme plan
6. co-ordinate the activities which are necessary to implement the programme plan
7. maintain communication with those affected by the improvement programme
8. create an accurate state map for selected parts or materials
9. identify where improvement opportunities can be made in accordance with the programme plan
10. evaluate and select improvement opportunities in accordance with the programme plan
11. specify improvements within a revised state map
12. agree and present improvements to the relevant personnel
13. provide sufficient information to enable any agreed improvement to be incorporated within Standard Operating Procedures

## Knowledge and understanding

*You need to know and understand:*

1. the organisation's improvement vision, strategy, objectives and the reasons for implementation of improvement programmes
2. the health and safety requirements of the area in which you are carrying out the value stream mapping activity
3. why value stream mapping is necessary and what the benefits are to your organisation
4. the process used to select parts or materials for a value stream mapping activity
5. the people and resources required for the value stream mapping activity
6. how to structure and run a value stream mapping event
7. the value stream mapping process
8. the process used to set improvement objectives
9. how to plan a value stream mapping activity
10. what constitutes value adding and non-value adding activities
11. what a state map is and how it can be used to identify improvements
12. how improvements to the process can be achieved
13. how to evaluate improvement ideas and select improvement opportunities
14. how to revise state maps to communicate improvements
15. how to incorporate improvements into Standard Operating Procedures
16. how to visually communicate improvement opportunities and results
17. how to identify problems and opportunities for solving them
18. how root cause analysis can support problem solving
19. how to construct system lead time and actual lead time
20. how to calculate Takt time
21. how process capacity can be increased using value stream mapping
22. what constitutes value adding and non-value adding activities
23. the extent of your own authority, and to whom you should report in the event of problems that you cannot resolve
24. how to present and agree improvements

IMPQI260

Carry out value stream mapping (VSM) in food and drink operations



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