



Australian Government

MSS408004 Develop the value stream

Release: 1

MSS408004 Develop the value stream

Modification History

Release 1. Supersedes and is equivalent to MSS408004A Develop the value stream

Application

This unit of competency covers the skills and knowledge required to develop or further develop a positive relationship with all value stream members so that they can work cooperatively to their mutual benefit and so deliver better value for the customer.

The unit applies to managers and people with a similar sphere of influence and scope of authority and responsibility who are responsible for the further development of the value stream. Individuals completing this unit should be familiar with competitive systems and practices, value stream mapping and have an ability to relate to personnel in external organisations.

This unit applies where the value stream has been analysed and mapped and is already being managed. This unit is more about the relationships along the value stream than the direct flow of value, materials or goods. All value stream members are potentially covered.

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.

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| 1 | Review relationship with value stream | 1.1 | Identify areas which could be improved. |
| | | 1.2 | Develop position of own organisation with regard to |

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| | members | these areas. |
| | | 1.3 Discuss areas of interest (within relevant regulatory framework) with relevant value stream personnel and develop position of own organisation with regard to any issues raised. |
| | | 1.4 Develop an agreed list of areas for action. |
| | | 1.5 Validate list with own management. |
| | | 1.6 Agree on a framework for progressing agreed list. |
| 2 | Manage changes | 2.1 Take required actions within own organisation to implement changes. |
| | | 2.2 Monitor progress of changes within own organisation. |
| | | 2.3 Take required actions to ensure changes achieve their objective. |
| | | 2.4 Monitor changes across value stream and their impacts. |
| | | 2.5 Provide appropriate assistance to value stream members implementing agreed changes. |
| 3 | Manage ongoing relationship with value stream members | 3.1 Undertake regular review of value stream relationships. |
| | | 3.2 Review benefits obtained and costs incurred by value stream members. |
| | | 3.3 Review benefits obtained by customer/value stream as a whole. |
| | | 3.4 Optimise benefit/cost distributions and ratios across the value stream. |
| | | 3.5 Explore areas of mutual benefit. |
| | | 3.6 Analyse value stream synergies and conflicts. |
| | | 3.7 Develop approaches to maximise customer benefit flowing from the value stream. |

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.

Stages where value stream actions may occur includes one or more of:

- 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.

- Change includes one or more of:**
- to plant, procedures or practice
 - continuous improvement (or an improvement event/project)
 - intended to make an improvement or to implement new products, technology or systems
 - the implementation of a change.
- Formats for presentation of information include one or more of:**
- graphs or other appropriate visual forms
 - written (words) in hard copy or digital form
 - oral (individually, in groups or larger audiences).
- Stakeholders include one or more of:**
- work team members,
 - value stream members
 - other stakeholders likely to be impacted.
- Results of change include one or more of:**
- an initial improvement followed by a return to previous performance
 - a change which has resulted in continued improvement
 - continued detriment or other variations over time.
- Improvements include one or more of:**
- to process, plant, products, procedures or practice
 - changes to ensure positive benefits are maintained.
- Manager includes one or more of:**
- a person who has a formal, permanent position
 - a person who has an ad hoc role in facilitating the function of multiple teams in a workplace, departments or entire organisations.

Unit Mapping Information

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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 MSS408004 Develop the value stream

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Performance Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy the requirements of the elements and performance criteria and include the ability to develop one (1) or more value streams and to:

- review current relationship with value stream members
- develop an agreed list of improvements
- manage the changes as they are made to the relationships
- manage the ongoing relationship with value stream members.

Knowledge Evidence

Must provide evidence that demonstrates sufficient knowledge to interact with relevant personnel and be able to develop value stream relationships, including knowledge of:

- influence, persuasion and negotiation techniques
- competitive systems and practices tools relevant to the value stream
- benefit/cost analysis techniques
- effective communication techniques across the value stream
- legislative and regulatory issues associated with working along the value stream.

Assessment Conditions

- The unit should be assessed holistically and the judgement of competence shall be based on a holistic assessment of the evidence.
- The collection of performance evidence should use one or more of:
 - a single project which provides sufficient evidence of the requirements of all the elements and performance criteria
 - multiple smaller projects which together provide sufficient evidence of the requirements of all the elements and performance criteria
 - evidence of routine, day-to-day interaction with value stream members which together provides sufficient evidence
 - some combination of these.
- A third-party report, or similar, may be needed to testify to the work done by the individual, particularly when the project has been done as part of a project team.
- Assessment should use a real value stream engagement for an operational workplace/value stream.

- Knowledge evidence may be collected concurrently with performance evidence or through an independent process such as workbooks, written assessments or interviews (provided a record is kept).
- Assessment processes and techniques must be appropriate to the language, literacy and numeracy requirements of the work being performed and the needs of the candidate.
- Conditions for assessment must include access to all tools, equipment, materials and documentation required, including relevant workplace procedures, product and manufacturing specifications associated with this unit.
- Foundation skills are integral to competent performance of the unit and should not be assessed separately.
- Assessors must satisfy the assessor competency requirements that are in place at the time of the assessment as set by the VET regulator.
- The assessor must demonstrate both technical competency and currency.
- Technical competence can be demonstrated through:
 - relevant VET or other qualification/Statement of Attainment AND/OR
 - relevant workplace experience
- Currency can be demonstrated through:
 - performing the competency being assessed as part of current employment OR
 - having consulted with an organisation providing relevant environmental monitoring, management or technology services about performing the competency being assessed within the last twelve months.

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