



Australian Government

MSS408016 Develop the value stream

Release: 1

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Modification History

Release 1. Unit code changed. Application changed. Elements changed. Performance Criteria changed. Foundation Skills populated. Range of Conditions removed. Assessment Requirements changed. Workplace outcome changed. Supersedes and is not equivalent to MSS408004 Develop the value stream and MSS407022 Facilitate improvements in the external value stream.

Application

This unit describes the skills and knowledge required to maximise value delivered from the value stream through improved internal and external relationships and/or expanded areas of mutual benefit.

This unit applies to managers, leaders and those in similar roles who have influence, authority and responsibility in identifying strategic improvements to relationships within the value stream, negotiating cooperation of value stream members and maximising overall customer value.

This unit assumes that the value stream has been mapped and that the mapping is available.

This unit applies to any organisation that is implementing competitive systems and practices.

No licensing or certification requirements exist at the time of publication. Relevant legislation, industry standards and codes of practice within Australia must be applied.

Pre-requisite Unit

Nil

Competency Field

Competitive systems and practices

Elements and Performance Criteria

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Determine strategic improvements to value stream relationships	1.1 Identify current and emerging context for value stream 1.2 Review value stream and evaluate current relationships to determine areas where additional benefits could be achieved

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	1.3 Evaluate areas of potential improvement in terms of strategic alignment, risk, costs, benefits and develop negotiating position 1.4 Explore opportunities with value stream members to determine level of interest, capacity, feasibility, barriers and select preferred options 1.5 Liaise with value stream members to resolve problems and/or adapt organisation's position to negotiate goals, expected outcomes and actions to progress changes
2. Oversee implementation of changes	2.1 Oversee actions within own organisation required to implement changes 2.2 Contribute to development of metrics to determine costs and benefits to organisation and value stream members and overall value to customers 2.3 Contribute to development of communication plan to support internal and external engagement within confidentiality requirements and communication protocols 2.4 Monitor progress of changes within own organisation to identify problems and develop solutions 2.5 Monitor progress of changes across value stream and evaluate impact 2.6 Liaise with value stream members to identify and address need for support to implement changes 2.7 Oversee development of strategies to standardise value stream improvements
3. Sustain development of value stream relationships	3.1 Maintain communications with internal and external value stream members to recognise achievements, resolve problems and identify further strategic opportunities 3.2 Interpret qualitative and quantitative data to determine overall value of value stream relationships and optimise benefit/cost distributions and ratios across value stream 3.3 Take action to dissolve relationships which do not contribute to overall value

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential to performance but not explicit in the performance criteria.

- Reading skills to interpret complex workplace documentation and strategic information
- Writing skills to promote engagement with a range of stakeholders
- Oral communication skills to collaborate, negotiate and solve problems with diverse stakeholder interests
- Numeracy skills to develop and interpret metrics for value stream performance.

Other foundation skills essential to performance are explicit in the performance criteria of this unit.

Unit Mapping Information

No equivalent unit.

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 MSS408016 Develop the value stream

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Performance Evidence

There must be evidence the candidate has completed the tasks outlined in the elements and performance criteria of this unit, and demonstrated the ability to:

- collaborate with internal and external value stream members to determine and implement at least one strategic improvement to the value stream where changes are made by own organisation and by value stream member/s.

Knowledge Evidence

There must be evidence the candidate has knowledge of:

- underpinning values relevant to competitive systems and practices including at least 5 of:
 - respect for people
 - respect for process
 - empowered teams and devolved decision-making and/or strategy deployment
 - transparency and culture of learning
 - creation of value and customer perceived value
 - go and see and/or go to the source decision-making
 - rapid cycle or iterative development
 - empirical development
- types of organisational structures, systems and mechanisms that can support or prevent application of at least 5 of the values listed above
- leadership and management styles and/or techniques that support values relevant to competitive systems and practices
- techniques to facilitate communications and agreement between stakeholders with diverse perspectives
- influence, persuasion and negotiation techniques
- types of structural, personal, cultural barriers that may affect participation and collaboration
- techniques to address barriers and support participation and collaboration
- organisation's value stream, key roles in value creation and desired future state
- competitive systems and practices and tools relevant to the value stream

- current and emerging practices and trends relevant to value stream
- ecological, economic and social sustainability impacts relevant to value stream
- current and emerging legislative/regulatory issues, standards and codes along the value stream
- benefit/cost analysis techniques.
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Assessment Conditions

Skills must have been demonstrated in the workplace or in a simulated environment that reflects workplace conditions and contingencies. The following conditions must be met for this unit:

- use of suitable facilities, equipment and resources, including:
 - value stream map and analysis
- modelling of industry operating conditions, including:
 - functioning competitive systems and practices environment.

Assessors must satisfy the NVR/AQTF mandatory competency requirements for assessors.

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