



Australian Government

Department of Education, Employment and Workplace Relations

MSACMC413A Lead team culture improvement

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers the knowledge and skills required by a team leader to help develop a culture within the team appropriate for achieving competitive manufacturing.
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Application of the Unit

Application of the unit	<p>In a typical scenario, an organisation has embarked on competitive manufacturing and a team leader is required to change / improve the team culture to be consistent with that required to maximise the benefits from competitive manufacturing and to view the team as part of the whole organisation.</p> <p>This unit requires the application of skills associated with communication, teamwork, problem solving, initiative, enterprise, planning, organising and self management in order to provide leadership in a changing team environment. This unit has a strong emphasis on planning and change management, but also requires an ability to learn from experience and feed new information back into strategies to improve performance.</p>
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units	
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Employability Skills Information

Employability skills	This unit contains employability skills
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Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
<p>1. Facilitate the team's understanding of the Competitive Manufacturing Strategy.</p>	<p>1.1. Communicate with all team members the objectives and benefits of the <i>competitive manufacturing strategy</i></p> <p>1.2. Review with the team members the techniques and methods that will be used in achieving the Competitive Manufacturing Strategy</p> <p>1.3. Using a <i>systems approach</i>, help team members understand how the team fits into the organisation</p> <p>1.4. Establish appropriate communication and team work within the team and with other teams</p> <p>1.5. Develop a work structure with the team that allows for everyone to participate in the application of the competitive manufacturing strategy</p>
<p>2. Facilitate application of knowledge about the importance of controlling variation in competitive manufacturing</p>	<p>2.1. Develop the application of a statistical approach by all team members to all relevant facets of the system with a view to reducing <i>variation</i></p> <p>2.2. Encourage the approach of building quality in and ensuring team members assist each other in meeting the requirement</p>
<p>3. Facilitate the development of skills and knowledge within the team</p>	<p>3.1. Encourage appropriate training for all team members</p> <p>3.2. Involve team members in identification of skill needs and skills gaps, and in development of a strategy for training, skills acquisition and self-improvement so as to ensure awareness, learning and commitment</p>
<p>4. Facilitate the development of commitment within the team to the competitive manufacturing strategy</p>	<p>4.1. Ensure that the team has sufficient resources and adequate equipment available to meet the requirements of the competitive manufacturing strategy</p> <p>4.2. Encourage the adoption of continuous improvement</p> <p>4.3. Encourage employee acceptance of responsibility for the quality of their own work</p> <p>4.4. Provide continuous feed back and communication of progress at all levels in implementing the strategy.</p> <p>4.5. Involve team members in relating identified problems and opportunities for improvement to</p>

ELEMENT	PERFORMANCE CRITERIA
	the competitive manufacturing strategy, and involve them in developing any required changes, to ensure awareness, learning and commitment

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills:

- analysis
- problem solving
- teamwork
- planning and organising
- communication
- documenting

Required knowledge:

- Principles of change management
- Quality philosophy, eg Deming or Six Sigma etc

Evidence Guide

EVIDENCE GUIDE

The Evidence Guide describes the underpinning knowledge and skills that must be demonstrated to prove competence. It is essential for assessment and must be read conjunction with the performance criteria, the range statement and the assessment guidelines of the relevant Training Package

Overview of assessment requirements	The competent person will be able to demonstrate the entwinement/integration of the elements of this unit in their application to the team.
What critical aspects of evidence is required to demonstrate competency in this unit?	Knowledge of change management principles underpinned by a quality philosophy such as Deming's Revised 14 points or Six Sigma principles, etc
In what context should assessment occur?	Assessment will need to occur in an organisation implementing/wishing to implement competitive manufacturing.
Are there any other units which could or should be assessed with this unit or which relate directly to this unit?	This unit could be assessed concurrently with other relevant units.
What method of assessment should apply?	<p>Assessors must be satisfied that the person can consistently perform the unit as a whole, as defined by the elements, performance criteria, skills and knowledge. A holistic approach should be taken to the assessment.</p> <p>Assessors should gather sufficient, fair, valid, reliable, authentic and current evidence from a range of sources. Sources of evidence may include direct observation, reports from supervisors, peers and colleagues, project work, samples, organisation records and questioning. Assessment should not require language, literacy or numeracy skills beyond those required for the unit.</p> <p>The assessee will have access to all techniques, procedures, information, resources and aids which would normally be available in the workplace.</p> <p>The method of assessment should be discussed and agreed with the assessee prior to the commencement of the assessment</p>
What evidence is required for	Evidence of consistent application of the principles

EVIDENCE GUIDE	
demonstration of consistent performance?	and moving down the path should be sufficient evidence rather than evidence of having arrived.
What are the specific resource requirements for this unit?	Access to an organisation implementing competitive manufacturing.

Range Statement

RANGE STATEMENT

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

Competitive Manufacturing Strategy

Strategies may include one or more of:

- Six sigma
- Lean Manufacturing
- Agile Manufacturing
- Just in Time
- Supply chain management
- Value Chain Management
- Total Quality
- Pro Active maintenance
- Elimination of waste
- Balanced Scorecard

Variation

Variation is used to mean variation from quality standards and customer requirements as expressed in production schedules and technical specifications.

Systems approach

A systems approach enables persons to see how work gets done and effect of changes and shows the internal / external relationships through which products and services are produced and may include considerations of the role and requirements of:

- customers
- suppliers
- employees
- other value chain members
- members of the public and community groups
- other external individual, group or organisation.
- technical processes and equipment
- statutory and regulatory requirements including OHS and environment legislation and regulations
- quality standards

Work structures

Teams may be self directed, cross functional etc. Structures are appropriate to the job and job steps are in

RANGE STATEMENT

	a logical order
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Unit Sector(s)

Unit Sector	CM Change/interpersonal
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corequisite units

Corequisite units	
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Functional area

Functional Area	
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