



Australian Government

MSS403013 Lead team culture improvement

Release: 1

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Modification History

Release 1. Supersedes and is equivalent to MSS403013A Lead team culture improvement

Application

This unit of competency covers the skills and knowledge required by a team leader or other person responsible for developing a culture within a team appropriate for supporting competitive systems and practices.

This unit applies where an organisation has embarked on competitive systems and practices and a team leader or other responsible person is required to change or improve the team culture to maximise the benefits from competitive systems and practices.

This unit requires the application of skills associated with communication, teamwork, problem solving, initiative and enterprise, planning and 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.

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 | Facilitate the team's understanding of the competitive systems and | 1.1 | Communicate with all team members the objectives and benefits of the competitive systems and practices strategy. |
| | | 1.2 | Review with team members the techniques and methods that will be used in achieving the competitive systems |

	practices strategy		and practices strategy.
		1.3	Using a systems approach, help team members understand how the team fits into the organisation.
		1.4	Establish appropriate communication and teamwork within the team and with other teams.
		1.5	Develop a work structure with the team that allows for everyone to participate in the application of the competitive systems and practices strategy.
2	Facilitate application of knowledge about the importance of controlling variation in competitive systems and practices	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 variation.
		2.2	Encourage the approach of building quality and ensuring team members assist each other in meeting requirements.
3	Facilitate the development of skills and knowledge within the team	3.1	Encourage appropriate training for all team members.
		3.2	Involve team members in identification of skill needs and skill gaps, and in development of a strategy for training, skills acquisition and self-improvement so as to ensure awareness, learning and commitment.
4	Facilitate the development of commitment within the team to the competitive systems and practices strategy	4.1	Ensure that the team has sufficient resources and adequate equipment available to meet the requirements of the competitive systems and practices strategy.
		4.2	Encourage the adoption of continuous improvement.
		4.3	Encourage employee acceptance of responsibility for the quality of own work.
		4.4	Provide continuous feedback and communication of progress at all levels in implementing the strategy.
		4.5	Involve team members in relating identified problems and opportunities for improvement to the competitive systems and practices strategy, and involve them in

developing any required changes, to ensure awareness, learning and commitment.

4.6 Establish and monitor indicators of team culture.

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.

- Systems approach includes consideration of the**
- customers
 - suppliers
 - employees

role and requirements of one or more of:

- other value stream members
- members of the public and community groups
- other external individual, group or organisation
- technical processes and equipment
- statutory and regulatory requirements, including work health and safety (WHS) and environment legislation and regulations
- quality standards.

Team culture can be monitored by one or more of:

- surveys
- evaluation of toolbox or other regular meetings
- direct discussion with team members
- monitoring of other indicators (e.g. error rates and absenteeism)
- analysis of root cause related to status of team culture.

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>