



**Australian Government**

# **MSS407006 Build relationships between teams in an operations environment**

**Release: 1**

# **MSS407006 Build relationships between teams in an operations environment**

## **Modification History**

Release 1. Supersedes and is equivalent to MSS407006A Build relationships between teams in an operations environment

## **Application**

This unit of competency covers the skills and knowledge required to develop an attitude of respect for individuals in teams and trust between individuals, teams, supervisors and management in order to develop a suitable culture for implementing and sustaining competitive systems and practices initiatives.

This unit is intended for team leaders and people with a similar sphere of influence/scope of authority and responsibility. It builds on more general competitive systems and practices graduate units and specifically addresses inter-team issues. The unit also encompasses intra-team issues where these are a barrier. The unit envisages a specialist facilitation role in assisting with implementing an organisation competitive systems and practices culture.

This unit is also about developing a 'whole of value stream' view so that there is not competition between individuals or teams, but rather cooperation to achieve organisation and value stream goals with competition being directed towards other organisations competing in the marketplace.

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.

1	<b>Identify organisational relationships</b>	<p>1.1 Map actual and intended process flows within and between teams.</p> <p>1.2 Map actual and intended communication/information/data flows within and between teams.</p> <p>1.3 Identify and map other interactions (actual and intended) within and between teams.</p> <p>1.4 Determine the consequences in terms of customer benefit of intended flows/interactions.</p> <p>1.5 Determine the consequences in terms of customer benefit of the actual flows/interactions.</p>
2	<b>Foster cooperation within team</b>	<p>2.1 Present relationships information to team members.</p> <p>2.2 Discuss areas where greater cooperation would yield benefits.</p> <p>2.3 Agree on ways to achieve greater cooperation in these areas.</p> <p>2.4 Facilitate team implementation of agreed changes.</p>
3	<b>Foster cooperation between teams</b>	<p>3.1 Present relationships information to teams/team representatives.</p> <p>3.2 Discuss areas where greater cooperation would yield benefits.</p> <p>3.3 Agree on ways to achieve greater cooperation in these areas.</p> <p>3.4 Obtain any necessary approvals for proposed changes.</p>

- 3.5 Facilitate implementation by teams of agreed changes.
- 4 **Identify sources of tension, conflict or competition**
  - 4.1 Examine team and individual key performance indicators (KPIs) for sources of conflict/competition.
  - 4.2 Examine flows and interactions for possible sources of conflict and competition.
  - 4.3 Observe interactions between team members and identify tensions, conflicts and competition.
  - 4.4 Observe interactions between teams and identify tensions, conflicts and competition.
  - 4.5 Observe response to change and resistance to change.
- 5 **Reduce causes of tension, conflict or competition**
  - 5.1 Draft modified KPIs to reduce causes of conflict and competition.
  - 5.2 Draft modified systems causing conflicting flows and interactions.
  - 5.3 Facilitate discussions within and between teams to identify causes of tensions, conflicts and competition.
  - 5.4 Facilitate discussions to develop a consensus solution to identified causes of tensions, conflicts and competition.
  - 5.5 Obtain any required approvals for suggested/drafted changes.
  - 5.6 Facilitate the implementation of the agreed solutions.
  - 5.7 Take actions to ensure agreed changes become standard practice.

## 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.

**Organisational teams include one or more of:**

- downstream customer teams (internal or external)
- upstream supplier teams (Internal or external)
- support teams (e.g. maintenance and information technology (IT)).

**Cooperation within teams includes one or more of:**

- assistance with problem solving
- dealing with disruptions to flow
- dealing with variations of flow level/volume
- dealing with variations in quality/quantity/timeliness.

**KPIs include one or**

- reward systems
- systems (formal and informal) which encourage some types of

**more of:**                      behaviour over others.

## **Unit Mapping Information**

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## **Links**

Companion Volume implementation guides are found in VETNet -  
<https://vetnet.education.gov.au/Pages/TrainingDocs.aspx?q=5b04f318-804f-4dc0-9463-c3fb9a3fe998>