



Australian Government

Department of Education, Employment and Workplace Relations

MSS403013A Lead team culture improvement

Release: 1

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Modification History

New unit, superseding MSACMC413A Lead team culture improvement - Equivalent

Unit Descriptor

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.

Application of the Unit

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 be consistent with that required 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.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

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.

Elements and Performance Criteria

1	Facilitate the team's understanding of the competitive systems and practices strategy	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 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

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| 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 |
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| 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 their 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 |

Required Skills and Knowledge

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

Required skills

Required skills include:

- identifying and interpreting team quality standards and customer requirements
- identifying the competitive operational practices being implemented by the team
- communicating with others in the team, other team leaders, other employees and external representatives relevant to team competitive systems and practices
- ensuring team awareness of performance against requirements (e.g. through visual management techniques)
- facilitating team competitive systems and practices review activities
- solving problems to root cause
- identifying and accessing sources of assistance if difficulty is experienced with team implementation of competitive systems and practices
- interpreting relevant procedures and instructions
- identifying, analysing and evaluating information from a variety of sources

Required knowledge

Required knowledge includes:

- competitive systems and practices strategies at a broad level, including theoretical concepts of one or more of:
 - six sigma
 - lean manufacturing/lean operations
 - agile manufacturing/agile operations
 - Just in Time (JIT)
 - supply chain management
 - value stream management
 - total quality
 - proactive maintenance
 - elimination of waste
 - Balanced Scorecard
 - 5S housekeeping
 - visual factory/visual operations
- benefits of:
 - standardised work

- customer pull
- value stream mapping
- principles of change management

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

<p>Critical aspects for assessment and evidence required to demonstrate competency in this unit</p>	<p>A person who demonstrates competency in this unit must be able to provide evidence of the ability to:</p> <ul style="list-style-type: none"> • identify the competitive systems and practices used by the team • identify changes to their own work flowing from the implementation of the relevant competitive systems and practices • implement and monitor changes designed to improve team culture • know when and how to seek assistance • make suggestions for improvements.
<p>Context of and specific resources for assessment</p>	<p>Assessment of performance must be undertaken in a workplace using or implementing one or more competitive systems and practices.</p> <p>Access may be required to:</p> <ul style="list-style-type: none"> • workplace procedures and plans relevant to work area • specifications and documentation relating to planned, currently being implemented, or implemented changes to work processes and procedures relevant to the assessee • documentation and information in relation to production, waste, overheads and hazard control/management • reports from supervisors/managers • case studies and scenarios to assess responses to contingencies.
<p>Method of assessment</p>	<p>A holistic approach should be taken to the assessment.</p> <p>Competence in this unit may be assessed by using a combination of the following to generate evidence:</p> <ul style="list-style-type: none"> • demonstration in the workplace

	<ul style="list-style-type: none"> • workplace projects • suitable simulation • case studies/scenarios (particularly for assessment of contingencies, improvement scenarios, and so on) • targeted questioning • reports from supervisors, peers and colleagues (third-party reports) • portfolio of evidence. <p>In all cases it is expected that practical assessment will be combined with targeted questioning to assess underpinning knowledge.</p> <p>Where applicable, reasonable adjustment must be made to work environments and training situations to accommodate ethnicity, age, gender, demographics and disability.</p>
<p>Guidance information for assessment</p>	<p>Assessment processes and techniques must be culturally appropriate and appropriate to the oracy, language and literacy capacity of the candidate and the work being performed.</p>

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.

<p>Competitive systems and practices</p>	<p>Competitive systems and practices may include, but are not limited to:</p> <ul style="list-style-type: none"> • lean operations • agile operations • preventative and predictive maintenance approaches • monitoring and data gathering systems, such as Systems Control and Data Acquisition (SCADA) software, Enterprise Resource Planning (ERP) systems, Materials Resource Planning (MRP) and proprietary systems • statistical process control systems, including six sigma and three sigma • JIT, kanban and other pull-related operations control
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	<p>systems</p> <ul style="list-style-type: none"> • 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 <p>Competitive systems and practices should be interpreted so as to take into account:</p> <ul style="list-style-type: none"> • the stage of implementation of competitive systems and practices • the size of the enterprise • the work organisation, culture, regulatory environment and the industry sector
Variation	<p>Variation refers to:</p> <ul style="list-style-type: none"> • variation from quality standards and customer requirements as expressed in production or operations schedules and technical specifications
Systems approach	<p>A systems approach enables a person to see how work gets done, the effect of changes and shows the internal/external relationships through which products and services are produced. It may include considerations of the role and requirements of:</p> <ul style="list-style-type: none"> • customers • suppliers • employees • 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 occupational health and safety (OHS) and environment legislation and regulations • quality standards

Team culture	<p>Team culture change is the extent to which the culture of the team is aligned to the goals of customers and the organisation. Team culture may be monitored by:</p> <ul style="list-style-type: none"> • 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
Work structures	<p>The work team structure may vary (e.g. be self-directed, cross-functional, and so on, and should be appropriate to the job)</p>

Unit Sector(s)

Unit sector

Competitive systems and practices

Custom Content Section

Not applicable.