MSS405011A Manage people relationships

Release: 1

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Modification History

New unit, superseding MSACMC611A Manage people relationships - Not equivalent

Unit Descriptor

This unit of competency covers the skills and knowledge required to manage the human relationship aspects of implementing and operating competitive systems and practices.

Application of the Unit

This unit applies to a person (who may be a manager, technical specialist or other person) who is required to work with employees and relevant people, encourage them to accept change and also to increase the quality, quantity and reliability of output consistent with customer requirements.

This unit primarily requires strong communication, teamwork and problem solving skills to achieve effective relationships that support a competitive systems and practices environment. Initiative, enterprise, planning and organising are also required to ensure relationships are monitored and issues are resolved proactively. The unit also includes aspects of self-management and learning to ensure improvement of own performance and communication skills.

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	Confirm organisation competitive systems and practices status	1.1	Establish number and status of competitive systems and practices techniques being used within the organisation
		1.2	Identify key performance indicators (KPIs) for each technique
		1.3	Identify key sections and value stream members responsible for each KPI
		1.4	Identify key personnel for communications
2	Develop an open environment	2.1	Establish and maintain regular dialogue between all levels and all relevant sections of the organisation
		2.2	Encourage a flow of communications in both directions
		2.3	Develop and maintain a formal mechanism for the flow of issues, concerns and suggestions in both directions
		2.4	Develop and maintain regular and frequent communication with all key stakeholders
3	Identify significant issues	3.1	In liaison with relevant team members/stakeholders, identify current and potential issues
		3.2	Assist team members/stakeholders to formulate issues

		3.3	Identify and define boundary and non-negotiable issues for all team members/stakeholders
		3.4	Negotiate with relevant team members/stakeholders over actual and potential issues
4	Proactively resolve issues	4.1	Liaise with team members/stakeholders to develop agreed, and where possible, win-win solutions
		4.2	Negotiate acceptable solutions, as required, in accordance with company practices/procedures
		4.3	Obtain any required official authorisations
		4.4	Consult with relevant stakeholders to develop implementation plan
		4.5	Implement solution
5	Monitor ongoing situation	5.1	Determine relevant KPIs for plan
		5.2	Check that implementation is proceeding to plan
		5.3	Check for unforeseen consequences
		5.4	Take appropriate action to resolve any arising issues

Required Skills and Knowledge

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

Required skills

Required skills include:

- analysing the competitive operational techniques being implemented in the organisation and the stage of implementation, including identifying people, related needs and issues
- using formal problem solving procedures, such as root cause analysis (RCA)
- analysing work procedures
- developing formal and informal communication procedures with others in work area, team leaders and other employees relevant to competitive systems and practices changes
- establishing sources of assistance in the organisation for people experiencing difficulty with competitive systems and practices changes
- interpreting procedures and instructions relevant to own expertise for others
- establishing KPIs for own work

Required knowledge

Required knowledge includes:

- features and benefits of common competitive operational practices, including:
  - Just in Time (JIT) and kanban systems
  - preventative maintenance
  - 5S housekeeping
  - continuous improvement processes (kaizen)
  - waste (muda) elimination
  - formal problem solving procedures (e.g. RCA)
  - standardised work
- health, safety and environment (HSE) principles and requirements for organisation
- change implementation contacts and procedures for the organisation
- employee assistance mechanisms in the organisation
- current processes and principles of operation sufficient to enable communication with others on the impact of competitive operational changes
- sources of data on the process/plant and possible applications to information distribution
- methods of determining own skill needs and developing skills, if required

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.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	A person who demonstrates competency in this unit must be able to provide evidence of the ability to: - identify the processes used and scope of products/ services supplied by the organisation and the deliverables expected by customers - relate processes and products/services to the competitive systems and practices implementation process and the stage of implementation - communicate and gain support for changes made as a result of the implementation of the competitive systems and practices implementation - develop formal and informal channels of communication, including feedback mechanisms - proactively resolve issues and problems raised by people with the competitive systems and practices implementation process.
Context of and specific resources for assessment	Assessment of performance must be undertaken in a workplace using or implementing one or more competitive systems and practices. Access may be required to: - 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.
Method of assessment	A holistic approach should be taken to the assessment. Competence in this unit may be assessed by using a combination of the following to generate evidence: - demonstration in the workplace - 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. In all cases it is expected that practical assessment will be combined with targeted questioning to assess underpinning knowledge. Where applicable, reasonable adjustment must be made to work environments and training situations to accommodate ethnicity, age, gender, demographics and disability.
Guidance information for assessment	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.

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 systems and practices	Competitive systems and practices may include, but are not limited to: • 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 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
	Competitive systems and practices should be interpreted so as to take into account:
	• the stage of implementation of competitive systems and practices
	• the size of the enterprise
	• the work organisation, culture, regulatory environment and the industry sector
Key personnel	Key personnel for communication include:
	• formally identified managers, supervisors and workforce delegates as well as key opinion shapers (e.g. employees with specialist technical knowledge) on the issue being communicated
Formal mechanisms	Formal mechanisms for communication will vary according to the organisation but may include:
	• noticeboards
	• employee circulars
	• consultative committees
	• staff associations
	• union representatives
	• team leaders
Stakeholders	Stakeholders may include:
	• team members
	• personnel officers
	• industrial officers
	• union delegates
	• production management
	• human relations management
	• financial management

	• engineering/technical personnel

Unit Sector(s)

Unit sector   Competitive systems and practices

Custom Content Section

Not applicable.

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