



Australian Government

Department of Education, Employment and Workplace Relations

MSS405014A Develop a communications strategy to support operations

Release: 1

MSS405014A Develop a communications strategy to support operations

Modification History

New unit, superseding MSACMC614A Develop a communications strategy to support production - Equivalent

Unit Descriptor

This unit of competency covers the skills and knowledge required to develop and implement a communications strategy to support employees in a production or operational environment where competitive systems and practices are being implemented.

Application of the Unit

This unit applies to a person (who may be a manager, technical specialist or other person) who is required to analyse, plan, and determine and implement required communication strategies for production or operational employees engaged in implementing competitive systems and practices. The unit can also apply to planning and then implementing modifications to an existing strategy.

The unit applies to not only communicating information required to gain and maintain support for competitive systems and practices but also strategies that assist with the achievement of competitive systems and practices outcomes, such as visualisation strategies for layouts and employee information stations.

This unit primarily requires the application of skills associated with developing effective communication strategies. Problem solving, initiative and enterprise, and planning and organising are required to ensure communications are targeted and meet the needs of stakeholders. This unit also requires aspects of self-management and learning to ensure improvement of own communication effectiveness.

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	Determine information needs of employees and production or operations systems	1.1	Examine competitive systems and practices strategy and determine broad information framework
		1.2	Examine the production or operational processes and their requirements and determine the information needs of employees in these areas
		1.3	Examine operational support areas and determine the information needs of employees
		1.4	Discuss information used and desired with employees at all relevant levels, and involve team and other key personnel in strategy development to ensure awareness, learning and commitment
		1.5	Examine control systems to determine their data needs
2	Select communication strategy	2.1	Analyse required information flows
		2.2	Determine access requirements by information users
		2.3	Evaluate suitability of communication media for required information flows and access
		2.4	Consider implications of contingencies and non-conformances for communication strategy
		2.5	Discuss possible strategy with relevant stakeholders

- 2.6 Select an appropriate strategy or strategies
- 3 Implement strategy
 - 3.1 Develop a list of what needs to be achieved
 - 3.2 Determine resources required to implement strategy
 - 3.3 Obtain authority for communication media to be developed
 - 3.4 Monitor development of communication media and take appropriate corrective action, as required
 - 3.5 Deploy developed communication media
- 4 Monitor ongoing situation
 - 4.1 Determine relevant indicators for communication strategy
 - 4.2 Monitor indicators
 - 4.3 Re-evaluate communication needs on a regular basis
 - 4.4 Make improvements to the communication strategy, as appropriate

Required Skills and Knowledge

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

Required skills

Required skills include:

- identifying the competitive systems and practices strategies being implemented in the organisation and stage of implementation
- using formal problem solving procedures, such as root cause analysis (RCA)
- analysing and planning for communication needs of production and operations employees
- developing formal and informal communication procedures with employees in production and operational areas using a variety of media and formats
- linking communication strategy key performance indicators (KPIs) to KPIs for implementation of competitive systems and practices
- establishing feedback, control and monitoring arrangements to gauge the success of communication strategies
- briefing key personnel on the communication strategies
- interpreting documents, procedures and instructions for others
- giving presentations and briefings

Required knowledge

Required knowledge includes:

- strategic requirements of own organisation
- common techniques used in competitive systems and practices and key concepts required to be communicated to employees
- communication media, relevant software and standard formats

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: <ul style="list-style-type: none">• analyse competitive systems and practices
---	---

	<p>implementation and determine information flow requirements</p> <ul style="list-style-type: none"> • communicate information verbally and in writing across different levels of complexity using a variety of methods and mediums • monitor outcomes of communication strategies against KPIs • plan and implement strategies to make gains from competitive systems and practices apparent and easily understood to different audiences • determine communication needs during contingencies and non-conformances.
Context of and specific resources for assessment	<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 communication strategies and procedures relevant to the assessee • reports from supervisors/managers • case studies and scenarios to assess responses to contingencies.
Method of assessment	<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 • 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</p>

	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	<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, Materilas Resource Planning (MRP) and proprietary systems • 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
--	--

	<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
Operations support areas	<p>Operations support areas refers to areas other than production and may be located in the organisation or be in an external organisation that provides support services as part of its business. Examples include:</p> <ul style="list-style-type: none"> office logistics sales marketing insurance legal training and utilities providers
Information access requirements	<p>Information access requirements include:</p> <ul style="list-style-type: none"> timing of access (e.g. occasional, periodic and continual) method of access (e.g. visual/auditory/tactile access) online/hard copy access access locations
Communication media	<p>Communication media include:</p> <ul style="list-style-type: none"> terminals, computers, and so on, with built in memory internet hard copy manuals, such as standard operating procedures, occupational health and safety (OHS) and training manuals verbal briefings and informal conversations circulars and letters signage instruction displays tags and isolations/lockouts permits to work/clearances visual factory type displays painted walkways
Stakeholders	<p>Stakeholders may include:</p>

	<ul style="list-style-type: none">• team members• personnel officers• industrial officers• union delegates• production and operations management• human relations management• financial management• engineering/technical personnel
--	--

Unit Sector(s)

Unit sector

Competitive systems and practices

Custom Content Section

Not applicable.