



Australian Government

Department of Education, Employment and Workplace Relations

MSACMC611A Manage people relationships

Revision Number: 1

MSACMC611A Manage people relationships

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers the knowledge and skills needed to manage the human relationship aspects of implementing and operating competitive manufacturing systems.
------------------------	--

Application of the Unit

Application of the unit	In a typical scenario, a person (who may be a manager, technical specialist or other person) is required to work with people, encourage them to accept change and also to increase the quality, quantity and reliability of output. Much of this is due to good relations with the employees and relevant people. This unit primarily requires on strong communication, teamwork, and problem solving skills to achieve effective relationships that support a competitive manufacturing environment. Initiative and enterprise and planning and organising are also required to ensure relationships are monitored and issues are resolved proactively. This also requires aspects of self management and learning to ensure improvement of own performance and communication skills.
--------------------------------	--

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units	
---------------------------	--

Employability Skills Information

Employability skills	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

ELEMENT	PERFORMANCE CRITERIA
1. Develop an open environment	1.1. Establish and maintain regular dialogue between all levels and all relevant sections of the organisation 1.2. Encourage a flow of communications in both directions 1.3. Identify key personnel for communications 1.4. Develop and maintain a formal mechanism for the flow of issues, concerns and suggestions in both directions 1.5. Develop and maintain regular and frequent verbal communication with all key stakeholders
2. Identify significant issues	2.1. In liaison with relevant team members/ stakeholders , identify current and potential issues 2.2. Assist team members/stakeholders to formulate issues 2.3. Identify and define boundary and 'non-negotiable' issues for all team members/stakeholders 2.4. Negotiate with relevant team members/stakeholders over actual and potential issues
3. Proactively resolve issues	3.1. Liaise with team members/stakeholders to develop agreed, and where possible win-win, solutions 3.2. Negotiate acceptable solutions as required in accordance with company practices/procedures 3.3. Obtain any required official authorisations 3.4. Consult with relevant stakeholders to develop implementation plan 3.5. Implement solution
4. Monitor ongoing situation	4.1. Determine relevant Key Performance Indicators (KPIs) for plan 4.2. Check that implementation is proceeding to plan 4.3. Check for unforeseen consequences 4.4. Take appropriate action to resolve any arising issues

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- negotiating
- communication
- teamwork
- problem solving

Required knowledge

- knowledge of industrial relations structures
- relevant awards and agreements
- types of workforce structures and reward systems

Evidence Guide

EVIDENCE GUIDE

The Evidence Guide provides advice on assessment and must be read in conjunction with the Performance Criteria, required skills and knowledge, the Range Statement and the Assessment Guidelines for this Training Package.

Overview of assessment requirements	The person will be able to develop a relationship with the team members which will make a positive contribution to the organisation.
What are the specific resource requirements for this unit?	Access to a workplace implementing competitive manufacturing strategies is required. No other specific resources are required.
What critical aspects of evidence are required to demonstrate competency in this unit?	Evidence of managing people relationships and dealing with issues.
In what context should assessment occur?	Assessment will need to occur in a competitive manufacturing organisation and where the individual is responsible for managing people relationships or by case study.
Are there any other units which could or should be assessed with this unit or which relate directly to this unit?	This unit may be assessed concurrently with appropriate units.
What method of assessment should apply?	Assessors must be satisfied that the person can consistently perform the unit as a whole, as defined by the Elements, Performance Criteria, skills and knowledge. A holistic approach should be taken to the assessment. Assessors should gather sufficient, fair, valid, reliable, authentic and current evidence from a range of sources. Sources of evidence may include direct observation, reports from supervisors, peers and colleagues, project work, samples, organisation records and questioning. Assessment should not require language, literacy or numeracy skills beyond those required for the unit. The assessee will have access to all techniques, procedures, information, resources and aids which would normally be available in the workplace. The method of assessment should be discussed and agreed with the assessee prior to the commencement of the

EVIDENCE GUIDE	
	assessment.
What evidence is required for demonstration of consistent performance?	Evidence should be available from an extended period of time and may be historic if the person has been in this role for some time.

Range Statement

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 manufacturing	<i>Competitive manufacturing</i> is used to describe the range of systemic manufacturing practice concepts and approaches. It covers but is not limited to: • lean manufacturing • agile manufacturing • preventative and predictive maintenance approaches • monitoring and data gathering systems such as Systems Control and Data Acquisition (SCADA) software, Enterprise Resource Planning (ERP) systems, Manufacturing Resource Planning (MRP), and proprietary systems such as SAP • statistical process control systems, including six sigma and three sigma • Just in Time (JIT), kanban and other pull related manufacturing control systems • supply, value, and demand chain monitoring and analysis • other continuous improvement systems. Competitive manufacturing should be interpreted so as to take into account the stage of implementation of competitive manufacturing approaches, the enterprise's size and work organisation, culture, regulatory environment and manufacturing sector.
Key personnel	Key personnel for communication include formally identified managers, supervisors and workforce delegates as well as key opinion shapers (such as employees with specialist technical knowledge) on the issue being communicated.
Formal mechanisms	Formal mechanisms for communication will vary according to the enterprise but may include notice boards, employee circulars, consultative committees, staff associations, union representatives, team leaders.

RANGE STATEMENT**Stakeholders**

Stakeholders include team members, personnel officers, industrial officers, union delegates, production management, human relations management, financial management, engineering/technical personnel.

Unit Sector(s)**Unit Sector**

CM Change/interpersonal

Co-requisite units**Co-requisite units****Functional area****Functional Area**