



Australian Government

Department of Education, Employment and Workplace Relations

MSACMG706A Build relationships between teams in a manufacturing environment

Revision Number: 1

MSACMG706A Build relationships between teams in a manufacturing environment

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers the development of 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 manufacturing initiatives.
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Application of the Unit

Application of the unit	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 manufacturing 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 enterprise competitive manufacturing culture. It is also about developing a 'whole of value chain' 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 manufacturing principles.
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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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.
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Elements and Performance Criteria

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

ELEMENT	PERFORMANCE CRITERIA
	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

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- decision making
- communication at all levels
- negotiation
- conflict resolution
- situation analysis

Required knowledge

- competitive manufacturing principles
- organisational goals and processes
- types of KPIs, their applications and limits
- continuous improvement
- communication methods
- process mapping, communication and people interaction mapping
- customer perception of benefits

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, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Demonstrates skills and knowledge required to:

- critically examine relationships within and between teams and to take action to improve them.

In particular look for evidence of:

- identification of relationships/relationship maps
- identification of sources of conflict/tension
- consensus development of improvement plans
- implementation of those plans and a rechecking of the subsequent relationships.

Context of and specific resources for assessment

Assessment may occur on the job or in an appropriately simulated environment. Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices.

Where applicable, reasonable adjustment must be made to work environments and training situations to accommodate ethnicity, age, gender, demographics and disability.

Access must be provided to appropriate learning and/or assessment support when required. Where applicable, physical resources should include equipment modified for people with disabilities.

Method of assessment

- Assessment must satisfy the endorsed assessment guidelines of the Manufacturing Training Package.
- Assessment methods must confirm consistency and accuracy of performance (over time and in a range of workplace relevant contexts) together with application of underpinning knowledge.
- Assessment methods must be by direct observation of tasks and include questioning on underpinning knowledge to ensure its correct interpretation and application.
- Assessment may be applied under project related conditions (real or simulated) and require evidence of process.

EVIDENCE GUIDE	
	• Assessment must confirm a reasonable inference that competency is able not only to be satisfied under the particular circumstance, but is able to be transferred to other circumstances. • Assessment may be in conjunction with assessment of other units of competency where required.
Guidance information for assessment	Assessment processes and techniques must be culturally appropriate and appropriate to the language and literacy capacity of the candidate and the work being performed.

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.

Codes of practice/standards	Where reference is made to industry codes of practice, and/or Australian/international standards, the latest version must be used
Health, safety and environment (HSE)	All changes implemented are expected to be at least neutral, or preferably beneficial in their impact on health, safety and environment
Relationship between organisational teams	Organisational teams may include: • downstream customer teams • upstream supplier teams • support teams (maintenance, IT) Relationship between teams includes: • the impact of teams on each others' work expressed in competitive manufacturing terms Impacts covered could include: • supplier, customer and support team impacts on: • flow • pull • takt time • waste
Cooperation within teams	Cooperation within team may include: • assistance with problem solving • dealing with disruptions to flow • dealing with variations of flow level/volume • dealing with variations in quality/quantity/timeliness
Key performance indicators (KPIs)	KPIs may include: • reward systems • systems (formal and informal) which

RANGE STATEMENT	
	encourage some types of behaviour over others
Resistance to change	Resistance to change may be: overt or covert
Stakeholders	Stakeholders include: work team members, value chain members as well as other stakeholders
Team leader	Team leader may include: any person who may have either a permanent or an ad hoc role in facilitating the function of a team in a workplace

Unit Sector(s)

Unit sector	CM Graduate
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Competency field

Competency field	
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Co-requisite units

Co-requisite units		