



Australian Government

MSL916002 Manage and develop teams

Release: 1

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Modification History

Release 1. Supersedes and is equivalent to MSL916002A Manage and develop teams

Application

This unit of competency covers the ability to develop and empower team members through motivating, mentoring, coaching and promoting team cohesion to achieve planned outcomes. It includes managing the team to improve its performance within agreed goals, contexts and constraints.

This unit of competency is applicable to senior technical officers and laboratory supervisors working in all industry sectors.

While no specific licensing or certification requirements apply to this unit at the time of publication, laboratory operations are governed by relevant legislation, regulations and/or external accreditation requirements. Local requirements should be checked.

Pre-requisite Unit

Nil

Competency Field

Communication/organisation

Unit Sector

Elements and Performance Criteria

Elements describe the essential outcomes.

Performance criteria describe the performance needed to demonstrate achievement of the element.

1	Promote team effectiveness	1.1	Clearly define and communicate team goals and roles
		1.2	Promote respect for team members through coaching and by example
		1.3	Achieve balanced participation in discussions and activities
		1.4	Negotiate work roles to balance team goals, job

		requirements and team members' strengths, experience, work styles and career goals
	1.5	Apply effective conflict resolution processes and implement them fairly
	1.6	Provide effective links between senior management, other teams and the work team
	1.7	Encourage networking to share experiences, expertise and resources
2	Identify and develop individual potential	2.1 Assess each team member's strengths and weaknesses against documented job performance requirements and identify training and development options in consultation with them 2.2 Provide opportunities to develop skills through allocation/rotation of work tasks and roles 2.3 Encourage the sharing of knowledge and skills through coaching, mentoring and shadowing
3	Monitor individual and team performances	3.1 Review each team member's performance on a regular basis with the individual 3.2 Recognise achievements and address problems with performance 3.3 Provide constructive feedback on the performance of the team and team members 3.4 Record information relating to individual and team performance following workplace/statutory procedures

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential to performance.

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Range of Conditions

This field allows for different work environments and conditions that may affect performance. Essential operating conditions that may be present (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) are included.

Teams

Teams include one or more groups who:

- are internal or external and small, medium or large in size
- have ongoing responsibility for particular services or functions
- are project based
- have a mixture of full and part-time employees and/or contractors
- are separated by distance and work at sites outside the laboratory

Goals, contexts and constraints

Team goals, contexts and constraints include:

- specific goals and objectives, responsibility and accountability requirements
- fixed outputs, timelines and resource limits

Methods for promoting team cohesion

Methods for promoting team cohesion include, but are not limited to, one or more of:

- providing clear information and directions when devolving responsibility and accountability
- organising regular team meetings and involving the team in planning and allocation of tasks
- encouraging the team to openly propose, discuss and resolve issues
- dealing with conflict before it adversely affects team performance
- treating people openly and fairly
- recognising individual and cultural differences
- recognising and rewarding achievement

Methods for improving team and individual performance

Methods for improving team and individual performance include, but are not limited to, one or more of:

- improving team planning processes and utilising individuals' strengths
- analysing barriers to team effectiveness and developing appropriate strategies to overcome them

- monitoring individuals' outputs and providing constructive feedback
- recording individual and team performance
- identifying individuals' training needs and providing development opportunities
- supporting the team to share knowledge and skills

Monitoring team performance

Monitoring team performance includes, but is not limited to, one or more of:

- using workplace performance management systems to record, update and analyse the performance of team members
- discussing performance regularly with team members and the team
- keeping senior managers informed about results of individuals and team

Identifying individual potential

Identifying individual potential includes:

- comparing outputs with work requirements
- assessing competency against standards or workplace requirements

Communication issues within and between teams

Communication issues within and between teams include, but are not limited to, one or more of:

- unexpected changes to work priorities, schedules and rosters; and critical events on shift
- urgent or abnormal results that require attention
- problems with instruments, reagents, tests and sampling; and equipment and material shortages

Documented job requirements

Documented job requirements include one or more of:

- job descriptions, job role statements and performance agreements
- workplace guidelines covering access and equity principles and practices, industrial awards and workplace bargaining agreements
- licensing/registration requirements
- workplace procedures covering work health and safety (WHS) and equal opportunity

WHS and environmental management requirements

WHS and environmental management requirements include:

- complying with WHS and environmental management requirements at all times, which may be imposed through state/territory or federal legislation. These requirements must not be compromised at any time
- applying standard precautions relating to the potentially hazardous nature of samples
- accessing and applying current industry understanding of infection control issued by the National Health and Medical Research Council (NHMRC) and State and Territory Departments of Health, where relevant

Unit Mapping Information

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Links

MSA Training Package Implementation Guides - <http://mskills.org.au/training-packages/info/>