



Australian Government

MSL916012 Manage and develop teams

Release: 1

MSL916012 Manage and develop teams

Modification History

Release 1. Supersedes and equivalent to MSL916007 Manage and develop teams. Minor changes to Knowledge Evidence with some items combined and content relating to financial management removed (covered in MSL916013).

Application

This unit of competency describes the skills and knowledge 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 applies to senior technical officers and laboratory supervisors working in all industry sectors.

No licensing or certification requirements exist at the time of publication. However, regulations and/or external accreditation requirements for laboratory operations exist, so local requirements should be checked. Relevant legislation, industry standards and codes of practice within Australia must also be applied.

Pre-requisite Unit

Nil.

Competency Field

Communication/organisation

Elements and Performance Criteria

Elements	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 modelling 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

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	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 in accordance with workplace and statutory procedures

Foundation Skills

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

- Oral communication skills to:
 - work effectively with team members who have diverse work styles, cultures and perspectives
 - use effective interpersonal skills to gain cooperation and resolve conflicts.

Other foundation skills essential to performance are explicit in the performance criteria of this unit.

Unit Mapping Information

Supersedes and is equivalent to MSL916007 Manage and develop teams.

Links

MSL Laboratory Operations Companion Volume Implementation Guide is available from VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=5c63a03b-4a6b-4ae5-9560-1e3c5f462baa>

Assessment Requirements for MSL916012 Manage and develop teams

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Performance Evidence

There must be evidence the candidate has completed the tasks outlined in the elements and performance criteria of this unit, and:

- planned and allocated work for a team of at least 3 people, that balances achievement of team goals and job requirements with team members' strengths and preferences
- measured, monitored and recorded the performance of the team and each individual within the team.
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Knowledge Evidence

There must be evidence the candidate has knowledge of:

- the organisational structure, layout of laboratory and workplace
- business goals, expected performance outcomes and key indicators
- key principles of performance management systems, team dynamics, cohesion, leadership and management
- workplace/statutory policies and procedures relating to access and equity, relevant sections of industrial awards and workplace bargaining agreements
- interpersonal/communication strategies for a diverse workforce
- conflict resolution strategies and processes
- methods for improving team and individual performance, including:
 - 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
- common issues within and between teams, including:
 - 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
 - equipment and material shortages

- work health and safety (WHS) requirements, including provision of appropriate training, supervision, consultation and cooperation in the workplace.
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Assessment Conditions

Skills must have been demonstrated in the workplace or in a simulated environment that reflects workplace conditions and contingencies. The following conditions must be met for this unit:

- use of suitable facilities, equipment and resources, including:
 - WHS, equal opportunity, licensing, and registration policies and procedures
 - workplace procedures
 - industrial awards and workplace agreements
- modelling of industry operating conditions, including:
 - interactions with a laboratory work team.

Assessors must satisfy the NVR/AQTF mandatory competency requirements for assessors.

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