



Australian Government

MSS403013 Lead team culture improvement

Release: 1

MSS403013 Lead team culture improvement

Modification History

Release 1. Supersedes and is equivalent to MSS403013A Lead team culture improvement

Application

This unit of competency covers the skills and knowledge required by a team leader or other person responsible for developing a culture within a team appropriate for supporting competitive systems and practices.

This unit applies where an organisation has embarked on competitive systems and practices and a team leader or other responsible person is required to change or improve the team culture to maximise the benefits from competitive systems and practices.

This unit requires the application of skills associated with communication, teamwork, problem solving, initiative and enterprise, planning and organising, and self-management in order to provide leadership in a changing team environment. This unit has a strong emphasis on planning and change management, but also requires an ability to learn from experience and feed new information back into strategies to improve performance.

No licensing, legislative or certification requirements apply to this unit at the time of publication.

Pre-requisite Unit

Nil

Competency Field

Competitive systems and practices

Unit Sector

Not applicable

Elements and Performance Criteria

Elements describe the essential outcomes.

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

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|---|---|-----|--|
| 1 | Facilitate the team's understanding of the competitive systems and | 1.1 | Communicate with all team members the objectives and benefits of the competitive systems and practices strategy. |
| | | 1.2 | Review with team members the techniques and methods that will be used in achieving the competitive systems |

	practices strategy		and practices strategy.
		1.3	Using a systems approach, help team members understand how the team fits into the organisation.
		1.4	Establish appropriate communication and teamwork within the team and with other teams.
		1.5	Develop a work structure with the team that allows for everyone to participate in the application of the competitive systems and practices strategy.
2	Facilitate application of knowledge about the importance of controlling variation in competitive systems and practices	2.1	Develop the application of a statistical approach by all team members to all relevant facets of the system with a view to reducing variation.
		2.2	Encourage the approach of building quality and ensuring team members assist each other in meeting requirements.
3	Facilitate the development of skills and knowledge within the team	3.1	Encourage appropriate training for all team members.
		3.2	Involve team members in identification of skill needs and skill gaps, and in development of a strategy for training, skills acquisition and self-improvement so as to ensure awareness, learning and commitment.
4	Facilitate the development of commitment within the team to the competitive systems and practices strategy	4.1	Ensure that the team has sufficient resources and adequate equipment available to meet the requirements of the competitive systems and practices strategy.
		4.2	Encourage the adoption of continuous improvement.
		4.3	Encourage employee acceptance of responsibility for the quality of own work.
		4.4	Provide continuous feedback and communication of progress at all levels in implementing the strategy.
		4.5	Involve team members in relating identified problems and opportunities for improvement to the competitive systems and practices strategy, and involve them in

developing any required changes, to ensure awareness, learning and commitment.

4.6 Establish and monitor indicators of team culture.

Foundation Skills

This section describes those required skills (language, literacy and numeracy) 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.

- Competitive systems and practices include one or more of:**
- lean operations
 - agile operations
 - preventative and predictive maintenance approaches
 - 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.

- Systems approach includes consideration of the**
- customers
 - suppliers
 - employees

role and requirements of one or more of:

- other value stream members
- members of the public and community groups
- other external individual, group or organisation
- technical processes and equipment
- statutory and regulatory requirements, including work health and safety (WHS) and environment legislation and regulations
- quality standards.

Team culture can be monitored by one or more of:

- surveys
- evaluation of toolbox or other regular meetings
- direct discussion with team members
- monitoring of other indicators (e.g. error rates and absenteeism)
- analysis of root cause related to status of team culture.

Unit Mapping Information

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Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=5b04f318-804f-4dc0-9463-c3fb9a3fe998>

Assessment Requirements for MSS403013 Lead team culture improvement

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Performance Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy the requirements of the elements and performance criteria and include the ability, for one (1) or more team culture changes, to:

- identify the competitive systems and practices used by the team
- identify changes to the work of the team flowing from the implementation of the relevant competitive systems and practices
- facilitate and monitor changes designed to improve team culture
- communicate effectively with team members providing relevant feedback.

Knowledge Evidence

Must provide evidence that demonstrates knowledge relevant to their job role sufficient to fulfil their job role independently, including:

- features of competitive operational practices in the team's work area
- principles of change management
- facilitation techniques to encourage team development and improvement.

Assessment Conditions

- The unit should be assessed holistically and the judgement of competence shall be based on a holistic assessment of the evidence.
- The collection of performance evidence is best done from a report and/or folio of evidence drawn from:
 - a single project which provides sufficient evidence of the requirements of all the elements and performance criteria
 - multiple smaller projects which together provide sufficient evidence of the requirements of all the elements and performance criteria.
- A third-party report, or similar, may be needed to testify to the work done by the individual, particularly when the project has been done as part of a project team.
- Assessment should use a real project in an operational workplace.
- Knowledge evidence may be collected concurrently with performance evidence or through an independent process such as workbooks, written assessments or interviews (provided a record is kept).
- Assessment processes and techniques must be appropriate to the language, literacy and numeracy requirements of the work being performed and the needs of the candidate.

- Conditions for assessment must include access to all tools, equipment, materials and documentation required, including relevant workplace procedures, product and manufacturing specifications associated with this unit.
- Foundation skills are integral to competent performance of the unit and should not be assessed separately.
- Assessors must satisfy the assessor competency requirements that are in place at the time of the assessment as set by the VET regulator.
- The assessor must demonstrate both technical competency and currency.
- Technical competence can be demonstrated through:
 - relevant VET or other qualification/Statement of Attainment AND/OR
 - relevant workplace experience
- Currency can be demonstrated through:
 - performing the competency being assessed as part of current employment OR
 - having consulted with an organisation providing relevant environmental monitoring, management or technology services about performing the competency being assessed within the last twelve months.

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