



Australian Government

MSS405011 Manage people relationships

Release: 1

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Modification History

Release 1. Supersedes and is equivalent to MSS405011A Manage people relationships

Application

This unit of competency covers the ability to manage the human relationship aspects of implementing and operating competitive systems and practices.

This unit requires strong communication, teamwork and problem solving skills to achieve effective relationships that support a competitive systems and practices environment. Initiative, enterprise, planning and organising are also required to ensure relationships are monitored and issues are resolved proactively. The unit also includes aspects of self-management and learning to ensure improvement of own performance and communication skills.

It is suitable for people who work in a managerial, technical specialist or similar role and are expected to encourage others to accept change and increase the quality, quantity and reliability of output consistent with customer requirements.

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.

1	Confirm organisation competitive systems and	1.1	Establish number and status of competitive systems and practices techniques being used within the organisation.
		1.2	Identify key performance indicators (KPIs) for each technique.

	practices status	1.3	Identify key sections and value stream members responsible for each KPI.
		1.4	Identify key personnel for communications.
2	Develop an open environment	2.1	Establish and maintain regular dialogue between all levels and all relevant sections of the organisation.
		2.2	Encourage a flow of communications in both directions.
		2.3	Develop and maintain a formal mechanism for the flow of issues, concerns and suggestions in both directions.
		2.4	Develop and maintain regular and frequent communication with all key stakeholders.
3	Identify significant issues	3.1	Identify current and potential issues in liaison with relevant team members/stakeholders.
		3.2	Assist team members/stakeholders to formulate issues.
		3.3	Identify and define boundary and non-negotiable issues for all team members/stakeholders.
		3.4	Negotiate with relevant team members/stakeholders over actual and potential issues.
4	Proactively resolve issues	4.1	Liaise with team members/stakeholders to develop agreed, and where possible, win-win solutions.
		4.2	Negotiate acceptable solutions, as required, in accordance with company practices/procedures.
		4.3	Obtain any required official authorisations.
		4.4	Consult with relevant stakeholders to develop implementation plan.
		4.5	Implement solution.
5	Monitor ongoing	5.1	Determine relevant KPIs for plan.

situation

- 5.2 Check that implementation is proceeding to plan.
- 5.3 Check for unforeseen consequences.
- 5.4 Take action to resolve any arising issues.

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.

Key personnel for communication include

- managers
- supervisors

one or more of:

- workforce delegates
- key opinion shapers, such as employees with specialist technical knowledge.

Formal mechanisms for communication include one or more of:

- noticeboards
- employee circulars
- consultative committees
- staff associations
- union representatives
- team leaders.

Stakeholders include one or more of:

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

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 MSS405011 Manage people relationships

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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 work areas, to:

- identify the processes used and scope of products/services supplied by the organisation and the deliverables expected by customers
- relate processes and products/services to the competitive systems and practices implementation process and the stage of implementation
- communicate and gain support for changes made as a result of the implementation of the competitive systems and practices
- develop formal and informal channels of communication, including feedback mechanisms
- proactively resolve issues and problems raised by people with the competitive systems and practices implementation process.

Knowledge Evidence

Must provide evidence that demonstrates sufficient knowledge to interact with relevant personnel and be able to manage relationships, including knowledge of:

- competitive systems and practices tools used in own workplace
- work health and safety (WHS) and regulatory requirements, codes of practice, standards, risk management and registration requirements relevant to the task
- change implementation contacts and procedures for the organisation
- employee assistance mechanisms in the organisation
- current processes and principles of operation sufficient to enable communication with others on the impact of competitive operational changes
- sources of data on the process/plant and possible applications to information distribution
- methods of determining own skill needs and developing skills.

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 where management of people relationships occurs 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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