



Australian Government

MSS405014 Develop a communications strategy to support operations

Release: 1

MSS405014 Develop a communications strategy to support operations

Modification History

Release 1. Supersedes and is equivalent to MSS405014A Develop a communications strategy to support operations

Application

This unit of competency covers the skills and knowledge required to develop and implement a communications strategy to support employees in a production or operational environment where competitive systems and practices are being implemented.

This unit applies to an individual (who may be a manager, technical specialist or other person) who is required to analyse, plan, and determine and implement required communication strategies for production or operational employees engaged in implementing competitive systems and practices. The unit can also apply to planning and then implementing modifications to an existing strategy.

The unit applies to not only communicating information required to gain and maintain support for competitive systems and practices but also strategies that assist with the achievement of competitive systems and practices outcomes, such as visualisation strategies for layouts and employee information stations.

This unit primarily requires the application of skills associated with developing effective communication strategies. Problem solving, initiative and enterprise, and planning and organising are required to ensure communications are targeted and meet the needs of stakeholders. This unit also requires aspects of self-management and learning to ensure improvement of own communication effectiveness.

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 | Determine information needs of employees and production or operations systems | 1.1 | Examine competitive systems and practices strategy and determine broad information framework. |
| | | 1.2 | Examine the production or operational processes and their requirements and determine the information needs of employees in these areas. |
| | | 1.3 | Examine operational support areas and determine the information needs of employees. |
| | | 1.4 | Discuss information used and desired with employees at all relevant levels, and involve team and other key personnel in strategy development to ensure awareness, learning and commitment. |
| | | 1.5 | Examine control systems to determine their data needs. |
| | | | |
| 2 | Select communication strategy | 2.1 | Analyse required information flows. |
| | | 2.2 | Determine access requirements by information users. |
| | | 2.3 | Evaluate suitability of communication media for required information flows and access. |
| | | 2.4 | Consider implications of contingencies and non-conformances for communication strategy. |
| | | 2.5 | Discuss possible strategy with relevant stakeholders. |
| | | 2.6 | Select an appropriate strategy or strategies. |
| | | | |
| 3 | Implement strategy | 3.1 | Develop a list of what needs to be achieved. |
| | | 3.2 | Determine resources required to implement strategy. |
| | | 3.3 | Obtain authority for communication media to be developed. |
| | | 3.4 | Monitor development of communication media and take appropriate corrective action, as required. |

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| | | 3.5 | Deploy developed communication media. |
| 4 | Monitor ongoing situation | 4.1 | Determine relevant indicators for communication strategy. |
| | | 4.2 | Monitor indicators. |
| | | 4.3 | Re-evaluate communication needs on a regular basis. |
| | | 4.4 | Make improvements to the communication strategy, as appropriate. |

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.
- Operations support areas include one or more of:**
- office
 - logistics
 - sales
 - marketing
 - insurance
 - legal
 - training and utilities providers.
- Information access requirements include one or more of:**
- timing of access (e.g. occasional, periodic and continual)
 - method of access (e.g. visual/auditory/tactile access)
 - online/hard copy access
 - access locations.
- Communication media includes one or more of:**
- terminals, computers, and so on, with built in memory
 - internet
 - hard copy manuals, such as standard operating procedures (SOPs), work health and safety (WHS) and training manuals
 - verbal briefings and informal conversations
 - circulars and letters
 - signage
 - instruction displays
 - tags and isolations/lockouts
 - permits to work/clearances
 - visual factory type displays
 - painted walkways.
- Stakeholders include one or more of:**
- team members
 - personnel officers
 - industrial officers
 - union delegates
 - production and operations 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 MSS405014 Develop a communications strategy to support operations

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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 operational environments, to:

- analyse competitive systems and practices implementation and determine information flow requirements
- communicate information verbally and in writing across different levels of complexity using a variety of methods and mediums
- monitor outcomes of communication strategies against key performance indicators (KPIs)
- plan and implement strategies to make gains from competitive systems and practices apparent and easily understood to different audiences
- determine communication needs during contingencies and non-conformances.

Knowledge Evidence

Must provide evidence that demonstrates sufficient knowledge to interact with relevant personnel and be able to develop and/or modify a communications strategy to support operations, including knowledge of:

- strategic requirements of own organisation
- common techniques used in competitive systems and practices and key concepts required to be communicated to employees
- communication media, relevant software and standard formats.

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 the development and/or modification of a communications strategy 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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