



Australian Government

MSS407006 Build relationships between teams in an operations environment

Release: 1

MSS407006 Build relationships between teams in an operations environment

Modification History

Release 1. Supersedes and is equivalent to MSS407006A Build relationships between teams in an operations environment

Application

This unit of competency covers the skills and knowledge required to develop an attitude of respect for individuals in teams and trust between individuals, teams, supervisors and management in order to develop a suitable culture for implementing and sustaining competitive systems and practices initiatives.

This unit is intended for team leaders and people with a similar sphere of influence/scope of authority and responsibility. It builds on more general competitive systems and practices graduate units and specifically addresses inter-team issues. The unit also encompasses intra-team issues where these are a barrier. The unit envisages a specialist facilitation role in assisting with implementing an organisation competitive systems and practices culture.

This unit is also about developing a 'whole of value stream' view so that there is not competition between individuals or teams, but rather cooperation to achieve organisation and value stream goals with competition being directed towards other organisations competing in the marketplace.

This unit may also be applied to service organisations applying competitive systems and practices principles.

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 | Identify organisational relationships | 1.1 | Map actual and intended process flows within and between teams. |
| | | 1.2 | Map actual and intended communication/information/data flows within and between teams. |
| | | 1.3 | Identify and map other interactions (actual and intended) within and between teams. |
| | | 1.4 | Determine the consequences in terms of customer benefit of intended flows/interactions. |
| | | 1.5 | Determine the consequences in terms of customer benefit of the actual flows/interactions. |
| 2 | Foster cooperation within team | 2.1 | Present relationships information to team members. |
| | | 2.2 | Discuss areas where greater cooperation would yield benefits. |
| | | 2.3 | Agree on ways to achieve greater cooperation in these areas. |
| | | 2.4 | Facilitate team implementation of agreed changes. |
| 3 | Foster cooperation between teams | 3.1 | Present relationships information to teams/team representatives. |
| | | 3.2 | Discuss areas where greater cooperation would yield benefits. |
| | | 3.3 | Agree on ways to achieve greater cooperation in these areas. |
| | | 3.4 | Obtain any necessary approvals for proposed changes. |
| | | 3.5 | Facilitate implementation by teams of agreed changes. |
| 4 | Identify sources of tension, conflict or competition | 4.1 | Examine team and individual key performance indicators (KPIs) for sources of conflict/competition. |
| | | 4.2 | Examine flows and interactions for possible sources of conflict and competition. |

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| | | 4.3 | Observe interactions between team members and identify tensions, conflicts and competition. |
| | | 4.4 | Observe interactions between teams and identify tensions, conflicts and competition. |
| | | 4.5 | Observe response to change and resistance to change. |
| 5 | Reduce causes of tension, conflict or competition | 5.1 | Draft modified KPIs to reduce causes of conflict and competition. |
| | | 5.2 | Draft modified systems causing conflicting flows and interactions. |
| | | 5.3 | Facilitate discussions within and between teams to identify causes of tensions, conflicts and competition. |
| | | 5.4 | Facilitate discussions to develop a consensus solution to identified causes of tensions, conflicts and competition. |
| | | 5.5 | Obtain any required approvals for suggested/drafted changes. |
| | | 5.6 | Facilitate the implementation of the agreed solutions. |
| | | 5.7 | Take actions to ensure agreed changes become standard practice. |

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.

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| Competitive systems and | <ul style="list-style-type: none"> • lean operations • agile operations |
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- practices include one or more of:**
- 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.
- Organisational teams include one or more of:**
- downstream customer teams (internal or external)
 - upstream supplier teams (Internal or external)
 - support teams (e.g. maintenance and information technology (IT)).
- Cooperation within teams includes one or more of:**
- assistance with problem solving
 - dealing with disruptions to flow
 - dealing with variations of flow level/volume
 - dealing with variations in quality/quantity/timeliness.
- KPIs include one or more of:**
- reward systems
 - systems (formal and informal) which encourage some types of behaviour over others.

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 MSS407006 Build relationships between teams in an operations environment

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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 teams, to:

- critically examine relationships within and between downstream, upstream and support teams and to take action to improve them
- identify relationships/relationship maps
- identify sources of conflict/tension
- consensus development of improvement plans, including setting of KPIs
- implement improvement plans and rechecking subsequent relationships

Knowledge Evidence

Must provide evidence that demonstrates sufficient knowledge to interact with relevant personnel and be able to facilitate healthy relationships within and between teams, including knowledge of:

- competitive systems and practices principles, strategies and techniques
- organisational goals, products and processes
- types of KPIs, their applications and limits
- approval processes within organisation
- communication methods across a variety of media and formats, including preparation of formal proposals and negotiations
- continuous improvement
- process mapping, communication and people interaction mapping
- customer perception of value.

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 both intra-team and inter-team issues are identified and addressed where they constitute a barrier 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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