



Australian Government

MSS407015 Build relationships between teams in an operations environment

Release: 1

MSS407015 Build relationships between teams in an operations environment

Modification History

Release 1. Updated unit code. Changes to performance criteria. Range of conditions removed. Assessment requirements amended. Equivalent outcome.

Application

This unit describes the skills and knowledge required to develop respect and trust between individuals, teams, supervisors and management to develop a suitable culture for implementing and sustaining competitive systems and practices initiatives. This includes 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 applies to team leaders or managers with influence, authority and responsibility over teams and who have a role in assisting with implementing an organisation competitive systems and practices culture.

No licensing or certification requirements exist at the time of publication. Relevant legislation, industry standards and codes of practice within Australia must be applied.

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 and data flows within and between teams |

Elements describe the essential outcomes.		Performance criteria describe the performance needed to demonstrate achievement of the element.	
		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 and interactions
		1.5	Determine the consequences in terms of customer benefit of the actual flows and 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 and 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 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 and competition
		4.2	Examine flows and interactions for sources of conflict and competition
		4.3	Observe interactions between team members and identify tensions, conflicts and competition

Elements describe the essential outcomes.

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

- 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 and drafted changes
- 5.6 Facilitate the implementation of the agreed solutions
- 5.7 Monitor implementation and take actions to ensure agreed changes become standard practice

Foundation Skills

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

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Unit Mapping Information

Release 1. Supersedes and is equivalent to MSS407006 Build relationships between teams in an operations environment.

Links

The MSS Sustainability Companion Volume implementation Guides are available from VETNet: -

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

Assessment Requirements for MSS407015 Build relationships between teams in an operations environment

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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:

- critically examined and mapped relationships within and between downstream, upstream and support teams for at least 1 organisation
- identified sources of conflict, tensions and competitions and developed, implemented and monitored at least 1 consensus solution.

Knowledge Evidence

There must be evidence the candidate has 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

Skills must have been demonstrated in the workplace or in a simulated environment that reflects workplace conditions, contingencies, facilities, equipment and resources.

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

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