



Australian Government

MSS407025 Build internal relationships to support competitive systems and practices

Release: 1

MSS407025 Build internal relationships to support competitive systems and practices

Modification History

Release 1. Unit code changed. Unit title changed. Application changed. Elements changed. Performance Criteria changed. Foundation Skills populated. Assessment Requirements changed. Workplace outcome changed. Supersedes and is not equivalent to MSS407015 Build relationships between teams in an operations environment.

Application

This unit describes the skills and knowledge required to build internal relationships that support implementation of competitive systems and practices.

This unit applies to supervisors, managers or similar roles who have some influence, authority and responsibility in implementing a competitive systems and practices culture for an organisation. The individual will promote systems thinking and cooperation within and between teams, support engagement and participation, identify sources of tension and take action to address these.

This unit applies to any organisation implementing competitive systems and practices.

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

Competency Field

Competitive systems and practices

Elements and Performance Criteria

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Identify organisational relationships	1.1 Review available information to determine outline of relationships, within and between teams, in terms of process flows and communication and information flows 1.2 Develop strategies/methods to communicate within and between teams 1.3 Determine any information, development or other support needed to promote engagement and participation of teams 1.4 Facilitate input within and between teams to determine flows, performance gaps and impacts

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	1.5 Map and compare actual and intended process flows to determine performance gaps 1.6 Map and compare actual and intended communication, information and data flows to determine performance gaps 1.7 Map and compare other interactions (actual and intended) to determine performance gaps 1.8 Determine impact of actual and intended flows on customer benefit
2. Foster cooperation within and between teams	2.1 Facilitate review of relationship information, within and between teams, to determine areas where greater cooperation could yield benefits 2.2 Model and facilitate communications based on respect for people and team expertise 2.3 Guide and assist participants to develop ideas and agree on ways to achieve greater cooperation 2.4 Facilitate approvals and oversee processes to implement agreed changes
3. Identify sources of tension, conflict or competition	3.1 Examine team and individual key performance indicators (KPIs) for sources of conflict and competition 3.2 Examine flows and interactions for sources of conflict and competition 3.3 Observe interactions between team members and identify tensions, conflicts and competition 3.4 Observe interactions between teams and identify tensions, conflicts and competition 3.5 Observe response to change and resistance to change
4. Reduce causes of tension, conflict or competition	4.1 Draft modifications to KPIs to reduce causes of conflict and competition 4.2 Draft modifications to systems to address conflicting flows and interactions 4.3 Facilitate discussions within and between teams to identify causes of tensions, conflicts and competition 4.4 Facilitate discussions to develop a consensus solution to identified causes of tensions, conflicts and competition 4.5 Facilitate discussions or other communications between teams and managers to confirm or amend proposed changes

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	4.6 Oversee processes to implement agreed changes and take or initiate action to address any barriers 4.7 Monitor uptake of changes and take or initiate action to embed changes into standard practice

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential to performance but not explicit in the performance criteria.

- Reading skills to interpret complex workplace documentation
- Writing skills to communicate with a range of audiences
- Oral communication skills to facilitate engagement and participation
- Numeracy skills to interpret and amend KPIs.

Other foundation skills essential to performance are explicit in the performance criteria of this unit.

Unit Mapping Information

Release 1. No equivalent unit.

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 MSS407025 Build internal relationships to support competitive systems and practices

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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 demonstrated the ability to:

- facilitate processes to identify and implement at least one improvement to cooperation and at least one solution to tension, conflict or competition including both:
 - within a team of at least 4 people
 - between teams, where each team comprises at least 4 people.

Knowledge Evidence

There must be evidence the candidate has knowledge of:

- underpinning values relevant to competitive systems and practices including:
 - respect for people
 - respect for process
 - empowered teams and devolved decision making and/or strategy deployment
 - transparency and culture of learning
 - go and see and/or go to the source decision making
 - creation of value and customer perceived value
 - rapid cycle or iterative development
 - empirical development
- techniques to facilitate communications and agreement across levels and areas of the organisation
- types of structural, personal, cultural barriers that may affect participation in communications
- techniques to address barriers and support engagement and participation
- leadership and management methods that support the values of competitive systems and practices
- competitive systems and practices principles, strategies and techniques being implemented by organisation
- organisational goals, values, products and processes
- types of KPIs, their applications, impact on behaviour limitations

- communication formats, styles, methods and media to suit a range of audiences and functions
- continuous improvement (kaizen) processes
- process mapping, communication and information mapping and interactions mapping.
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Assessment Conditions

Skills must have been demonstrated in the workplace or in a simulated environment that reflects workplace conditions and contingencies. The following conditions must be met for this unit:

- use of suitable facilities, equipment and resources
- modelling of industry operating conditions, including:
 - functioning competitive systems and practices environment.

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

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