

SEMBIT2-02 - SQA Unit Code F9JE 04

Contributing to effective team working



Overview

This unit covers the competences required to work effectively as a team member within a continuous improvement environment. You will be required to establish and maintain productive working relationships whilst challenging fixed ideas, and to deal with disagreements in an amicable and constructive way. You will also be expected to contribute to team activities by providing ideas and solutions, and to find ways of resolving issues that cause concern and disagreement. As part of the team activities, you will need to keep others informed about work plans or activities which affect them.

Your responsibilities will require you to comply with organisational policy and procedures for the activities undertaken, to report any problems with the activities to the relevant people, and to complete any necessary job/task documentation accurately and legibly. You will be expected to take full responsibility for your actions within the team, and for the quality and accuracy of the work that you produce.

Your underpinning knowledge will be sufficient to provide a good understanding of team working, and will provide an informed approach to the techniques and procedures used. You will need to understand how your actions will affect the overall performance of the team.

Applying safe working practices will be a key issue throughout.

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Performance criteria

- You must be able to:*
- P1 establish and maintain productive working relationships, using the key performance measures and communication processes available to you
 - P2 deal with disagreements in an amicable and constructive way, using relevant information and data to support views and arguments
 - P3 provide ideas and solutions to find ways of resolving issues that cause concern and disagreement
 - P4 use all relevant information available to you to keep others informed about work plans or activities which affect them
 - P5 seek assistance from others in a polite, courteous way, without disturbing normal work activities
 - P6 respond in a timely and positive way, using data and information available when others ask for help or information

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Knowledge and understanding

You need to know and understand:

- K1 the importance of creating and maintaining effective working relationships
- K2 the types of problem that can occur with working relationships
- K3 how your own behaviour, dress and language can affect working relationships
- K4 the actions that can be taken to deal with specific difficulties in working relationships
- K5 the importance of challenging fixed ideas within the team
- K6 how to challenge fixed ideas without causing problems with working relationships
- K7 how to use data and information to help resolve concerns and disagreements
- K8 from whom you should seek assistance when you have difficulties with working relationships
- K9 the importance of sharing your knowledge, information and performance measures with other people in your team and with other groups
- K10 how to use the data and information available to you to communicate your performance effectively to others
- K11 the types of information and data available in your area (such as key performance measures for RFT, quality, target versus actual, scrap, OEE, SPC)
- K12 problem resolution processes and action planning; continuous improvement, brainstorming and trialling of new ideas
- K13 the mixture of skills and experience available in your team to support you or the process when problems occur (team skills matrix)
- K14 why you need to keep others involved in any plans or activities that you may be doing
- K15 the types of support or assistance that you might need from others
- K16 the importance of being polite when requesting assistance
- K17 the types of disruption that can be caused by inopportune requests for assistance
- K18 the methods used in your area for effective communication (such as team briefings covering team performance, quality, cost, delivery, people; team boards for general information; process performance boards covering measures, graphs, action plans)
- K19 the extent of your own authority, and to whom you should report in the event of problems that you cannot resolve

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Additional Information

Scope/range related to performance criteria

You must be able to

1. establish and maintain good working relationships with **three** of the following:
 - 1.1. colleagues within your own workgroup
 - 1.2. colleagues in other workgroups
 - 1.3. immediate line management
 - 1.4. those for whom you have responsibility
 - 1.5. external contacts
2. communicate orally by **three** of the following:
 - 2.1. question and answer sessions
 - 2.2. team briefings
 - 2.3. brainstorming sessions
 - 2.4. problem resolution processes
3. communicate in writing and/or electronically, to include **three** from the following:
 - 3.1. maintaining up-to-date key performance indicators for the work area
 - 3.2. adding ideas and actions to team boards
 - 3.3. processing information
 - 3.4. communicating via e-mail/internal network services
 - 3.5. producing briefs or updates

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