Australian Government

Department of Education, Employment and Workplace Relations

BSBMGT608C Manage innovation and continuous improvement

Revision Number: 1

BSBMGT608C Manage innovation and continuous improvement

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to sustain and develop an environment in which continuous improvement, innovation and learning are promoted and rewarded.
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Application of the Unit

Application of the unit	This unit applies to people with managerial responsibilities, including for building a better and more effective work environment. Continuous improvement and innovation have links with the model of the learning organisation and people working at this level play an important role in building the culture, values and attitudes of the organisation.
	Links may be made between continuous improvement and formal quality systems, such as International Organization for Standardization (ISO) or quality software. However it is not assumed that formal quality systems or software are in the workplace.
	Innovation is seen as an important attitude and set of practices, which should be fostered by people working at this level in teams and across the organisation.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Review programs, systems and processes	1.1. Establish strategies to monitor and evaluate performance and *sustainability* of key systems and processes
	1.2. Undertake detailed analyses of *supply chains*, and operational, product and service delivery systems
	1.3. Identify performance measures, and assessment tools and techniques, and evaluate their effectiveness
	1.4. Analyse *performance reports* and variance from plans for key result areas of the organisation
	1.5. Identify and analyse changing trends and opportunities relevant to the organisation
	1.6. Seek advice from specialists, where appropriate, to identify technology and electronic commerce opportunities
2. Develop options for continuous improvement	2.1. Brief groups on performance improvement strategies and innovation as an essential element of competition
	2.2. Foster creative climate and organisational learning by promoting interaction within and between work groups
	2.3. Encourage, test and recognise new ideas and entrepreneurial behaviour where successful
	2.4. Accept failure of an idea during trialling, and recognise, celebrate and embed success into systems
	2.5. Undertake risk management and cost-benefit analysis for each option or idea approved for trial
	2.6. Approve innovations through agreed organisational processes
3. Implement innovative processes	3.1. Promote continuous improvement and sustainability as essential to doing business
	3.2. Address impact of change and consequences for people, and implement transition plans
	3.3. Ensure objectives, timeframes, measures and communication plans are in place to manage implementation
	3.4. Implement contingency plans in the event of non-performance
	3.5. Follow up failure by prompt investigation and analysis of causes and manage emerging challenges and opportunities effectively

ELEMENT	PERFORMANCE CRITERIA
	3.6. Ensure that learnings from activities are captured and managed to inform future work
	3.7. Regularly evaluate continuous improvement systems and processes
	3.8. Communicate costs and benefits of innovations and improvements to relevant groups and individuals

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE
This section describes the skills and knowledge required for this unit.
Required skills
- analytical skills to identify improvement opportunities in relation to: - concepts and ideas developed   - services or products delivered   - flexibility and creativity skills to think laterally   - learning skills to develop options for continuous improvement   - teamwork and leadership skills to foster a commitment to quality and an openness to innovation
Required knowledge
- cost-benefit analysis methods   - creativity and innovation theories and concepts   - organisational learning principles   - quality management and continuous improvement theories   - risk management   - sustainability practices

Evidence Guide

EVIDENCE GUIDE	
The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.	
Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	Evidence of the following is essential: • demonstration of consultation processes to introduce or evaluate an existing continuous improvement process or system, including suggested actions or an action plan • generation of an idea or concept that exhibits creative thinking and offers the possibility of benefiting the organisation • demonstration of how the concept or idea was introduced, tested and evaluated,which does not have to have been shown to work or to be adopted by the business • application of knowledge of quality management and continuous improvement theories.
Context of and specific resources for assessment	Assessment must ensure access to appropriate documentation and resources normally used in the workplace.
Method of assessment	The following assessment methods are appropriate for this unit: • analysis of responses to case studies and scenarios • assessment of reports • direct questioning combined with review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate • observation of presentations • oral or written questioning to assess knowledge of creativity and innovation theories and concepts • evaluation of strategies established to monitor and evaluate performance of key systems and processes • review of briefing of groups on performance improvement strategies and innovation • review of documentation communicating costs and benefits of innovations and improvements to relevant groups and individuals.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

Range Statement

RANGE STATEMENT	
The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.	
Sustainability may include:	• addressing environmental and resource sustainability initiatives, such as environmental management systems, action plans, green office programs, surveys and audits • applying the waste management hierarchy in the workplace • complying with regulations and corporate social responsibility considerations for sustainability to enhance the organisation's standing in business and community environments • determining organisation's most appropriate waste treatment, including waste to landfill, recycling, re-use, recoverable resources and wastewater treatment • implementing ecological footprint • implementing environmental management systems, e.g. ISO 14001:1996 Environmental management systems life cycle analyses • implementing government initiatives, e.g. Australian government's Greenhouse Challenge Plus • improving resource and energy efficiency • initiating and maintaining appropriate organisational procedures for operational energy consumption • introducing a green office program - a cultural change program • introducing green purchasing • introducing national and international reporting initiatives, e.g. Global Reporting Initiative • introducing product stewardship • reducing emissions of greenhouse gases • reducing use of non-renewable resources • referencing standards, guidelines and approaches, such as sustainability covenants and compacts or triple bottom line reporting • supporting sustainable supply chain.
Supply chains include:	• network of facilities that procures raw materials, transforms them into intermediate products or services

· Innovation and Business Skills Australia

RANGE STATEMENT	
	and then finished goods or service, and delivers them through a distribution system • procurement, production and distribution, viewed as interlinked not as discrete elements.
Performance reports may include:	• budget or cost variance • customer service • environmental • financial • OHS • quality • other operating parameters.

Unit Sector(s)

Unit sector	

Competency field

Competency field	Management and leadership - management

Co-requisite units

Co-requisite units		