



Australian Government

Department of Education, Employment and Workplace Relations

SIRXSRM804 Continuously improve operational retail processes

Release: 1

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Modification History

The version details of this endorsed unit are in the table below. The latest information is at the top.

Release	Comments
First Release	New unit

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to ensure the principles and practices of continuous improvement are embedded within the organisation.

Effective process improvement requires a thorough analysis of current organisational processes and methodologies. Opportunities for process improvement are carefully analysed against set criteria and decisions for change and improvement are documented and communicated. Principles of sustainability are also used to ensure changes will have longevity and will add value to the organisation and wider community.

Application of the Unit

This unit of competency supports the needs of senior managers and business owners within the retail industry with significant responsibility for managing and improving the operations of an organisation.

Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Pre-Requisites

Nil

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements and Performance Criteria

Element

Performance Criteria

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.

1. Assess the benefits of continuous improvement and quality management.

1.1. Research and analyse the ***concepts, principles and tools of quality management and continuous improvement***.
 1.2. Evaluate potential uses and benefits of formal quality management and continuous improvement processes and communicate the outcomes to team members and senior management.
 1.3. Research the current and future service requirements of customers.

2. Use performance measures to drive improvement.

2.1. Establish financial and ***non-financial*** performance measures and evaluation criteria for the organisation or for specific projects or services.
 2.2. Gain agreement from relevant stakeholders and staff to financial and non-financial performance measures and evaluation criteria.
 2.3. Monitor services or processes to ensure they meet identified needs and service expectations.
 2.4. Monitor trends in customer/stakeholder satisfaction and service usage to identify opportunities for improvements to services or processes.
 2.5. Report and review issues of service quality using standard organisational processes and timeframes.

3. Design and implement changed and improved processes.

3.1. Analyse and select a ***change process*** to drive the process improvement.
 3.2. Recommend and communicate to appropriate staff the changes to operational processes, projects or services that are to be implemented.
 3.3. Inform staff members of improvement plans, their goals and changes to operational procedures.
 3.4. Select and implement strategies to gain commitment for ***change***.
 3.5. Implement improvement projects within agreed timelines.
 3.6. Monitor and report the effectiveness and benefits of the implemented changes.
 3.7. Review outcomes of the change and improvement processes to promote further learning and continuous improvement across the

- organisation.
4. Embed sustainability within improved processes.
 - 4.1. Identify and prioritise *opportunities* for the implementation of sustainable policies and practices.
 - 4.2. Analyse strategic and longer-term impacts of change and improvement processes on the future effectiveness and sustainability of the organisation.
 - 4.3. Review current organisational policies and processes and take steps to retro-fit and embed sustainability principles as part of process improvement.
 - 4.4. Take steps to ensure changed processes conform to legal requirements, organisational policies and *sustainability principles*.
 5. Manage monitoring and accountability processes.
 - 5.1. Establish *reporting mechanisms* and communicate expectations to staff.
 - 5.2. Report results of service reviews against desired targets in line with standard organisational policies and procedures.
 - 5.3. Measure and document the outcomes of quality and improvement processes and report to stakeholders in line with standard organisational policies and procedures.
 - 5.4. Analyse and resolve service shortfalls in line with organisational policies and procedures, including customer service standards.

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

- administration and management skills to:
 - research and access information
 - coordinate activities
 - manage time, including planning and prioritising work
- analytical and problem-solving skills to:
 - review and analyse business processes
 - select strategies that best match the organisation's requirements
- communication and interpersonal skills to:
 - negotiate performance measures
 - persuade staff to embrace change
 - prepare complex business reports on implementation of changed processes and outcomes
- initiative and enterprise skills to:
 - identify and implement opportunities for business improvement
 - set goals and objectives

Required knowledge

- concepts and models of:
 - change management
 - effective communication
 - operational planning
- concepts of organisational culture and change principles
- continuous improvement models and tools
- industrial relations arrangements and other legal requirements
- service standards and performance targets

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.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

- demonstrates understanding and application of the concepts and models of continuous improvement, quality management and change management
- identifies and analyses future industry trends and customer requirements that will drive requirement for organisational and process change
- shows leadership and management skills to implement, manage and promote sustainable change
- plans for change and process enhancement
- establishes and closely manages implementation processes ensuring timelines, budgets and performance indicators are met.

Context of and specific resources for assessment

Assessment must ensure access to:

- a retail work environment
- a total quality management system
- current relevant range of text and online information sources
- current organisational policies and processes
- retail store or department staff
- organisational key performance indicators.

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- observation of performance in the workplace
- a role play
- answers to questions about specific skills and knowledge
- review of portfolios of evidence and third-party workplace reports of on-the-job performance.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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 individual, accessibility of the item, and local industry and regional contexts) may also be included.

Concepts, principles and tools of quality management and continuous improvement may include:

- Total Quality Management (TQM), including Six Sigma
- ISO 9000 and the processes for certification
- failure mode and effects analysis
- benchmarking
- continuous improvement methodologies, including Kaizen
- ‘lean transformation’ processes, sometimes known as the ‘Toyota Lean Model’ or the ‘Toyota Production Model’.

Non-financial performance measures may include:

- customer satisfaction ratings
- completion times for projects measured against project plans
- volume of repeat business
- number of business referrals
- industry awards received
- performance in industry benchmarking studies
- staff feedback received
- work complying with codes and standards.

Change process should be planned and monitored and may entail:

- processes to:
 - plan for the change
 - implement the change
 - reinforce the change
- steps to support staff during the change, including:
 - coaching and mentoring
 - training interventions
 - revised process documentation
 - feedback and appraisal processes
- reward and recognition processes.

Change and change management may be analysed by reference to theories that may include:

- Kotter: eight steps to successful change
- Lewin: change model
- Prosci: ADKAR model
- Kruger: Change Management Iceberg.

Opportunities for the application of sustainability principles, policies and processes

- application of:
 - fair trading practices
 - socially responsible investment practices

may include:

- conservation of resources
- economic growth that does not compromise needs of future generations
- good governance
- minimisation of pollution
- new and efficient technology use
- use of alternative and renewable energy
- waste reduction.

Sustainability principles

may include:

- economic sustainability, over time
- environmental sustainability, over time
- social sustainability, over time.

Reporting mechanisms

may include:

- non-financial and financial system reports, including budgets
- informal reporting methods, such as regular team and departmental meetings.

Unit Sector(s)

Cross-Sector

Competency Field

Retail Management