BSBFLM309B Support continuous improvement systems and processes
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Modification History
Not applicable.

Unit Descriptor
This unit specifies the outcomes required to support the organisation's continuous improvement systems and processes. Particular emphasis is on actively encouraging the team to participate in the process, on monitoring and reporting on specified outcomes and on supporting opportunities for further improvements.

This unit replaces BSBFLM309A Support continuous improvement systems and processes.

Frontline managers have an active role in supporting continuous improvement processes in achieving the organisation's objectives. Their position, closely associated with the creation and delivery of products and services, means that they have an important responsibility in influencing the ongoing development of the organisation.

At this level, work will normally be carried out within known routines, methods and procedures, and may also involve a number of complex or non-routine activities that require some discretion and judgement.

This unit is related to BSBFLM409B Implement continuous improvement. Consider co-assessment with BSBFLM305B Support operational plan, BSBFLM312A Contribute to team effectiveness, BSBCMN310A Deliver and monitor a service to customers, BSBCMN311A Maintain workplace safety, BSBCMN312A Support innovation and change, and BSBFLM311B Support a workplace learning environment.

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Application of the Unit
Not applicable.

Licensing/Regulatory Information
Not applicable.

Pre-Requisites
Not applicable.

Employability Skills Information
Not applicable.

Elements and Performance Criteria Pre-Content
Not applicable.

Elements and Performance Criteria

<table>
<thead>
<tr>
<th>Element</th>
<th>Performance Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Contribute to continuous improvement systems and processes</td>
</tr>
<tr>
<td>1.1</td>
<td>Team members are actively encouraged and supported to participate in decision making processes and to assume responsibility and exercise initiative</td>
</tr>
<tr>
<td>1.2</td>
<td>The organisation's continuous improvement processes are communicated to individuals and teams</td>
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<tr>
<td>1.3</td>
<td>Effective mentoring and coaching ensures that individuals/teams are able to support the organisation's continuous improvement processes</td>
</tr>
<tr>
<td>2</td>
<td>Monitor and report on specified outcomes</td>
</tr>
<tr>
<td>2.1</td>
<td>The organisation's systems and technology are used to monitor team progress and to identify ways in which planning and operations could be improved</td>
</tr>
<tr>
<td>2.2</td>
<td>Customer service is improved through continuous improvement techniques and processes</td>
</tr>
</tbody>
</table>
3 Support opportunities for further improvement

3.1 Agreed recommendations for improvements in achieving the business plan are communicated to team members

3.2 Work performance is documented and used to identify opportunities for further improvement

3.3 Records, reports and recommendations for improvement are maintained within the organisation’s systems and processes

Required Skills and Knowledge

Not applicable.
Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency. Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of Assessment Requirements

A person who demonstrates competence in this standard must be able to provide evidence that they are able to monitor and report on specified outcomes, processes and procedures to improve performance; they must also be able to support others to implement the continuous improvement system/processes; and be able to identify and support opportunities for further improvement.

Specific Evidence Requirements

Required knowledge and understanding include:
- relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination
- general understanding of the principles and techniques of:
  - continuous improvement systems and processes
  - benchmarking
  - best practice
- the benefits of continuous improvement
- the quality approaches which the organisation may implement
- the methods that can be used in continuous improvement
- the barriers to continuous improvement
- the organisation’s recording, reporting and recommendation processes to facilitate continuous improvement

Required skills and attributes include:
- ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities
- functional literacy skills to access and use workplace information
- research, analysis, interpretation and reporting skills
- monitoring and evaluation skills
- communication skills to:
  - gain the commitment of individuals and teams to continuous improvement
  - deal with people openly and fairly
  - use consultation skills effectively
- skills to consolidate opportunities for improvement
- coaching and mentoring skills to provide support to colleagues

Key competencies or generic skills relevant to this unit

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the performance level required in this unit:
- Level (1) represents the competence to undertake tasks effectively
- Level (2) represents the competence to manage tasks
Level (3) represents the competence to use concepts for evaluating and reshaping tasks. The bulleted points provide examples of how the key competencies can be applied for this unit.

Communicating ideas and information (2)
liasing with individuals and work team to improve the organisation's continuous improvement processes communicating the organisation's continuous improvement processes
Collecting, analysing and organising information (2)
analysing data related to progress and improvement organising information in such a way that it is accessible to team members
Planning and organising activities (2)
planning customer service improvements
Working in a team (2)
obtaining team feedback on further improvement initiatives
Using mathematical ideas and techniques (1)
completing calculations associated with work improvement
Solving problems (2)
supporting and improving the organisation's continuous improvement processes
Using technology (1)
using technology to monitor team progress
Innovation skills (2)
developing an innovative approach to participation in the continuous improvement system

**Products that could be used as evidence include:**
documentation produced when supporting the organisation's continuous improvement systems and processes, such as:
- contributions to organisational policies and procedures
- contributions to procedures and policies for dealing with continuous improvement processes, and related codes of conduct
- actions taken to address information collection, retrieval and use in the workplace
- actions taken to address issues and problems within work team
- actions taken to address methods of reporting information
- learning and development plans for team members
- materials developed for coaching, mentoring and training
- induction programs developed and/or delivered
- actions taken to address internal and external information management issues
- reviews of people management
- advice and input into management decisions related to continuous improvement
- records of people management lessons learned

**Processes that could be used as evidence include:**
how team members were encouraged to participate in the decision making process
examples of how continuous improvement processes were communicated to all stakeholders
examples of how continuous improvement processes were supported
how technology was used to monitor operational progress
examples of how plans have been adjusted and communicated to all stakeholders
how team members were informed of improvements/innovations
how work performance was documented to aid identification of further opportunities for improvement
how areas which have recorded improvements have been recorded

**Resource implications for assessment include:**
access by the learner and trainer to appropriate documentation and resources normally used in the workplace

**Validity and sufficiency of evidence requires:**
that this unit can be assessed in the workplace or in a closely simulated work environment
that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment
that examples of actions taken by the candidate to support continuous improvement are provided

**Integrated competency assessment means:**
that this unit should be assessed with other frontline management units taken as part of this qualification, as applicable to the candidate's leadership role in a work team, and as part of an integrated assessment activity

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general understanding of the principles and techniques of:
- continuous improvement systems and processes
- benchmarking
- best practice
the benefits of continuous improvement
the quality approaches which the organisation may implement
the methods that can be used in continuous improvement
the barriers to continuous improvement
the organisation's recording, reporting and recommendation processes to facilitate continuous improvement

**Required skills and attributes include:**
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**Communicating ideas and information (2)**
- liaising with individuals and work team to improve the organisation's continuous improvement processes
- communicating the organisation's continuous improvement processes

**Collecting, analysing and organising information (2)**
- analysing data related to progress and improvement
- organising information in such a way that it is accessible to team members

**Planning and organising activities (2)**
- planning customer service improvements

**Working in a team (2)**
- obtaining team feedback on further improvement initiatives

**Using mathematical ideas and techniques (1)**
- completing calculations associated with work improvement

**Solving problems (2)**
- supporting and improving the organisation's continuous improvement processes

**Using technology (1)**
- using technology to monitor team progress

**Innovation skills (2)**
- developing an innovative approach to participation in the continuous improvement system

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Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions. The specific aspects which require elaboration are identified by the use of italics in the Performance Criteria.

Legislation, codes and national standards relevant to the workplace may include:
- award and enterprise agreements and relevant industrial instruments
- relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety (OHS) and environmental issues, equal opportunity, industrial relations and anti-discrimination
- relevant industry codes of practice

OHS considerations may include:
provision of information about OHS legislative requirements and guidelines, and the organisation's OHS policies, procedures and programs
participation in the regular update of OHS systems and procedures
implementation of the continuous improvement processes of the OHS management system
changes to work practices, procedures and the working environment which impact on OHS
organisation's responsibilities to customers and suppliers

Continuous improvement processes may include:
policies and procedures which allow an organisation to systematically review and improve the quality of its products, services and procedures
cyclical audits and reviews of workplace, team and individual performance
seeking and considering feedback from a range of stakeholders
modifications and improvements to systems, processes, services and products
evaluations and monitoring of effectiveness

Communicated may refer to:
verbal, written or electronic communications
on-the-job mentoring and coaching

Mentoring and coaching may refer to:
teaching another member of the team, usually focusing on a specific work task or skill
providing feedback, support and encouragement on a range of matters
providing assistance with problem solving

Systems may refer to:
organisation policies and procedures
web based communication devices
attendance at forums, meetings
newsletters and reports

Technology may include:
computerised systems and software such as databases, project management and word-processing
telecommunications devices
any other technology used to carry out work roles and responsibilities

Customer service may be:
internal or external, to existing or new clients
identifying needs and priorities in delivering a service to customers
understanding of different levels of customer satisfaction
Agreed recommendations may be:
identified improvements arising from the continuous improvement process
determined in accordance with organisational policies and procedures
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**Unit Sector(s)**

Not applicable.