Australian Government

Department of Education, Employment and Workplace Relations

BSBFLM409B Implement continuous improvement

Release: 1

ISC INDUSTRY SKILLS COUNCILS
Creating Australia's Future

BSBFLM409B Implement continuous improvement

Modification History

Not applicable.

Unit Descriptor

This unit specifies the outcomes required to implement the organisation's continuous improvement systems and processes. Particular emphasis is on using systems and strategies to actively encourage the team to participate in the process, monitoring and reviewing performance, and identifying opportunities for further improvements.
This unit replaces BSBFLM409A Implement continuous improvement.
Frontline managers have an active role in implementing the continuous improvement process 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 routine and non-routine methods and procedures, which require planning and evaluation, and leadership and guidance of others.
This unit builds on BSBFLM309A Support continuous improvement systems and processes.
Consider co-assessment with BSBFLM405B Implement operational plan, BSBCMN411A Monitor a safe workplace, BSBCMN412A Promote innovation and change and BSBFLM412A Promote team effectiveness. This unit is related to BSBFLM509B Facilitate continuous improvement.

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

Elements and Performance Criteria

Element		Performance Criteria	
1	Implement continuous improvement systems and processes	1.1	Systems are implemented to ensure that individuals and teams are actively encouraged and supported to participate in decision making processes, assume responsibility and exercise initiative
		1.2	The organisation's continuous improvement processes are communicated to individuals and teams, and feedback is obtained
		1.3	Effective mentoring and coaching ensures that individuals and teams are able to implement the organisation's continuous improvement processes
2	Monitor and review performance	2.1	The organisation's systems and technology are used to monitor and review progress and to identify ways in which planning and operations could be improved
		2.2	Customer service is improved through continuous improvement techniques and processes
		2.3	Recommendations for adjustments are formulated and communicated to those who have a role in their development and implementation

3	Implement opportunities for further improvement	3.1	Processes are implemented to ensure that team members are informed of savings and productivity/ service improvements in achieving the business plan
		3.2	Work performance is documented to aid the identification of further opportunities for improvement
		3.3	Records, reports and recommendations for improvement are managed 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 implement, monitor and adjust plans, 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 report 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

the principles and techniques associated with:

- continuous improvement systems and processes
- benchmarking
- best practice
- the quality approaches which the organisation may implement
- the methods that can be used in continuous improvement
- the organisation's recording, reporting and recommendation processes to facilitate continuous improvement
- change management

the benefits of continuous improvement

the barriers to 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

communication skills to:

- gain the commitment of individuals and teams to continuous improvement
- deal with people openly and fairly - use consultation skills effectively
- research, analysis, interpretation and reporting skills
- monitoring and evaluation skills
- 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

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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)

liaising with individuals and work team to improve the organisation's continuous improvement processes

communicating the organisation's continuous improvement systems and processes

ensuring the effective coaching and mentoring of team members is provided

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

making recommendations for adjustments to systems and processes

Planning and organising activities (2)

planning customer service improvements

Working in a team (2)

encouraging team members to participate in decision making processes

obtaining team feedback on further improvement initiatives

Using mathematical ideas and techniques (1)

completing calculations for work improvement

Solving problems (2)

implementing the organisation's continuous improvement processes, and investigating problems with introducing improvements

Using technology (2)

using technology to assist the management of information to aid the continuous improvement

Innovation skills (2)

developing an innovative approach to the implementation of the continuous improvement system to enhance business operations

Products that could be used as evidence include:

documentation produced in implementing continuous improvement, such as:

- contribution to organisational policies and procedures
- contribution to procedures and policies for dealing with continuous improvement processes, and relevant codes of conduct - actions for information collection, analysis and retrieval
- learning and development plans
- materials developed for coaching, mentoring and training
- induction programs developed and/or delivered
- actions taken to address internal and external information management issues
- actions taken to address issues and problems
- 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 strategies have been implemented to encourage team members to participate in the decision making process

examples of how continuous improvement processes were communicated to all stakeholders

examples of coaching and mentoring used to support continuous improvement processes

how technology was used to monitor operational progress

recommendations for adjustments that have been made

how team members were informed of improvements/innovations

how work performance was documented to aid identification of further opportunities for improvement

how future planning has included areas which have recorded improvements

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 candidate to implement continuous improvement are provided

Integrated competency assessment means:

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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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, anti-discrimination and record keeping standards and legislation

relevant industry codes of practice

OHS considerations may include:

provision of information about OHS legislative requirements, guidelines and the organisation's OHS policies, procedures and programs

OHS practice as an ethical standard and legislative requirement

training of all employees in health and safety procedures, and updating of records

requirements of OHS legislation related to delegation and reporting

implementation and monitoring of the continuous improvement processes of any OHS management system

Systems may refer to:

organisation policies and procedures

web based communication devices

forums, meetings

newsletters and reports

Participate in decision making processes may include:

processes which ensures that all employees have the opportunity to contribute to organisational issues

feedback in relation to outcomes of the consultative process

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

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

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, new or potential clients

Processes may refer to:

team meetings

email/intranet, newsletters or other communication devices

newsletters and bulletins

staff reward mechanisms

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Unit Sector(s)

Not applicable.