BSBFLM509B Facilitate continuous improvement
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Modification History

Not applicable.

Unit Descriptor

This unit specifies the outcomes required to lead and manage continuous improvement systems and processes. Particular emphasis is on the development of systems and the analysis of information to monitor and adjust performance strategies and to manage opportunities for further improvements.

This unit replaces BSBFLM509A Promote continuous improvement.

Frontline managers have an active role in managing 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 play an important part in influencing the ongoing development of the organisation.

At this level, work will normally be carried out within complex and diverse methods and procedures which require the exercise of considerable discretion and judgement, using a range of problem solving and decision making strategies.

This unit builds on BSBFLM409B Implement continuous improvement. Consider co-assessment with BSBFLM512A Ensure team effectiveness, BSBFLM505B Manage operational plan, and BSBFLM507B Manage quality customer service, BSBMGT505A Ensure a safe workplace, BSBFLM510B Facilitate and capitalise on change and innovation, and BSBFLM511B Develop 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>
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<tbody>
<tr>
<td>1 Lead continuous improvement systems and processes</td>
<td>1.1 Strategies are developed to ensure that team members are actively encouraged and supported to participate in decision making processes, and to assume responsibility and exercise initiative as appropriate</td>
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<td>1.2 Systems are established to ensure that the organisation's continuous improvement processes are communicated to all stakeholders</td>
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<td>1.3 Effective mentoring and coaching processes are developed to ensure that individuals and teams are able to implement and support the organisation's continuous improvement processes</td>
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<td>Monitor and adjust performance strategies</td>
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<td>3</td>
<td>Manage opportunities for further improvement</td>
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**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 develop, 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 to be able to identify and manage 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 involved in the management and organisation of:
  - continuous improvement systems and processes
  - benchmarking
  - change management
  - problem identification and resolution
  - leadership and mentoring techniques
  - management of ongoing product and service quality
  - consultation and communication techniques
  - best practice
  - strategies to monitor and adjust operational performance
  - recording and reporting methods
- benefits of continuous improvement
- barriers to continuous improvement
- quality approaches which the organisation may implement
- methods that can be used in continuous improvement
- 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
- communication skills to:
  - gain the commitment of individuals/teams to continuous improvement
  - deal with people openly and fairly
- use consultation skills effectively
- research, analysis and reporting skills
- monitoring and evaluating 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
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 (3)
- establishing systems to communicate continuous improvement processes to team members and other stakeholders
- ensuring processes inform team members of improvements and achievements
Collecting, analysing and organising information (3)
- planning processes to document performance
Planning and organising activities (3)
- adjusting plans and strategies as a result of feedback
Working in a team (3)
- developing strategies to involve team members in decision making
Using mathematical ideas and techniques (1)
- completing calculations associated with work improvement
Solving problems (3)
- developing and improving the organisation’s continuous improvement processes and investigating problems with introducing improvements
Using technology (2)
- using technology to assist the management of information
Innovation skills (3)
- developing an innovative approach to the development of the continuous improvement system to enhance business operations

Products that could be used as evidence include:

documentation produced in leading the team, such as:
- contribution to organisational policies and procedures
- procedures and policies for dealing with continuous improvement systems, and related codes of conduct
- actions taken to address information collection and retrieval
- actions taken to address methods of analysing information and developing and/or maintaining a continuous improvement system
- actions taken to address internal and external continuous improvement issues
- actions taken to address issues and problems within the work team and continuous improvement
- advice and input into management decisions related to the work team and continuous improvement
- learning and development plans for team members
- materials developed for coaching, mentoring and training
- induction programs developed and/or delivered
- reviews of people management
- records of people management lessons learned

Processes that could be used as evidence include:
how strategies are developed to encourage team members 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 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 the candidate to facilitate 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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**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 involved in the management and organisation of:
- continuous improvement systems and processes
- benchmarking
- change management
- problem identification and resolution
- leadership and mentoring techniques
- management of ongoing product and service quality
- consultation and communication techniques
- best practice
- strategies to monitor and adjust operational performance
- recording and reporting methods

benefits of continuous improvement
barriers to continuous improvement
quality approaches which the organisation may implement
methods that can be used in continuous improvement
organisation's recording, reporting and recommendation processes to facilitate continuous improvement

Required skills and attributes include:
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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:
- knowledge of OHS legislation, principles and practice within the context of the organisation's operations and plans
- OHS practice as an ethical standard and legislative requirement
- training of all employees in health and safety procedures
- establishing and maintaining the continuous improvement processes of any OHS management system
- regularly updating and reviewing the organisation's OHS systems, procedures and records
- organisation's procedures for dealing with hazardous events
- adjustment of communications and OHS approach to cater for social and cultural diversity and special needs

Strategies may refer to:
- long-term or short-term plans factoring in opportunities for team input
- mentoring and 'buddy' systems to support team members in participating in decision making
- clarification of roles and expectations
- training and development activities
- performance plans
- communication devices and processes, such as intranet and email communication systems, to facilitate input into workplace decisions
- reward/recognition programs for high performing staff

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

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

Stakeholders may include:
- internal and external contacts
- senior management and board members
individuals within the work team
the organisation's clients and customers
business or government contacts
funding bodies
unions/employee groups
professional associations

**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

**Operational progress** may refer to:
success in meeting agreed goals and performance indicators
productivity gains
customer service indicators
OHS indicators

**Processes** may refer to:
team meetings
email/intranet, newsletters or other communication devices
newsletters and bulletins
staff reward mechanisms

**Documentation of work team performance** may include:
records and reports
annotated performance plans
quantitative data such as production figures
recommendations for improvement

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quantitative data such as production figures
recommendations for improvement

**Unit Sector(s)**

Not applicable.