Australian Government

Department of Education, Employment and Workplace Relations

BSBFLM509B Facilitate continuous improvement

Release: 1

INDUSTRY SKILLS COUNCILS
Creating Australia's Future

BSBFLM509B Facilitate continuous improvement

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

Elements and Performance Criteria

Element	Performance Criteria
1 Lead continuous improvement systems and processes	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
	1.2 Systems are established to ensure that the organisation's continuous improvement processes are communicated to all stakeholders
	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

2	Monitor and adjust performance strategies	2.1	Strategies are developed to ensure that systems and procedures including technology are used to monitor operational progress and to identify ways in which planning and operations could be improved
		2.2	Customer service strategies and processes are improved through continuous improvement techniques and processes
		2.3	Strategies are adjusted and communicated to all stakeholders according to organisational procedures
3	Manage opportunities for further improvement	3.1	Processes are established to ensure that team members are informed of savings and productivity/ service improvements in achieving the business plan
		3.2	Processes include documentation of work team performance to aid the identification of further opportunities for improvement
		3.3	Areas which have recorded improvement and opportunities for improvement, are taken into account in all aspects of future planning

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)
establishing 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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- change management

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- leadership and mentoring techniques

- management of ongoing product and service quality

- consultation and communication techniques

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- best practice
- strategies to monitor and adjust operational performance
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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:

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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

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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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Unit Sector(s)

Not applicable.