



Australian Government

Department of Education, Employment and Workplace Relations

BSBFLM309C Support continuous improvement systems and processes

Revision Number: 1

BSBFLM309C Support continuous improvement systems and processes

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	<p>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.</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.</p>
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Application of the Unit

Application of the unit	<p>This unit replaces BSBFLM309A Support continuous improvement systems and processes.</p> <p>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.</p> <p>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.</p> <p>Consider co-assessment with BSBFLM305C Support operational plan, BSBFLM312C Contribute to team effectiveness, BSBCUS301A Deliver and monitor a service to customers, BSBCMN311B Maintain workplace safety, and BSBFLM311C Support a workplace learning environment.</p>
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

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.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Contribute to continuous improvement systems and processes	<p>1.1. Actively encourage and support team members to participate in decision making processes and to assume responsibility and exercise initiative</p> <p>1.2. <i>Communicate</i> the organisation's <i>continuous improvement processes</i> to individuals and teams</p> <p>1.3. Effectively utilise <i>mentoring and coaching</i> to ensure that individuals/teams are able to support the organisation's continuous improvement processes</p>
2. Monitor and report on specified outcomes	<p>2.1. Utilise the organisation's <i>systems</i> and <i>technology</i> to monitor team progress and to identify ways in which planning and operations could be improved</p> <p>2.2. Apply continuous improvement techniques and processes to improve <i>customer service</i></p>
3. Support opportunities for further improvement	<p>3.1. Communicate <i>agreed recommendations</i> for improvements in achieving the business plan to team members</p> <p>3.2. Document and use work performance to identify opportunities for further improvement</p> <p>3.3. Maintain records, reports and recommendations for improvement within the organisation's systems and processes</p>

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- 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

Required knowledge

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

Evidence Guide

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.

Overview of assessment

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

Evidence of the following is essential:

- examples of actions taken by the candidate to support continuous improvement including:
- use of work performance to identify improvement
- adjusted plans to reflect changes
- effective communication to all stakeholders
- use of technology to monitor operational progress
- application of suitable recordkeeping processes.

Context of and specific resources for assessment

Assessment must ensure:

- access by the learner and trainer to appropriate documentation and resources normally used in the workplace
- that this unit is assessed in the workplace or in a closely simulated work environment.

Method of assessment

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

- Direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
- Review of records 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

EVIDENCE GUIDE	
	<p>information</p> <ul style="list-style-type: none">• 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.
Guidance information for assessment	<p>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 a holistic assessment activity.</p>

Range Statement

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

Legislation, codes and national standards relevant to the workplace may include:	<ul style="list-style-type: none"> • 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.
<i>OHS considerations</i> may include:	<ul style="list-style-type: none"> • 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.
Methods used to <i>communicate</i> with individuals and team may include:	<ul style="list-style-type: none"> • verbal, written or electronic communications • on-the-job mentoring and coaching.
<i>Continuous improvement processes</i> may include:	<ul style="list-style-type: none"> • 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,

RANGE STATEMENT	
	processes, services and products • evaluations and monitoring of effectiveness.
<i>Mentoring and coaching</i> 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.
<i>Systems</i> may include:	• organisation policies and procedures • web based communication devices • attendance at forums, meetings • newsletters and reports.
<i>Technology</i> 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.
<i>Customer service</i> 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.
<i>Agreed recommendations</i> may be:	• identified improvements arising from the continuous improvement process • determined in accordance with organisational policies and procedures

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Management and leadership - Frontline Management
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Co-requisite units

Co-requisite units		