



Australian Government

Department of Education, Employment and Workplace Relations

BSBMGT403A Implement continuous improvement

Release: 1

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Modification History

Not applicable.

Unit Descriptor

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| Unit descriptor | <p>This unit describes the performance outcomes, skills and knowledge 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.</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

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| Application of the unit | <p>Frontline managers have an active role in implementing the continuous improvement process to achieve the organisation's objectives. Their position, closely associated with the creation and delivery of products and services, means that they have an important role in influencing the ongoing development of the organisation.</p> <p>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.</p> |
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

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| Prerequisite units | | |
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Employability Skills Information

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

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| 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. Implement continuous improvement systems and processes | <p>1.1. Implement <i>systems</i> to ensure that individuals and teams are actively encouraged and supported to <i>participate in decision making processes</i>, assume responsibility and exercise initiative</p> <p>1.2. Communicate the organisation's <i>continuous improvement processes</i> to individuals and teams, and obtain feedback</p> <p>1.3. Ensure effective <i>mentoring and coaching</i> allows individuals and teams to implement the organisation's continuous improvement processes</p> |
| 2. Monitor and review performance | <p>2.1. Use the organisation's systems and <i>technology</i> to monitor and review progress and to identify ways in which planning and operations could be improved</p> <p>2.2. Improve <i>customer service</i> through continuous improvement techniques and processes</p> <p>2.3. Formulate and communicate recommendations for adjustments to those who have a role in their development and implementation</p> |
| 3. Provide opportunities for further improvement | <p>3.1. Implement <i>processes to ensure that team members are informed of savings and productivity/service improvements</i> in achieving the business plan</p> <p>3.2. Document work performance to aid the identification of further opportunities for improvement</p> <p>3.3. Manage 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

- communication skills to:
 - coach and mentor team members
 - gain the commitment of individuals and teams to continuously improve
- innovation skills to design better ways of performing work.

Required knowledge

- principles and techniques associated with:
 - benchmarking
 - best practice
 - change management
 - continuous improvement systems and processes
 - quality systems.

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:

- taking active steps to implement, monitor and adjust plans, processes and procedures to improve performance
- supporting others to implement the continuous improvement system/processes, and to identify and report opportunities for further improvement
- knowledge of principles and techniques associated with continuous improvement systems and processes.

Context of and specific resources for assessment

Assessment must ensure:

- access to appropriate documentation and resources normally used in the workplace.

Method of assessment

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

- assessment of written reports
- direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
- observation of presentations
- oral or written questioning to assess knowledge of principles and techniques associated with change management
- review of how the organisation's continuous improvement processes was communicated to individuals and teams
- review of documentation of work performance.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:

- other units from the Certificate IV in Frontline Management.

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.

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| <i>Systems</i> may refer to: | <ul style="list-style-type: none"> forums, meetings newsletters and reports organisational policies and procedures web-based communication devices |
| <i>Participation in decision making processes</i> may include: | <ul style="list-style-type: none"> feedback in relation to outcomes of the consultative process processes which ensures all employees have the opportunity to contribute to organisational issues |
| <i>Continuous improvement processes</i> may include: | <ul style="list-style-type: none"> cyclical audits and reviews of workplace, team and individual performance evaluations and monitoring of effectiveness implementation of quality systems, such as International Standardization for Organization (ISO) modifications and improvements to systems, processes, services and products policies and procedures which allow the organisation to systematically review and improve the quality of its products, services and procedures seeking and considering feedback from a range of stakeholders |
| <i>Mentoring and coaching</i> may refer to: | <ul style="list-style-type: none"> providing assistance with problem-solving providing feedback, support and encouragement teaching another member of the team, usually focusing on a specific work task or skill |
| <i>Technology</i> may include: | <ul style="list-style-type: none"> 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 |

| RANGE STATEMENT | |
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| <i>Customer service</i> may be: | <ul style="list-style-type: none"> • internal or external • to existing, new or potential clients |
| <i>Processes to ensure that team members are informed of savings and productivity/service improvements</i> may refer to: | <ul style="list-style-type: none"> • email/intranet, newsletters or other communication devices • newsletters and bulletins • staff reward mechanisms • team meetings |

Unit Sector(s)

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| Unit sector | |
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Competency field

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| Competency field | Management and Leadership - Management |
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Co-requisite units

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| Co-requisite units | | |
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