Australian Government

Department of Education, Employment and Workplace Relations

SIRXQUA006A Benchmark and continuously improve operational quality

Revision Number: 2

INDUSTRY SKILLS COUNCILS
Creating Australia's Future

SIRXQUA006A Benchmark and continuously improve operational quality

Modification History

The version details of this endorsed unit are in the table below. The latest information is at the top.

Release	Comments
Second Release	Editorial updates

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to benchmark, audit and monitor the continuous improvement of wholesale processes and service systems to attain best practice in service quality.

Application of the Unit

This unit applies to senior personnel. It involves researching best practice, setting benchmarks for customer service performance and business operational systems; and developing and implementing auditing, recording and continuous improvement mechanisms.

Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Pre-Requisites

Nil

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements and Performance Criteria

Element	Performance Criteria
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.
1. Benchmark best practice performance.	1.1. Set *benchmarks* for operational quality. 1.2. Confirm requirement for achieving best practice *outcomes*. 1.3. Differentiate *customer* service and operational quality benchmarks. 1.4. Use *benchmarking exercises* to stimulate staff learning and understanding. 1.5. Compare and contrast internal and external benchmarking processes.
2. Improve wholesale processes.	2.1. Determine key *means to measure quality* for all wholesale processes and systems. 2.2. Determine measures for benchmarking quality in a given process. 2.3. Establish audit trail for measuring and mapping quality improvement. 2.4. Audit compliance with quality targets and benchmarks.
3. Improve wholesale processes.	3.1. Determine measures for quality improvement. 3.2. Regularly brief *staff members* on work goals, plans and operational issues to minimise role ambiguity and uncertainty. 3.3. Establish analytical tools for measuring quality improvement within a business context. 3.4. Use quality *problem-solving tools* to promote qualitative and quantitative solutions. 3.5. Structure existing *training* to support service standards that improve department supply, display and post-sales support.
4. Monitor quality improvement for a wholesale process.	4.1. Allocate individual and team responsibilities for achieving quality outcomes. 4.2. Allocate responsibilities for improvement and identification of problems with process quality. 4.3. Establish ongoing monitoring systems for quality improvement programs. 4.4. Evaluate quality improvement management and implementation strategy. 4.5. Establish feedback and reporting mechanisms on deviation from

target (variation).

5. Monitor customer service quality for a wholesale business.	5.1.Determine *information sources* on customer satisfaction levels.
	5.2.Devise strategies for managing *customer needs and expectations* for business to business and business to end consumers.
	5.3.Ensure *customer service strategies* deliver business to business and business to end consumer needs and expectations.
	5.4.Map *service value chain* for a wholesale business.
	5.5.Devise service quality measures for customer retention and retrieval strategies (in terms of cost, time or quality requirements).
6. Improve service quality.	6.1.Improve customer retention and retrieval.
	6.2.Improve customer satisfaction levels through use of ongoing monitoring systems.
	6.3.Achieve service quality benchmarks.

Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

Required skills

- interpersonal skills to:
    - brief staff members through clear and direct communication
    - use language and concepts appropriate to cultural differences
    - use and interpret non-verbal communication
    - negotiate and solve problems
- leadership skills to:
    - plan and set benchmarks for operational quality
    - structure existing training to support standards
- literacy and numeracy skills to:
    - feedback and reporting mechanisms
    - acquire and interpret required data
    - analyse and manipulate data
    - research and resource information

Required knowledge

- current practice systems and structures
- sources of relevant benchmarking data
- methods of selecting relevant key benchmarking indicators
- quality concepts and principles and quality tools
- relationship between benchmarking, quality improvement and best practice
- relationship between process improvement, profitability, performance and productivity
- quality organisations and regimes
- industry organisations
- government and regulatory requirements for quality endorsement or certification
- international quality systems
- internal and external quality systems
- relevant sources of information on product and supply arrangements for customers
- business policy and procedures affecting job role or function
- Work Health and Safety (WHS) aspects of job
- relevant consumer law, commercial law and legislation

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, the range statement and the Assessment Guidelines for this Training Package.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	Evidence of the following is essential: • uses benchmark information to improve work group performance and operational systems • applies and documents benchmarking and auditing procedures, including consultative processes underpinning quality and best practice systems • prepares and executes an audit of work practices and systems within a specific work group context • utilises internal and external benchmarks to confirm current performance levels • continuous improvement processes within an operational area against agreed benchmarks and an agreed timeframe • develops and implements customer satisfaction measurement and monitoring systems • effective communication of measurement and monitoring systems to relevant personnel.

Context of and specific resources for assessment	Assessment must ensure access to:
	
	• a wholesale work environment
	• relevant documentation, such as:
	   • policy and procedures manuals
	   • relevant legislative information
	• a range of communication equipment
	• a work team.

Methods of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit: • observation of performance in the workplace • third-party reports from a supervisor • review of portfolios of evidence • written or verbal questioning to assess knowledge and understanding • review of portfolios of evidence and third-party workplace reports of on-the-job performance.
Guidance information for	Holistic assessment with other units relevant to the

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| **assessment** | industry sector, workplace and job role is recommended. |

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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 in the performance criteria is detailed below.

Benchmarks for operational quality may include consideration of:	• business profitability • best practice parameters • service standards • forecasts.
Business ***outcomes*** may include:	• key performance indicators • strategic objectives • price • market and sales indicators • brand value • quality standards and criteria • performance benchmarks • milestones.
Customers may include:	• new or repeat contacts • businesses or individuals • internal and external contacts • customers with routine or special requests • people from a range of social, cultural and ethnic backgrounds and with varying physical and mental abilities.
Benchmarking exercises may include consideration of:	• personnel productivity • revenue and expenses • services offered • production indicators • customer demographics • customer satisfaction factors • compliance factors.
Means to measure quality may include:	• seven tools of quality • internal or business-endorsed measurement devises and systems • tools associated with an approach that involves quality.
Staff members may include:	• full-time, part-time or casual staff • staff under contract • people with varying degrees of language and literacy

	• people from a range of cultural, social and ethnic backgrounds
	• people with a range of responsibilities and job descriptions.
Problem-solving tools may include:	• routine procedures
	• manufacturer recommendations
	• lateral thinking
	• referral to operator, manager, specialist or expert.
Training may include:	• formal training or education
	• informal learning
	• coaching and mentoring
	• job rotation
	• information seminars
	• on-line learning
	• conferences.
Information sources may include:	• observation
	• sales data
	• appropriate questioning.
Customer needs and expectations may relate to:	• product type
	• brand
	• size
	• product characteristics
	• customer physical needs
	• price.
Customer service strategies may include:	• add-on or complementary products and services
	• delivery and installation
	• warranties and guarantees
	• returns policies
	• technical support
	• financial products and services
	• customer reward schemes
	• dealing with difficult customers.
Service value chain may include:	• suppliers into the wholesale business:
	• internally
	• to business customers
	• to customers of business customers
	• to individual or direct customers.

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Unit Sector(s)

Cross-Sector

Competency field

Quality and Innovation

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