



Australian Government

Department of Education, Employment and Workplace Relations

BSBMGT608A Manage innovation and continuous improvement

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit covers sustaining an environment in which continuous improvement and learning are promoted and rewarded, including the application of relevant technology.

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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

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Element	Performance Criteria
1 Review programs, systems and processes	1.1 Strategies are established to monitor and evaluate performance of key systems and processes
	1.2 Detailed analyses of supply chains, operational and

- product/service delivery systems are undertaken
- 1.3 Performance measures, assessment tools and techniques are identified, analysed and acted upon
 - 1.4 Performance reports and variance from plans are analysed for all key result areas of the organisation
 - 1.5 Changing trends and opportunities relevant to the organisation are identified and analysed
 - 1.6 Advice is sought from specialists, where appropriate, to identify technology and electronic commerce opportunities
- 2 Develop options for continuous improvement
- 2.1 Groups are briefed on performance improvement strategies and innovation as an essential element of competition
 - 2.2 Creative climate and organisational learning is fostered through the promotion of interaction within and between work groups
 - 2.3 New ideas and entrepreneurial behaviour are encouraged, tried and recognised where successful
 - 2.4 Failure of an idea is accepted as a reasonable price during trialling; success is recognised and celebrated, and embedded into systems
 - 2.5 Risk management and cost benefit analyses are undertaken for each option/idea approved for trial
 - 2.6 Innovations are approved through agreed organisational processes
- 3 Implement innovative processes
- 3.1 Continuous improvement is promoted as an essential part of doing business
 - 3.2 Impact of change and consequences for people are addressed and transition plans implemented
 - 3.3 Objectives, timeframes, measures and communication plans are in place to manage implementation
 - 3.4 Contingency plans are implemented in the event of non-performance
 - 3.5 Failure is followed by prompt investigation and

analysis of causes

- 3.6 Emerging challenges and opportunities are managed effectively
- 3.7 Continuous improvement systems and processes are regularly evaluated
- 3.8 Costs and benefits of innovations and improvements are communicated to all relevant groups and individuals

Required Skills and Knowledge

Not applicable.

Evidence Guide

The Evidence Guide identifies the critical aspects, knowledge and skills to be demonstrated to confirm competence for this unit. This is an integral part of the assessment of competence and should be read in conjunction with the Range Statement.

Critical Aspects of Evidence

Whilst evidence of success in bringing an idea into the organisation and developing an innovation is always the objective of these activities, evidence of idea creation, innovation, testing and evaluation is more critical. The innovations do not have to work for successful promotion to be evidenced

Evidence of both formal and informal consultation and participation in the search for continuous improvement is essential for this unit

OHS considerations may include:

evaluation of organisation's OHS system and related policies, procedures and programs
implementation of OHS management system with continuous improvement features

Underpinning Knowledge*

* At this level the learner must demonstrate understanding of specialised knowledge with depth in some areas.

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

Strategic planning

Supply chain management

Performance measurement

Quality management

Electronic commercial applications

Creativity/innovation theories/concepts

Risk management

Contingency plans

Continuous improvement

Underpinning Skills

Quantitative methods including queuing transport, ATM and linear programming techniques

Analytical skills to identify improvement opportunities in relation to the services/products you deliver internally or concepts/ideas in your area of expertise

Evaluative skills to maintain performance and assess the use of alternative suppliers/contractors

Performance measurement skills to develop and manage key performance indicators

Risk management skills to analyse, identify and develop mitigation strategies for identified risks

Cost and benefit analysis skills to produce balanced arguments to support financial proposals

Contingency planning skills to ensure that the risk of failure is minimised and/or in the event of failure, the consequences are minimal

Ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities

Resource Implications

The learner and trainer should have access to appropriate documentation and resources normally used in the workplace

Consistency of Performance

In order to achieve consistency of performance, evidence should be collected over a set period of time which is sufficient to include dealings with an appropriate range and variety of situations

Context/s of Assessment

Competency is demonstrated by performance of all stated criteria, including paying particular attention to the critical aspects and the knowledge and skills elaborated in the Evidence Guide, and within the scope as defined by the Range Statement

Assessment must take account of the endorsed assessment guidelines in the Business Services Training Package

Assessment of performance requirements in this unit should be undertaken in an actual workplace or simulated environment

Assessment should reinforce the integration of the key competencies and the business services common competencies for the particular AQF level. Refer to the Key Competency Levels at the end of this unit

Key Competency Levels

Collecting, analysing and organising information (Level 3) - to undertake performance/variance analysis

Communicating ideas and information (Level 3) - to brief groups on performance improvement strategies

Planning and organising activities (Level 3) - to promote learning and interaction between work groups

Working with teams and others (Level 3) - to undertake risk management and cost benefit analysis

Using mathematical ideas and techniques (Level 2) - to apply statistical and quantitative analysis

Solving problems (Level 3) - to ensure successful implementation of the innovation

Using technology (Level 2) - to enhance the innovation

Please refer to the Assessment Guidelines for advice on how to use the Key Competencies

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Performance measurement
Quality management
Electronic commercial applications
Creativity/innovation theories/concepts
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Range Statement

The Range Statement provides advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment. The following variables may be present for this particular unit:

Legislation, codes and national standards relevant to the workplace which 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 and environmental issues, equal opportunity, industrial relations and anti-discrimination

relevant industry codes of practice

Strategies means:

long term plans which will guide the organisation in achieving its mission

Supply chain refers to:

a network of facilities that procures raw materials, transforms them into intermediate products (or services) and then finished goods (or services), and delivers them through a distribution system. It spans procurement, production and distribution; views them not as discrete elements but interlinked

Performance reports may include:

financial

budget/cost variance

OHS

environmental

quality

customer service

other operating parameters

Specialists refers to:

those people inside and outside the organisation who are expert in the application of technology to process systems and procedures, relevant to the organisation's business

Creative climate means:

a climate of high motivation, extensive expertise, deliberative and lateral thinking time to think through and test out ideas

Organisation learning refers to:

the extent to which groups and individuals within an organisation are given the opportunity to learn from each other and encouraged to share their learning

Failure means:

partial or total failure of an innovation or idea to meet the pre-determined objectives/outcomes

Risk management means:

the process of identification of potential negative events and the development of plans to mitigate or minimise the likelihood of the negative event occurring and/or the consequences in the event it does occur

Cost benefit analyses means:

a calculation to determine whether the results/outcomes of a particular course of action are sufficient to justify the costs and risks in taking that action

Innovations means:

to bring in something new to the organisation. It may be an adaptation or change to a process, product, service, procedure or system, as well as something completely new

Continuous improvement means:

consistently reviewing what we do in search of a better way and improving the organisation in every aspect of its activities

Resources may include:

physical
financial
human

Transition plan means:

a process of communication and education to help people through major change programs which impact on the way they do their work or them personally

Contingency plan means:

a plan which will deal with the uncertainty of a proposal and will come into operation in the event of a failure or non-conformance

Emerging challenges and opportunities means:

events/incidents relating to the innovation being implemented which could lead to a less effective implementation (challenge) or greater benefits to the organisation than previously thought (opportunity)

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Unit Sector(s)

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