



Australian Government

Department of Education, Employment and Workplace Relations

BSBMGT406A Plan and monitor continuous improvement

Revision Number: 1

BSBMGT406A Plan and monitor continuous improvement

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to plan and monitor 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. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.
------------------------	--

Application of the Unit

Application of the unit	This unit applies to frontline managers who have an active role in planning and monitoring a continuous improvement process to achieve an 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. At this level, work will normally be carried out using routine and non-routine methods and procedures, which require planning and evaluation, and leadership and guidance of others.
--------------------------------	--

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
-----------------------------	--

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.
---	--

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Plan continuous improvement systems and processes	1.1. Plan systems according to organisational policy to ensure that individuals and teams are actively encouraged and supported to participate in decision-making processes, assume responsibility and exercise initiative 1.2. Communicate the organisation's continuous improvement processes to individuals and teams, and obtain feedback 1.3. Ensure effective mentoring and coaching allow individuals and teams to implement the organisation's continuous improvement processes 1.4. Support efforts to enhance sustainable and environmentally friendly work practices in accordance with the organisation's continuous improvement processes
2. Monitor and review performance	2.1. Use the organisation's systems and technology according to agreed operational processes to monitor and review progress and to identify ways in which planning and operations could be improved 2.2. Improve customer service through continuous improvement techniques and processes according to the requirements of the organisation's continuous improvement systems and processes 2.3. Formulate and communicate recommendations for adjustments to those who have a role in their development and implementation
3. Provide opportunities for further improvement	3.1. Implement processes to ensure that team members are informed of savings and productivity or service improvements in line with the requirements of the business plan 3.2. Record work performance to assist in identifying further opportunities for improvement following agreed organisational record keeping processes 3.3. Manage records, reports and recommendations for improvement within the organisation's systems and processes

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- communication skills to gain the commitment of individuals and teams to continuously improve
- innovation skills to design better ways of performing work
- learning skills to coach and mentor team members, using a range of methods to cater for different learning styles
- problem-solving skills to develop practical and innovative solutions
- teamwork skills to implement continuous improvement within a team

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 and processes, and to identify and report opportunities for further improvement.

Context of and specific resources for assessment

Assessment must ensure access to appropriate documentation and resources normally used in the workplace.

Method of assessment

The following assessment methods are appropriate for this unit:

- assessment of 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 were 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.

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.

<i>Systems</i> may refer to:	- forums and meetings - newsletters and reports - organisational policies and procedures - electronic communication devices.
<i>Participation in decision-making processes</i> may include:	- feedback in relation to outcomes of the consultative process - processes that ensure employees have the opportunity to contribute to organisational issues.
<i>Continuous improvement processes</i> may include:	- cyclical audits and reviews of workplace, team and individual performance - evaluations and monitoring of effectiveness - implementation of quality systems, such as International Organization for Standardization (ISO) - modifications and improvements to systems, processes, services and products - policies and procedures that 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:	- 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>Sustainable and environmentally friendly work practices</i> may refer to:	- addressing environmental and resource sustainability initiatives, such as environmental management systems, action plans, green office programs, surveys and audits - applying the waste management hierarchy in the workplace - complying with regulations and corporate social responsibility considerations for sustainability to enhance the organisation's standing in business and community environments - determining organisation's most appropriate waste

RANGE STATEMENT	
	treatment, including waste to landfill, recycling, re-use, recoverable resources and wastewater treatment • implementing ecological footprinting • implementing environmental management systems, e.g. ISO 14001:1996 Environmental management systems life cycle analyses • implementing government initiatives, e.g. Australian government's Greenhouse Challenge Plus • improving resource and energy efficiency • initiating and maintaining appropriate organisational procedures for operational energy consumption • introducing a green office program (a cultural change program) • introducing green purchasing • introducing national and international reporting initiatives, e.g.Â Global Reporting Initiative • introducing product stewardship • reducing emissions of greenhouse gases • reducing use of non-renewable resources • referencing standards, guidelines and approaches, such as sustainability covenants and compacts or triple bottom line reporting • supporting sustainable supply chain.
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.
Customer service may be:	• internal or external • to existing, new or potential clients.
Processes may refer to:	• email, intranet, or other digital communication devices • newsletters and bulletins • staff reward mechanisms • team meetings.

Unit Sector(s)

Unit sector	
--------------------	--

Competency field

Competency field	Management and leadership - management
------------------	--

Co-requisite units

Co-requisite units		