

BSXFML309A**Support continuous improvement systems and processes****Unit Descriptor**

Frontline management has an active role in managing the continuous improvement process in achieving the organisation's objectives. Their position, closely associated with the creation and delivery of products and services, means that they play an important part in influencing the on-going development of the organisation. At this level, work will normally be carried out within known routines, methods and procedures which require the exercise of some discretion and judgement.

This competency may apply to a range of work roles in the pharmacy.

This is a customised version of a competency unit endorsed in the Business Services Training Package and the title and national code of that source unit have been retained. This customised unit includes a contextualised range of variables and evidence guides and is not available on the NTIS, which will only reflect the original version.

Unit Sector

No sector assigned

ELEMENT**PERFORMANCE CRITERIA**

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|---|---|
| 1. Implement continuous improvement systems and processes | 1.1 The manager actively encourages and supports team members to participate in decision making processes and to assume responsibility and authority.
1.2 The organisation's continuous improvement processes are communicated to individuals/teams.
1.3 The manager's mentoring and coaching support endures that individuals/teams are able to implement the organisation's continuous improvement processes. |
| 2. Monitor, adjust and report performance | 2.1 The organisation's systems and technology are used to monitor progress and to identify ways in which planning and operations could be improved.
2.2 Customer service is strengthened through the use of continuous improvement techniques and processes.
2.3 Plans are adjusted and communicated to those who have a role in their development and implementation. |
| 3. Consolidate opportunities for further improvement | 3.1 Team members are informed of savings and productivity/service improvements in achieving the business plan.
3.2 Work performance is documented and the information is used to identify opportunities for further improvement.
3.3 Records, reports and recommendations for improvement are managed within the organisation's systems and processes. |

KEY COMPETENCIES

There are a number of processes that are required in all jobs. They are fundamental processes and generally transferable to other work functions. Some of these are covered by the key competencies. Key competencies are generic competencies that focus on the capacity to apply knowledge and skills in an integrated way in work situations, but are not specific to any particular industry. Key competencies foster the development of skills, knowledge and understanding necessary to perform work operations. The questions below highlight how these processes could be applied in this competency standard. Following each question a number indicates the level to which the key competency needs to be demonstrated where 0 = not required, 1 = the competence needed to undertake tasks effectively, 2 = the ability to manage tasks, and 3 = the ability to use concepts for evaluating and reshaping tasks.

Key Competency	Example of Application	Performance Level
Communicating ideas and information	By inviting views and opinions on shop performance and communicating ideas and information relative to continuous improvement with colleagues.	2
Collecting analysing and organising information	By identifying information sources relative to continuous improvement, gathering systems, policies, procedures and performance related information, selecting and collating this data in a suitable format, and undertaking necessary analysis.	2
Planning and organising activities	By planning and organising activities associated with monitoring performance and building a culture of continuous improvement into the work practices of colleagues.	2
Working with others and in teams	By involving colleagues in setting goals and measuring achievement as a component of a continuous improvement culture.	2
Using mathematical ideas and techniques	Mathematical ideas and techniques are likely to be involved in monitoring and measuring performance.	1
Solving problems	By independently resolving all routines issues associated with establishing a continuous improvement culture; accessing suitable support within or outside the shop to resolve non-routine problems.	2
Using technology	Technology is likely to be employed in monitoring and measuring performance in a continuous improvement environment.	2

RANGE STATEMENT

The Range of Variables statement provides details of the scope of the Elements and Performance Criteria to allow for differences within enterprises and workplaces, including practices, knowledge and requirements. The Range of Variables also provides a focus for assessment and relates to the unit as a whole.

The following variables may be present but are not limited to:

- State/Territory/Commonwealth legislation, regulations, industry codes of practice, standards and guidelines, pharmacy policies, procedures and protocols in regard to implementing and monitoring continuous improvement systems and processes.

The pharmacy's continuous improvement processes may include but are not limited to:

- provision for short term planning within the pharmacy's business plans
- team members taking responsibility for own outputs in work and learning
- provision of coaching support to assist individuals meet their performance requirements
- development of and ensuring staff awareness/understanding of key performance indicators
- applying known solutions to a variety of predictable problems
- interpreting available information, using some discretion and judgement in work responsibilities.

Customer service may include:

- internal or external, existing or new clients.

Savings and productivity/service improvements within the pharmacy may include but are not limited to:

- elimination of sub-standard delivery/more consistent service levels
- increased customer satisfaction and retention
- reduced customer price-sensitivity
- a heightened sense of teamwork between management and staff
- higher staff morale
- focussing management and staff on the factors that make a difference to customers and the business
- less dependency on individuals (management or staff)
- more effective use of time and resources.

EVIDENCE GUIDE

The following components of the Evidence Guide relate directly to the Performance Criteria and the Range of Variables for the Unit of Competency and will inform and provide guidance for assessment of the unit in the workplace and/or training program.

Critical Aspects of Evidence

- Consistently applying pharmacy policy, standards and guidelines, industry legislation, regulatory requirements and codes of practice in regard to implementing and monitoring continuous improvement systems and processes.
- Evidence of the ability to adjust plans, processes and procedures to improve performance.
- Evidence of the ability to support others to implement the continuous improvement system/process.
- Evidence of the ability to identify opportunities for further improvement.
- Demonstration of the ability to source, record and disseminate continuous improvement systems and procedures information.
- Recognition of the situations requiring referral to the pharmacist and/or other pharmacy staff according to pharmacy policy.

Underpinning Knowledge and Skills

- Knowledge and understanding of pharmacy policies, standards and guidelines, industry codes of practice, legislative and regulatory requirements in regard to workplace continuous improvement systems and procedures and related documentation.
- Operational knowledge of pharmacy policies and procedures in regard to:
 - the principles and techniques associated with:
 - continuous improvement systems and processes
 - benchmarking
 - best practice
 - monitoring and evaluating systems, processes and procedures
 - the benefits of continuous improvement
 - the quality approaches which the organisation may implement
 - gaining the commitment of individuals/teams to continuous improvement
 - the methods that can be used in continuous improvement
 - consolidating opportunities for improvement
 - the pharmacy's recording, reporting and recommendation processes to facilitate continuous improvement.
- Operational skills and techniques in:
 - communicating ideas and information
 - maintaining confidentiality and privacy
 - demonstrating empathy and tact
 - working with others and in teams
 - planning and organising activities
 - managing routines and procedures
 - solving problems
 - collecting, analysing and organising information from a variety of sources
 - recording and preparing information in regard implementing and monitoring continuous improvement systems and processes
 - relating to people from a range of social, cultural and ethnic backgrounds in individual and group contexts
 - gaining the trust and confidence of colleagues
 - dealing with people openly and fairly
 - using consultation skills effectively
 - using coaching and mentoring skills to provide support to colleagues.
- Language, literacy and numeracy skills relevant to the role and workplace requirements.
- Awareness of the circumstances/situations under which referral to the pharmacist and/or other pharmacy staff is indicated.
- Operational skills to consistently use time effectively and provide quality customer service in the pharmacy environment.

Context of Assessment

For valid and reliable assessment of this unit, competency should be consistently demonstrated over a period of time and observed by the assessor and/or the technical expert working in partnership with the assessor. The technical expert may include the pharmacist and/or an experienced person at the workplace.

Competency should be demonstrated in the workplace or a simulated workplace environment in a range of situations which may include customer interruptions and involvement in other related activities normally expected in the pharmacy.

Assessment should be undertaken in an environment that meets pharmacy industry codes of practice and relevant industry regulations and legislation.

**Interdependent
Assessment of Unit**

Unit THCGQA01A Apply quality standards and procedures is a prerequisite for this unit.

All units which relate to a job function can be considered as co-requisites to assist with an integrated approach to assessment.

For advice on interdependent assessment of units within and across pharmacy qualifications, refer to the Assessment Guidelines section 1.

Assessment Methods

The following assessment methods are suggested:

- Observation of the pharmacy staff member performing a range of workplace tasks over sufficient time to demonstrate her/his handling of a range of contingencies. Tasks may include:
 - identifying opportunities for continuous improvement
 - identifying the benefits of continuous improvement
 - researching, analysing and interpreting information and reporting to the pharmacist and/or other pharmacy staff
 - recognising the barriers to continuous improvement and methods of overcoming them
 - mentoring a colleague
 - following pharmacy procedures.
- Written and/or oral questioning to assess knowledge and understanding of relevant pharmacy procedures with regard to implementing and monitoring continuous improvement systems and processes. Questions will be asked in a manner appropriate to the language and literacy level of the pharmacy staff member.
- Completing workplace documentation relevant to implementing and monitoring continuous improvement systems and processes.

Assessment Resources

All resources must be provided for the assessment. If workplace based, the resources should relate specifically to pharmacy policies, procedures and range of stock and equipment. If an off the job or simulated work environment is used then resources should be applicable to the work environment.

Resources may include:

- A real or simulated pharmacy environment.
- Relevant documentation such as:
 - pharmacy policies and procedures
 - quality system manuals/procedures
 - industry codes of practice, standards and guidelines
 - state and federal legislation as appropriate.
- A qualified workplace assessor and/or a technical expert working in partnership with the assessor.