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Section 1: Meeting VET sector requirements

Training organisations have a range of requirements that they must meet in developing and implementing quality training and assessment strategies and practices for course programs. As a trainer, you also have a range of requirements that must be considered when implementing programs for your specific group of learners.

1.1 How Aspire's resources assist in meeting requirements

The following section outlines a range of VET sector requirements and how Aspire's resources may assist you and your training organisation in implementing a quality learning experience.

VET sector requirement	Aspire's approach
Australian Qualifications Framework The Australian Qualifications Framework is the national policy for regulated qualifications in the Australian education and training system. The AQF incorporates the quality assured qualifications from each education and training sector into a single comprehensive national qualifications framework. You and your training organisation must be aware of the requirements of the relevant AQF qualification or course requirements, from the endorsed training package, as you implement course delivery.	Aspire's learning resources, practice tasks and learning checkpoints have been pitched at a level suitable for the unit of competency and the qualifications for which it is relevant, based on the specifications in the Australian Qualifications Framework (AQF) (Second edition, January 2013). For more information regarding these specifications, and to download the Australian Qualifications Framework, visit the AQF website at: www.aqf.edu.au .
Volume of learning When developing training and assessment strategies for this unit and the qualification for which it is relevant, you and your training organisation must take into account the volume of learning requirements as defined by the Australian Qualifications Framework. An explanation of volume of learning can be accessed at: www.aqf.edu.au/wp-content/uploads/2013/06/Volume-of-Learning-Explanation.pdf	The sample delivery plans provided in section 3.2 include suggested time allocations. You may need to adjust these allocations when planning delivery in the context of a whole qualification to meet volume of learning requirements and learner needs.

Section 2: Unit of competency information

2.1 Unit of competency

BSBMGT403 Implement continuous improvement

Modification History

Release	Comments
Release 1	This version first released with BSB Business Services Training Package Version 1.0.

Application

This unit describes the skills and knowledge required to implement the organisation's continuous improvement systems and processes. It covers using systems and strategies to actively encourage the team to participate in the process, monitoring and reviewing performance, and identifying opportunities for further improvements.

It applies to managers who have an active role in implementing the continuous improvement process to achieve the organisation's objectives. Their position is closely associated with the creation and delivery of products and services which means that they have an important role in influencing the ongoing development of the organisation.

At this level, work will normally be carried out within routine and non-routine methods and procedures, which require planning, evaluation, leadership and guidance of others.

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

Unit Sector

Management and Leadership – Management

2.2 Unit of competency assessment requirements

Assessment Requirements for BSBMGT403 Implement continuous improvement

Modification History

Release	Comments
Release 1	This version first released with BSB Business Services Training Package Version 1.0.

Performance Evidence	<p>Evidence of the ability to:</p> <ul style="list-style-type: none"> implement continuous improvement systems and provide mentoring and coaching support to enable individuals and teams to participate in decisions, take responsibility, show initiative and implement improvement processes implement processes to inform team members about savings and productivity/service improvements achievements communicate effectively to support the continuous improvement system and implementation of improvements apply continuous improvement to customer services including internal and external customers implement, monitor and adjust improvement plans, processes and procedures to improve performance document performance to identify further opportunities for improvement manage records and reports within the organisation's systems and procedures. <p>Note: If a specific volume or frequency is not stated, then evidence must be provided at least once.</p>
Knowledge Evidence	<p>To complete the unit requirements safely and effectively, the individual must:</p> <ul style="list-style-type: none"> give examples of continuous improvement processes list typical areas of need for coaching and mentoring to support continuous improvement explain how change management techniques can support continuous improvement and initiative identify the organisation's systems and data that can be used for benchmarking and monitoring performance for continuous improvement.

3.2 Delivery plans

The following sample delivery plans can be used to deliver *BSBMGT403 Implement continuous improvement*. These plans, including the time allocations, are suggestions only. You may need to add to them, change them or substitute your own activities according to the interest level, experience of the learners and the specific situation. Remember, it is your responsibility as the trainer to use the most appropriate strategies for your learners.

The delivery plans have been developed for use in a face-to-face delivery environment. However, certain features of the delivery plans can be adapted to be used for individual/online learners, particularly for those parts of the learning content that necessitate some form of group interaction or communication.

Topic 1: Implement continuous improvement systems and processes	
Suggested time allocation: 20 hours Suggested resources: <ul style="list-style-type: none"> Recommended reading Slide presentation software 	Slide nos: 2–12
Recommended reading Aspire learner guide <i>BSBMGT403 Implement continuous improvement</i> , Release 1 Topic 1: Implement continuous improvement systems and processes	Terminology checklist <ul style="list-style-type: none"> Continuous improvement system Active participation Organisational procedures and policies Web-based communication devices Suggestion boxes Participation, initiative, responsibility Quality management Quality assurance (QA) Total quality management (TQM) ISO 9000 accreditation Standards Australia Benchmarks Best practice Reviews and audits Feedback Planning tasks Implementing processes Evaluating and monitoring changes Mentoring, coaching
Suggested training strategies <ul style="list-style-type: none"> Commence facilitation of this unit of competency by introducing learners to the Aspire learner guide for <i>BSBMGT403 Implement continuous improvement</i>. You may wish to discuss recognition of prior learning processes with learners at this stage. 	

3.3 Learning mapping

BSBMGT403 Implement continuous improvement, Release 1

Unit of competency	Content	Practice tasks	Learning checkpoint
Element 1: Implement continuous improvement systems and processes			
1.1 Implement systems to ensure that individuals and teams are actively encouraged and supported to participate in decision making processes, assume responsibility and exercise initiative	1A Implement systems so team members can actively participate	2	LC 1: Part A Q3
1.2 Communicate the organisation's continuous improvement processes to individuals and teams, and obtain feedback	1B Communicate continuous improvement processes and obtain feedback	2	LC 1: Part A Q1
1.3 Ensure effective mentoring and coaching allows individuals and teams to implement the organisation's continuous improvement processes	1C Ensure effective mentoring and coaching	3	LC 1: Part A Q2
Element 2: Monitor and review performance			
2.1 Use the organisation's systems and technology to monitor and review progress and to identify ways in which planning and operations could be improved	2A Use systems and technology to monitor and review progress	4, 5	LC 2: Part A Q4
2.2 Improve customer service through continuous improvement techniques and processes	2B Improve customer service through continuous improvement	4	LC 2: Part A Q5
2.3 Formulate and communicate recommendations for adjustments to those who have a role in their development and implementation	2C Formulate and communicate recommendations for adjustments	1	LC 2: Part A Q5

Final assessment tasks and recommended options

The final assessment provided in Aspire's print learner guide or online resource includes an overview that is laid out as follows (or similar):

To demonstrate your competency using this final assessment you must successfully complete three assessment tasks.

Complete the following task	Part A – Questioning You will demonstrate a sound knowledge of the unit requirements in your responses.
Select and complete one of the following	Part B – Project: Implementing continuous improvement at BizOps Enterprises You will demonstrate your skills and knowledge by completing a project using a case study or simulated environment. OR Part C – Project: Implementing continuous improvement at work You will demonstrate your skills and knowledge by completing a project in your workplace.
Select and complete one of the following	Part D – Observation Your work performance will be documented while being observed by an assessor. OR Part E – Third-party report Your work performance will be documented using a third-party report completed by a relevant supervisor.

Negotiating assessment tasks

It is critical that candidates understand the assessment tasks and expectations of their performance, as well as any options that may be available. Aspire's learner guides include a range of options for assessment (as outlined), depending on the unit being assessed and the characteristics of the candidate.

For example, a candidate completing assessment in a workplace (their own or via a work placement) may rely on a third-party report assessment. However, candidates completing assessment after a workshop-based program may require assessor observations in a simulated workplace task.

Candidates may also typically have the option of a verbal interview with their assessor or a written assessment (written questions) to demonstrate their knowledge of the unit being assessed. It should be noted that, even where only a written assessment option is provided, assessors may undertake this assessment in a verbal interview mode if suitable for the unit content, as a reasonable adjustment strategy.

How to use the assessment plan

Once assessment tasks and options have been discussed with the candidate, required and preferred tasks should be selected and documented in the assessment plan. An example of the assessment plan is provided here.

Assessment plan	
Training organisation name:	
Candidate name:	
Phone number:	
Date:	
Email:	
Assessor name:	
Unit of competency:	BSBMGT403 Implement continuous improvement, Release 1
Assessment tasks selected:	<p>Part A – Questioning</p> <p>Select and complete one of the following:</p> <p><input type="checkbox"/> Part B – Project: Implementing continuous improvement at BizOps Enterprises OR</p> <p><input type="checkbox"/> Part C – Project: Implementing continuous improvement at work</p> <p>Select and complete one of the following:</p> <p><input type="checkbox"/> Part D – Observation OR</p> <p><input type="checkbox"/> Part E – Third-party report</p>

4.3 Assessment mapping

BSBMGT403 Implement continuous improvement, Release 1

Unit of competency	Part A – Questioning	Part B – Project: Scenario	Part C – Project: At work	Part D – Observation	Part E – Third-party report
Element 1: Implement continuous improvement systems and processes					
1.1 Implement systems to ensure that individuals and teams are actively encouraged and supported to participate in decision making processes, assume responsibility and exercise initiative		P1	P1		
1.2 Communicate the organisation's continuous improvement processes to individuals and teams, and obtain feedback		P3	P3	O5	O5
1.3 Ensure effective mentoring and coaching allows individuals and teams to implement the organisation's continuous improvement processes	Q2	P11, P12	P11, P12		
Element 2: Monitor and review performance					
2.1 Use the organisation's systems and technology to monitor and review progress and to identify ways in which planning and operations could be improved		P14	P14		
2.2 Improve customer service through continuous improvement techniques and processes		P20	P20		
2.3 Formulate and communicate recommendations for adjustments to those who have a role in their development and implementation		P21	P21		

4.5 Completing the record of outcome

Once all required assessment tasks and options have been completed satisfactorily by the candidate, the final assessment record of outcome form must be completed.

This must be submitted to your training organisation's records administration as soon as possible after the final assessment tasks are completed and marked. An example is provided here.

Record of outcome

Training organisation name:		
Candidate name:		
Unit code and title:	BSBMGT403 <i>Implement continuous improvement</i> , Release 1	
Assessor name:		
Assessor email:		
Assessor phone number:		
Assessment tasks:		Satisfactorily completed
	Part A – Questioning	<input type="checkbox"/>
	<input type="checkbox"/> Part B – Project: Implementing continuous improvement at BizOps Enterprises	<input type="checkbox"/>
	OR	
	<input type="checkbox"/> Part C – Project: Implementing continuous improvement at work	
	<input type="checkbox"/> Part D – Observation	<input type="checkbox"/>
	OR	
	<input type="checkbox"/> Part E – Third-party report	