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Business Works is a series of training and assessment resources developed for qualifications within the Business Services Training Package.





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| A close up of a logo  Description automatically generated | **Introduction** |
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The assessment tasks for *BSBSTR502 Facilitate continuous improvement* are outlined in the assessment plan below. These tasks have been designed to help you demonstrate the skills and knowledge that you have learnt during your course.

Please ensure that you read the instructions provided with these tasks carefully. You should also follow the advice provided in the *Business Works Student User Guide*. The Student User Guide provides important information for you relating to completing assessment successfully.

**Assessment for this unit**

*BSBSTR502 Facilitate continuous improvement* describes the performance outcomes, skills and knowledge required to lead and manage continuous improvement systems and processes. Particular emphasis is on the development of systems and the analysis of information to monitor and adjust performance strategies, and to manage opportunities for further improvements.

For you to be assessed as competent, you must successfully complete two assessment tasks:

* Assessment Task 1: Knowledge questions – You must answer all questions correctly.
* Assessment Task 2: Project – You must work through a range of activities and complete a project portfolio.

| A close up of a logo  Description automatically generated | **Assessment Task 1: Knowledge questions** |
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**Information for students**

Knowledge questions are designed to help you demonstrate the knowledge which you have acquired during the learning phase of this unit. Ensure that you:

* review the advice to students regarding answering knowledge questions in the *Business Works Student User Guide*
* comply with the due date for assessment which your assessor will provide
* adhere with your RTO’s submission guidelines
* answer all questions completely and correctly
* submit work which is original and, where necessary, properly referenced
* submit a completed cover sheet with your work
* avoid sharing your answers with other students.

|  | **Assessment information**  Information about how you should complete this assessment can be found in Appendix A of the *Business Works Student User Guide*.Refer to the appendix for information on:   * where this task should be completed * the maximum time allowed for completing this assessment task * whether or not this task is open-book.   *Note*: You must complete and submit an assessment cover sheet with your work. A template is provided in Appendix C of the Student User Guide. However, if your RTO has provided you with an assessment cover sheet, please ensure that you use that. |
| --- | --- |

**Questions**

Provide answers to all of the questions below:

1. Describe three systems and processes which facilitate continuous improvement within organisations. Discuss the relevance of each system or process to continuous improvement.
2. Describe the relevance of the following business systems to continuous improvement. List two requirements for each to help ensure their effectiveness in supporting continuous improvement.

| **System** | **Relevance to QI** | **Requirements for effectiveness** |
| --- | --- | --- |
| Knowledge management |  |  |
| Quality |  |  |
| Sustainability |  |  |
| Performance planning and management |  |  |

1. Discuss two decision-making processes commonly used in a quality management/continuous improvement application.
2. Outline typical decision-making processes in a program context.

**Assessment Task 1: Checklist**

| Student’s name: | | | | |
| --- | --- | --- | --- | --- |
| Did the student provide a sufficient and clear answer that addresses the suggested answer for the following? | Completed successfully? | | Comments | |
| Yes | No |  | |
| Question 1 |  |  |  | |
| Question 2 |  |  |  | |
| Question 3 |  |  |  | |
| Question 4 |  |  |  | |
| Task outcome: | * Satisfactory | | | * Not satisfactory |
| Assessor signature: |  | | | |
| Assessor name: |  | | | |
| Date: |  | | | |

| A close up of a logo  Description automatically generated | **Assessment Task 2: Project** |
| --- | --- |

**Information for students**

In this task, you are required to demonstrate your skills and knowledge by working through a number of activities and submitting a completed project portfolio.

You will need access to:

* a business or simulated business which meets the requirements described in the activities below
* a computer with internet access and email
* your learning resources and other information for reference
* *Project Portfolio* template
* *Simulation Pack* (if you need a case study).

Ensure that you:

* review the advice to students regarding responding to written tasks in the *Business Works Student User Guide*
* comply with the due date for assessment which your assessor will provide
* adhere with your RTO’s submission guidelines
* answer all questions completely and correctly
* submit work which is original and, where necessary, properly referenced
* submit a completed cover sheet with your work
* avoid sharing your answers with other students.

|  | **Assessment information** |
| --- | --- |
| Information about how you should complete this assessment can be found in Appendix A of the *Business Works Student User Guide*.Refer to the appendix for information on:   * where this task should be completed * how your assessment should be submitted.   *Note*: You must complete and submit an assessment cover sheet with your work. A template is provided in Appendix B of the Student User Guide. However, if your RTO has provided you with an assessment cover sheet, please ensure that you use that. |

**Activities**

Complete the following activities:

1. Carefully read the following:

| Atom | This project requires you to establish, lead and manage continuous improvement systems and processes for at least one organisation or work area within an organisation by:   * identifying the current state of the CI systems and processes * identifying opportunities for improvement * developing and implementing new systems * supporting and encouraging people to participate in CI processes * monitoring and adjusting systems and processes * addressing sustainability requirements * ensuring continuous improvement.   *Selecting a business to work with* |
| --- | --- |
|  | Vocational education and training is all about gaining and developing practical skills that are industry relevant and that can help you to succeed in your chosen career. For this reason, we are giving you the choice to base this project on your own business, one you work in or a familiar with, or you can use the case study provided. This will mean that you are applying your knowledge and skills in a relevant, practical and meaningful way to your own situation! |
|  | If you choose to base your assessment on your own business or workplace, it is important that you are able to access enough information for your chosen business to be able to successfully complete each of the assessment tasks. As a minimum, this will include organisational policies and procedures related to workplace communication, quality management and those that address performance planning and management.  You will make a final decision about whether to work with the case study business or a real business in the next step. |
|  | *Completing your Project Portfolio*  You will be collecting evidence for this unit in a Project Portfolio. The steps you need to take to complete your Portfolio are described below.  *Communicating with others*  You will need to communicate with stakeholders a number of times. This will include members of your team, customers and a senior manager responsible for operations.  Your communication may be directly with actual staff members and customers from within your own business or workplace. Alternatively, your fellow students and/or your assessor can play the roles of the relevant people. Some of the communication for this unit must be face to face. However, this doesn’t mean that all parties must be in the same room – you can use video conferencing or any other appropriate format, as long as it meets the requirements outlined in this guide and in your Project Portfolio. |

1. Preparation

| Person eating | *Select a business to work with, a work area and a role*  As you saw earlier, this unit requires you to facilitate continuous improvement. You will require a leadership role to do this. You will also need to identify a work area or department within the organisation. |
| --- | --- |
| Document | *For students working with their own business*  Complete Page 4 of your Project Portfolio by:   * describing the business * describing your role and your work area   Submit Page 4 to your assessor. Your assessor must approve your business before you proceed with assessment. |
| Document | *For students working with the case study business*  Take some time now to read through the Simulation Pack for this unit and then Complete Page 4 of your Project Portfolio by:   * describing the case study business * describing your role and your team. |
|  | You will use your real names, backgrounds and communication preferences and styles during all role plays to ensure that the simulation is realistic. |
|  | *Review all of your documents*  Before you begin your assessment, read through all of your assessment documents including this guide and your Project Portfolio. If you are working with the case study business, you should also read through all of the documents in the Simulation Pack.  If you are working with your own business, a business that you work in or are familiar with, make sure that you have access to all of the documents that you need and that you have familiarised yourself with them.  Make sure that you understand what you need to do and, if you have any questions, speak to your assessor or workplace supervisor. |

1. Identifying the continuous improvement needs of your business

| Person eating | The first part of this assessment task requires you to look at your business or work area’s current continuous improvement systems and processes and to identify areas for improvement. This process must include a discussion with client (internal or external) of the business or work area that you are working with (note that the discussion must be verbal but is not required to be face to face. You may wish to video conference or speak to them by phone).  *If you are working with the case study business:*  To make sure you have enough information about the customer service issues described in the simulation pack, you are going to have a discussion with one of your main customers. You want to find out what their customer experience has been like with E-OfficeWorx.  Your assessor or a fellow student will play the role of the customer. During the discussion, you will need to demonstrate effective communication skills including:   * Speaking clearly and concisely * Communicating in a way that is professional, respectful and appropriate based on the customer–organisation interaction * Using non-verbal communication to assist with understanding * Asking questions to identify required information * Responding to questions as required * Using active listening techniques to confirm understanding.   Work into Section 1 of your Portfolio.  *If you are working with your own business:*  Arrange for a discussion with a client to gather information about their customer experience with your organisation or work area. During the discussion, you will need to demonstrate effective communication skills including:   * Speaking clearly and concisely * Communicating in a way that is professional, respectful and appropriate based on the customer–organisation interaction * Using non-verbal communication to assist with understanding * Asking questions to identify required information * Responding to questions as required * Using active listening techniques to confirm understanding. |
| --- | --- |
|  |
|  | If your assessor does not participate in your discussion or directly observe your discussion, you will need to record it for your assessor to review later. You should attach these recordings to Section 1 of your Portfolio. If you need help with this process, speak to your assessor. |
| Document | Make sure you have answered all questions Section 1 of your Portfolio. Submit to your assessor for review.  You are also required to attach certain documents as part of your evidence – review the documents you need to attach as outlined in *Section 1* of the *Project Portfolio* and make sure you attach these upon submission. |

1. Researching a continuous improvement strategy

| Person eating | The first part of this activity requires you to conduct research to identify options for a continuous improvement system and processes for your business or work area. Make notes on your research, which you will then use to develop a continuous improvement policy and two continuous improvement tools, as well as a presentation for staff about the benefits of continuous improvement and to provide training in the new continuous improvement processes and systems. You will do this in the next activity.  Your research should include identifying:   * the benefits of implementing continuous improvement systems and processes across the company * continuous improvement models that may be suitable for the company, such as the Plan Do Check Act, Six Sigma or TQM approach to continuous improvement. You should research at least two models and identify the best one to use to meet the needs that you identified in Activity 3. * ways of building in continuous improvement into business systems and procedures including performance management, organisational sustainability, health and safety and knowledge management and to address existing issues within the company. * continuous improvement tools (for example, continuous improvement register and forms, flow charts) that can be used as part of a continuous improvement system. Identify and describe at least four. * decision-making processes for supporting continuous improvement * strategies for encouraging staff to participate in continuous improvement decision-making. * strategies for ensuring that staff are informed about continuous improvement processes, as well as the outcomes of continuous improvement processes. * mechanisms that can be used to obtain feedback from customers, suppliers and staff. * ongoing mentoring and coaching processes that can be used to ensure that staff are able to implement and support continuous improvement processes. * strategies for ensuring continuous improvement in organisational sustainability. * knowledge management strategies to ensure that insights and experiences from the business’s activities are captured and learnings are accessible to all staff. You should identify and describe at least two strategies that may be suitable for your business and explain why.   Work into Section 2 of your Portfolio.  You will use the work done in this section of the Portfolio to guide your work in the next stage of your assessment. Do not proceed with the next stage until you have received feedback from your assessor. |
| --- | --- |
|  |
| Document | Make sure you have answered all questions in both copies of Section 2 of your Portfolio. Submit to your assessor for review.  You are also required to attach certain documents as part of your evidence – review the documents you need to attach as outlined in *Section 2* of the *Project Portfolio* and make sure you attach these upon submission. |

1. Developing a continuous improvement policy

| Person eating | The next part of this assessment requires you to use the results of your research to develop a continuous improvement policy with supporting tools and systems for your business or work area.  Work into Section 3 of your Portfolio.  Your policy should include, as a minimum:   * purpose of the policy * scope of the policy * continuous improvement principles * continuous improvement model * continuous improvement implementation. * staff participation and communication * knowledge management systems which will capture team progress, insights and experiences (you will develop two of these systems in Activity 6) * tools to support the continuous improvement process (you will develop two of these tools in Activity 7) * responsibilities. |
| --- | --- |
| Document | Submit Section 3 of your Portfolio to your assessor for review.  You are also required to attach certain documents as part of your evidence – review the documents you need to attach as outlined in *Section 3* of the *Project Portfolio* and make sure you attach these upon submission. |

1. Developing knowledge management systems

| Person eating | You are required to develop two of the knowledge management systems that you identified through your research in Activity 4. You will introduce your team to one of the knowledge management systems that you develop during your presentation in Activity 9.  Work into Section 4 of your Portfolio. |
| --- | --- |
| Document | Submit Section 4 of your Portfolio to your to your assessor for review.  You are also required to attach certain documents as part of your evidence – review the documents you need to attach as outlined in *Section 4* of the *Project Portfolio* and make sure you attach these upon submission. |

1. Developing continuous improvement tools

| Person eating | You are required to develop a minimum of two of the continuous improvement tools that you identified through your research in Activity 4 and which you referred to in the Policy that you developed in Activity 6.  Work into Section 5 of your Portfolio. |
| --- | --- |
| Document | Submit Section 5 of your Portfolio to your assessor for review.  You are also required to attach certain documents as part of your evidence – review the documents you need to attach as outlined in *Section 5* of the *Project Portfolio* and make sure you attach these upon submission. |

1. Develop a continuous improvement presentation

| Person eating | Use the results of your research and your policy development work to develop an information and training session for your team about the new continuous improvement systems. You will deliver the presentation to your team in Activity 9. You will also use this presentation to confirm with your team that the systems you have developed meet the needs that you identified earlier. Particularly in relation to:   * organisational sustainability * capturing team progress, insights and experiences * accessibility to continuous improvement information * the efficiency of the systems and processes that you have developed * other areas for improvement.   You are required to develop a PowerPoint presentation that includes graphics to support your explanations of the content. Plan your presentation to last for at least 15 minutes with an additional 15 minutes for questions and feedback.  Your presentation should address:   * The benefits of implementing continuous improvement systems and processes across the company. * The continuous improvement models that you have identified as most suitable for use in the business or work area, and that are the basis of the policy you have developed. * An outline of your policy. * One of the knowledge management systems that you developed in Activity 6 (choose the one that is most relevant to the group you are presenting to) * The two continuous improvement tools that you developed in Activity 7 (for example, continuous improvement register and forms, flow charts) * Strategies for encouraging staff to participate in continuous improvement decision-making. * Strategies for ensuring that staff are informed about continuous improvement processes, as well as the outcomes of continuous improvement processes. * Mechanisms that can be used to obtain feedback from customers, suppliers and staff. * Ongoing mentoring and coaching processes that can be used to ensure that staff are able to implement and support continuous improvement processes. * Strategies for ensuring continuous improvement in organisational sustainability. * Knowledge management strategies to ensure that insights and experiences from the business’s activities are captured and learnings are accessible to all staff. * How digital systems/technology can assist the business or work area to improve their continuous improvement processes and thus improve organisational efficiency and productivity. |
| --- | --- |
| Document | Work into Section 6 of your Portfolio. Submit to your assessor for review.  You are also required to attach certain documents as part of your evidence – review the documents you need to attach as outlined in *Section 6* of the *Project Portfolio* and make sure you attach these upon submission.  Do not proceed with the next activity until you have received and incorporated feedback from your Assessor regarding your presentation. |

1. Deliver the continuous improvement presentation

| Chat | The final part of this assessment requires you to present your continuous improvement presentation.  Deliver your PowerPoint presentation to the team, addressing all the required content.  Advise your team that they may ask questions at the end of the presentation.  During your presentation, you will need to demonstrate effective communication skills including:   * Speaking clearly and concisely * Using non-verbal communication to assist with understanding * Asking questions to identify required information * Responding to questions as required * Using active listening techniques to confirm understanding * Communicating in a respectful, professional and engaging manner with the group to present your communication, taking consideration of the members of your audience and their position.   Your team will offer suggestions, which you will need to incorporate into your continuous improvement policy, tools or systems so you will need to record these for analysis later.  At the conclusion of your presentation, analyse the feedback from your team and incorporate it into your policy.  If you are working with the case study business, or, if you are not able to meet with people from your workplace, your assessor and/or a fellow students will play the role of your team members. Your assessor will work with you to arrange this. |
| --- | --- |
|  | If your assessor does not participate in your presentation or directly observe your presentation, you will need to record the session for your assessor to watch later. You should attach these recordings to Section 7 of your Portfolio. If you need help with this process, speak to your assessor. |
| Document | You are also required to attach certain documents as part of your evidence – review the documents you need to attach as outlined in Section 7 of the Project Portfolio and make sure you attach these upon submission. |

**Assessment Task 2: Checklist**

| Student’s name: | | | | | |
| --- | --- | --- | --- | --- | --- |
| Did the student: | | Completed successfully? | | | Comments |
| Yes | No | |  |
| Lead and manage continuous improvement systems and processes for at least one organisation or work area? | |  |  | |  |
| Develop systems and processes for continuous improvement by:   * identifying the continuous improvement needs of the organisation * identifying the systems and processes currently in place * identifying and analysing areas for improvement? | |  |  | |  |
| Gather information from a customer about their experiences with the organisation or work area? | |  |  | |  |
| Develop strategies, systems and tools for supporting continuous improvement including:   * policy * decision-making processes * knowledge management systems * knowledge management and continuous improvement tools? | |  |  | |  |
| Provide support, guidance and encouragement to their team to actively participate in continuous improvement by:   * communicating decision-making processes * encouraging team members to participate in decision-making processes * informing team members about continuous improvement outcomes * supporting team members to capture progress, insights and experiences using KMS * providing coaching for the implementation of systems and processes * seeking and implementing feedback from team members? | |  |  | |  |
| Ensure that strategies, tools and processes for continuous improvement:   * met the needs of the organisation or work area * met the requirements of organisational policy and procedures * met the organisation’s sustainability requirements? | |  |  | |  |
| Manage opportunities for ongoing and continuous improvement by:   * identifying and evaluating strategies for continuing improvements to planning and operations * analysing outcomes of change/new processes * seeking, analysing and implementing stakeholder feedback? | |  |  | |  |
| During the presentation, demonstrate effective communication processes including:   * Speaking clearly and concisely * Using non-verbal communication to assist with understanding * Asking questions to identify required information * Responding to questions as required * Using active listening techniques to confirm understanding * Communicating in a way that demonstrates understanding of appropriate protocols and conventions when interacting with customers? | |  |  | |  |
| Provide coaching to the team in continuous improvement systems and processes? | |  |  | |  |
| Present information to the team so that the information can be easily understood? | |  |  | |  |
| Seek feedback from the team on continuous improvement and adjust continuous improvement policy? | |  |  | |  |
| Task outcome: | * Satisfactory | | | * Not satisfactory | |
| Assessor signature: |  | | | | |
| Assessor name: |  | | | | |
| Date: |  | | | | |

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| --- | --- |

| Student name: |  |
| --- | --- |
| Assessor name: |  |
| Date |  |

**Final assessment results**

| Task | Type | Result | | |
| --- | --- | --- | --- | --- |
| Satisfactory | Unsatisfactory | Did not submit |
| Assessment Task 1 | Knowledge questions | S | U | DNS |
| Assessment Task 2 | Project Portfolio | S | U | DNS |
| Overall unit results |  | C | NYC |  |

**Feedback**

* My performance in this unit has been discussed and explained to me.
* I would like to appeal this assessment decision.

Student signature: Date:

* I hereby certify that this student has been assessed by me and that the assessment has been carried out according to the required assessment procedures.

Assessor signature: Date: