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Applicable standards	Standards for Registered Training Organisations 2015 State and Territory Funding Contracts
Authorised by	General Manager - Quality & Compliance
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## Policy: Continuous improvement

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### Overview

Continuous improvement is the progressive step by step improvement of every aspect of work. Steps may often be small, achieving impact by the sheer weight of accumulation. Improvements should be cost efficient, and any improvement should not transfer work to another area. The major focus of continuous improvement is to improve quality.

The primary focus of continuous improvement at City Wide Building and Training Services (CWBT S) is on the prevention of errors before they occur, rather than their correction afterwards. CWBT S's risk management process examines tasks and work processes with the aim of eliminating errors, waste and inconsistency.

The basis for implementation of CWBT S's continuous improvement process includes:

- Prevention of errors rather than correction
- Identification elimination of waste
- Identifying the need to improve inputs
- Focus on improvement at every step in the process
- Understanding of inconsistency
- Importance of small step improvements
- Involvement of all personnel
- Empowerment of personnel participation
- Importance of measurement

The process of continuous improvement involves personnel at all levels and provides employees with an 'ownership' of the activity, whether this be at an operational, supervisory or managerial level.

### Continuous Improvement Feedback

CWBT S gathers continuous improvement feedback in the following ways:

- Student and Staff surveys together with analysis and follow up action;
- Continuous improvement plans/procedures, annual internal audit/self-assessment plans and reports;
- Signs/posters encouraging feedback and detailing how to provide it;
- Minutes/reports from the RTO meetings/other Staff meetings where need for improvement and subsequent action is discussed;
- Action approved and taken as a result of stakeholder and client feedback and satisfaction data;

- Notes, letters, memos, emails informing clients or Staff of changes in services as a result of feedback; and
- Quality awards, Training awards.

## Gathering of Feedback – Surveys and Audits

Feedback is gathered in the following ways:

### Student surveys

- At the end of the first month after the commencement of studies at CWBTS
- At the end of each unit of competency
- In the last month of the course
- Mandated AQTF surveys and other funding body surveys
- Reviewing survey results conducted by external bodies

In addition, students may also be invited to participate in focus groups. Feedback from students may also be collected from Trainers. Upon completion of an RPL, Trainers gain feedback on the recognition process.

### Employer Surveys

- At least once a year (where applicable)
- In addition, employers may also be invited to participate in focus groups. Feedback from employers may also be collected from trainers.

### Trainer Surveys

- Trainers can lodge suggestions with the Training Manager at any time
- Where a continuous improvement opportunity is identified, this is lodged in the Continuous Improvement Register (either by the Trainer or by their Manager on their behalf)
- Periodic emails will be sent by the Training Manager to provide feedback

### Staff Surveys

- Staff can lodge suggestions with their Team Leader or Manager at any time
- Where a continuous improvement opportunity is identified, this is lodged in the Continuous Improvement Register (either by the Staff member or by their Manager on their behalf)
- Staff are also included in various surveys periodically

### Internal Audits

Internal audits on various aspects of CWBTS's operations (policies, procedures, processes, etc.) are conducted according to the Quality and Compliance Calendar.

### Periodic Reviews

Periodic reviews of various aspects of the CWBTS's operations are undertaken as specified in the Annual continuous improvement plan e.g., Library resources, Computer resources, compliance with regulations etc.

### Complaints, Grievances and Appeals

When a complaint, grievance or appeal is received. CWBTS lodges this in the Complaints or Grievance Register in line with the Grievances, Complaints and Appeals Policy. All lodged items are reviewed for possible continuous improvement opportunities. Where a continuous improvement opportunity is identified, this is lodged in the Continuous Improvement Register.

In addition, complaints and grievances are analysed for patterns over time to identify season issues, issues with individual course, venues or Trainers.

## Preventative Actions

CWBTS undertakes a range of measures for preventative actions, including a risk management approach, service reviews and regular audit functions to determine possible and actual performance. These activities determine potential issues and their causes, evaluate possible preventative actions, implement appropriate preventative risk strategies, record results of actions undertaken and review these actions on an appropriate basis.

All CWBTS personnel are trained in areas relevant to continuous improvement, both through induction processes and ongoing professional development.

## Corrective Actions

CWBTS undertakes a range of measures to eliminate or resolve issues and actions to prevent reoccurrence. CWBTS promotes the feedback and improvement process through the use of a range of strategies, including:

- Open communication lines and meeting structure to facilitate the raising and resolving of suggestions and issues
- Systematic service reviews
- Internal and external audits
- Evaluation processes
- Validation processes
- Complaints and appeals processes (please refer to the Grievances, Complaints and Appeals Policy)

## Improvement notices

CWBTS maintains a Continuous Improvement Register (CIR) for recording the receipt and management of continuous improvement identification and actions.

A CIR entry may be lodged by any Staff member, but Staff are encouraged to consult with their Manager or Team Leader prior to lodging to avoid duplication and also to vet issues that a Staff member may not be aware of (for example, a request to remove a procedural step that is dictated by a government contract or standard).

A CIR entry may be lodged for any of the following reasons:

1. Identified system error or issue which needs to be corrected
2. Recommendation for improvement or streamlining a process
3. Fixing spelling and grammar errors in a document
4. A general suggestion or feedback for a new process
5. Suggestion, feedback or improvement identified from reviewing courseware (including pre- and post-validation feedback, moderation, etc.)
6. Feedback from surveys
7. Improvement opportunities identified from complaints, grievances and other feedback from external parties
8. Audit outcomes



Once a Continuous Improvement Register entry is lodged, the Compliance Team reviews the request and determines whether the item should be actioned. Where a determination is made to proceed with the suggestion, the item is allocated to a relevant Staff member to be actioned.

CIR requests will also be evaluated in terms of urgency and importance.

The CIR raised, activities review issues, complaints and their causes, evaluate corrective actions to resolve the issue and prevent reoccurrence, implement appropriate actions, record results of actions undertaken and review these actions to ensure effectiveness after implementation.

The Continuous Improvement Register is located on the CWBTS Intranet.

## Seeking and Communicating Improvements

CWBTS maintains a meeting structure where continuous improvement is a standing agenda item.

The meeting process includes:

- Services reviews, internal and external audits;
- Compliance status with defined standards;
- Review of recommendations, suggestions, improvements and solutions proposed by personnel; and
- Reports to personnel on improvements made.

## Continuous Improvement Plans

In completing any of the above quality processes there may be identified areas that require improvement or follow up action to be taken to ensure compliance is achieved. This improvement may be a small improvement such as a change in a document or a large-scale improvement such as revising an assessment approach. Where an improvement requires a structured approach to the development, implementation, and management of the improvement, or the issue cannot be addressed immediately, appropriate action will be planned and implemented as required. These processes will be managed and monitored through the various communication meetings.

Continuous Improvement Plans may be implemented, recorded and managed via the Continuous Improvement Register or via a separate project plan.