



Construction & Property Services
Industry Skills Council

User Guide

Continuous Improvement Process for CPSISC Training Packages

December 2008

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Introduction to the process

Training Packages specify the skills and knowledge required to perform effectively in the workplace. They do not prescribe how an individual should be trained. Trainers and supervisors develop learning strategies - the "how" - depending on learners' needs, abilities and circumstances. The development and endorsement process for Training Packages ensures the units of competency, qualifications and skills sets are developed to an agreed quality standard and are highly responsive to industry's existing and future demand for new skills.

CPSISC is responsible for the maintenance and continuous improvement of Training Packages for the Construction and Property Services Industries. Each Training Package will be reviewed and endorsed within their planned timeframe (ie 3 years). Within this timeframe, each Training Package will also be subject to continuous improvement to be managed by CPSISC in consultation with Industry Advisory Committees, Sector Advisory Groups and other key stakeholders.

Continuous improvement is now the key process CPSISC will use to ensure that its Training Packages remain relevant to industry needs. Packages need to be continually updated to ensure that they reflect industry standards and practices at any given time. Industry work roles, policies and legislation, technology and organisational cultures are constantly evolving. They need to be supported by units of competency that clearly articulate the skills and knowledge required to meet these challenges.

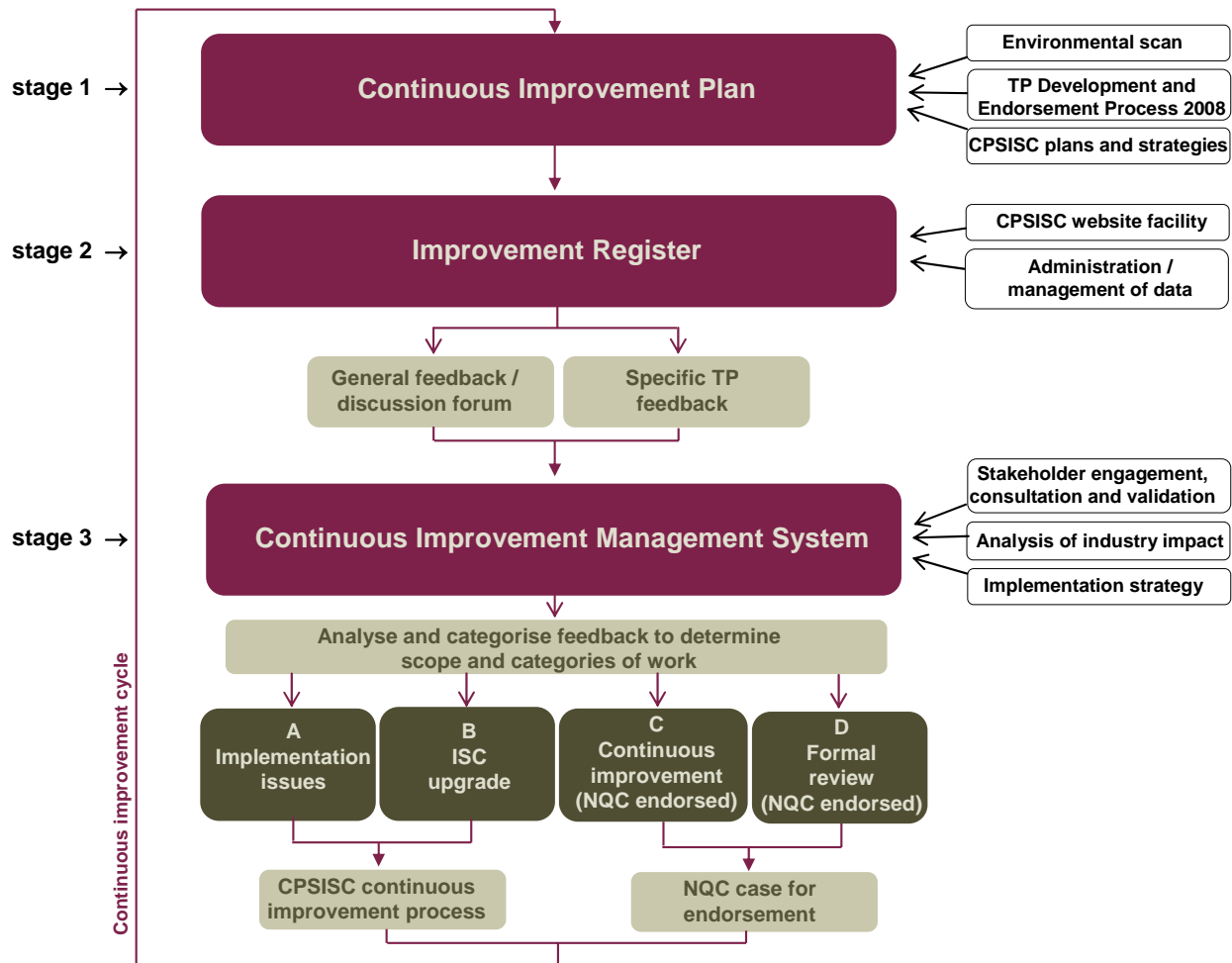
Continuous improvement of Training Packages is also guided by government policy contained within the Department of Education, Employment and Workplace Relations' (DEEWR) *Training Package Development and Endorsement Process 2008*. Based on this document, the CPSISC Continuous Improvement Process focuses on two major areas of continuous improvement, ie changes which can be made by a CPSISC upgrade, and changes which require endorsement by the National Quality Council (NQC).

The process represents a significant shift away from the way Training Packages have been reviewed and updated in the past, towards a new era of continuous improvement. The basic framework involves three major stages:

- 1. Continuous Improvement Plan** - this first stage is simply a thinking and planning stage where CPSISC brings together the ideas and issues surrounding the improvement and implementation of its Training Packages.
- 2. Improvement Register** - this second stage represents the accumulation of all feedback on the effectiveness or otherwise, of each Training Package in meeting industry skill development needs using an online and interactive Improvement Register attached to the CPSISC website.
- 3. Continuous Improvement Management System** - the final stage involves analysis and decision making regarding priorities and actions needed to improve individual Training Packages, and overall skill development in the Construction and Property Services Industries.

Each of these stages is underpinned by planning and stakeholder consultation processes to ensure changes to Training Packages are relevant to, and driven by industry. The basics of the continuous improvement process are illustrated in the diagram on the next page.

CPSISC Continuous Improvement Process – The Basics

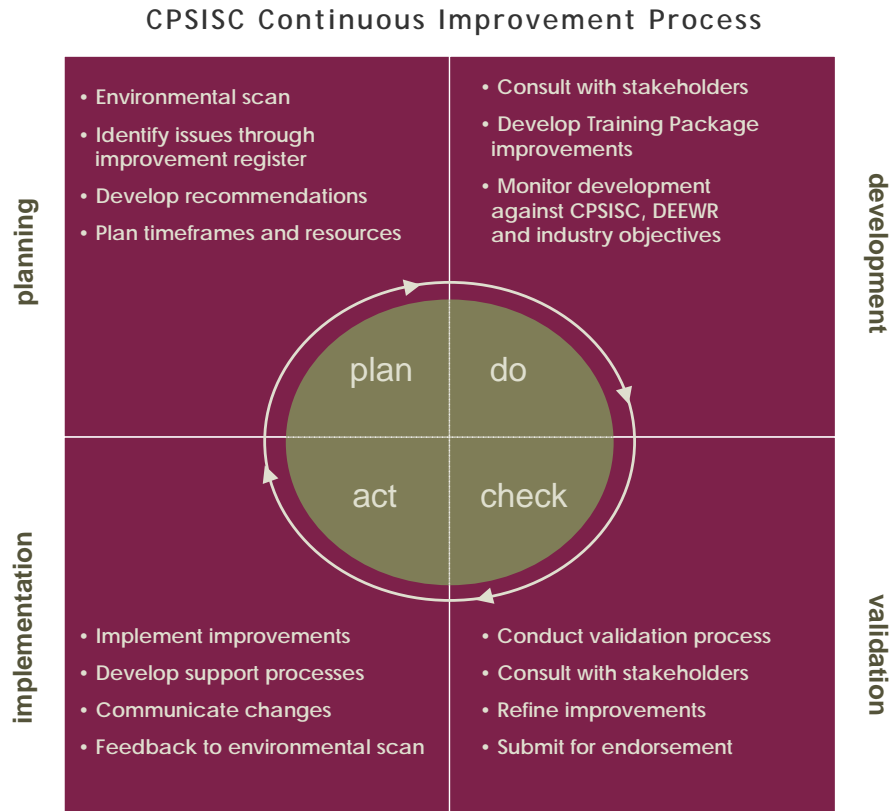


This guide tells you:

- how the process works
- what each of the major stages involves
- who needs to be involved
- how you can get involved and what your role would be
- how to use the CPSISC improvement register
- where you can get extra information or assistance
- how to contact CPSISC.

How does it work?

The CPSISC Continuous Improvement Process is really a *cycle* of continuous improvement. This means it is an *ongoing* process which can easily adapt to industry's changing needs. As with most continuous improvement processes, it is based on Deming's Plan-Do-Check-Act model for continuous improvement as shown in the diagram below. Broadly speaking, the process commences with identifying and planning changes which are needed to each Training Package, and then undertaking development work, validating the changes made, and implementing actual improvements to the Training Package.



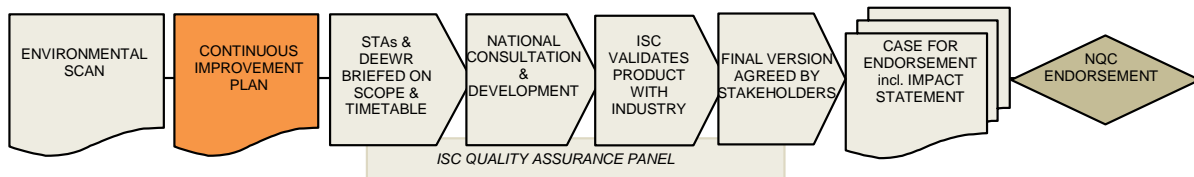
Training Packages are developed by and for industry. This means that in the context of continuous improvement, information must first be gathered from industry stakeholders, ie employers, employees, RTOs and others who are involved in the development and use of the Training Package. The Continuous Improvement Process will involve ongoing consultation with these stakeholders to ensure that any changes are both current and relevant to industry skill development needs. Information relating to Training Packages is gathered in a number of ways, for example:

- by using the CPSISC online Improvement Register to notify Training Package issues
- by notifying CPSISC directly (eg telephone, fax or email)
- by participating in consultation processes such as surveys, workshops, industry reference groups etc.

The practice of information gathering and consultation underpins the three major stages of CPSISC's Continuous Improvement Process.

Continuous improvement planning

The first step in the continuous improvement process focuses on planning and involves the development of a formal 'Continuous Improvement Plan'. This document is a formal component of the DEEWR *Training Package Development and Endorsement Process 2008* as highlighted in the diagram below.




CPSISC has developed a Continuous Improvement Plan for the period 2008-2010. The Plan sets out the changes that need to be made to the endorsed components of its Training Packages to enable them to meet the existing and emerging skill needs of industry over the three year period. The analysis undertaken for the CPSISC Environmental Scan informs the Plan, which will be updated annually by CPSISC as a rolling three-year plan.

The Plan identifies a number of activities for each Training Package for the immediate year and, as far as practicable, the timelines and intended outcome(s) of the work. As a three-year plan, activities for years two and three will usually be less well defined and subject to refinement over time as the Construction and Property Services Industries react to external pressures and re-prioritise their skill needs.

CPSISC will modify the Plan from time-to-time as industry's needs change, or as the policy and regulatory environment requires. The Plan is sufficiently flexible to incorporate responses within the scope of CPSISC's current resources.

The following stakeholders from both the Construction and Property Services Industries are involved in the development of the Continuous Improvement Plan:

- representatives from small, medium and large enterprises
- employer and employee representatives
- RTO representatives
- representatives of licensing and regulatory bodies
- State Training Authority representatives
- DEEWR representatives.



For a copy of the CPSISC Continuous Improvement Plan 2008-2010, visit the CPSISC website:

www.cpsisc.com.au

Contact CPSISC if you have any issues, comments or feedback on the Plan (see final page of this Guide).

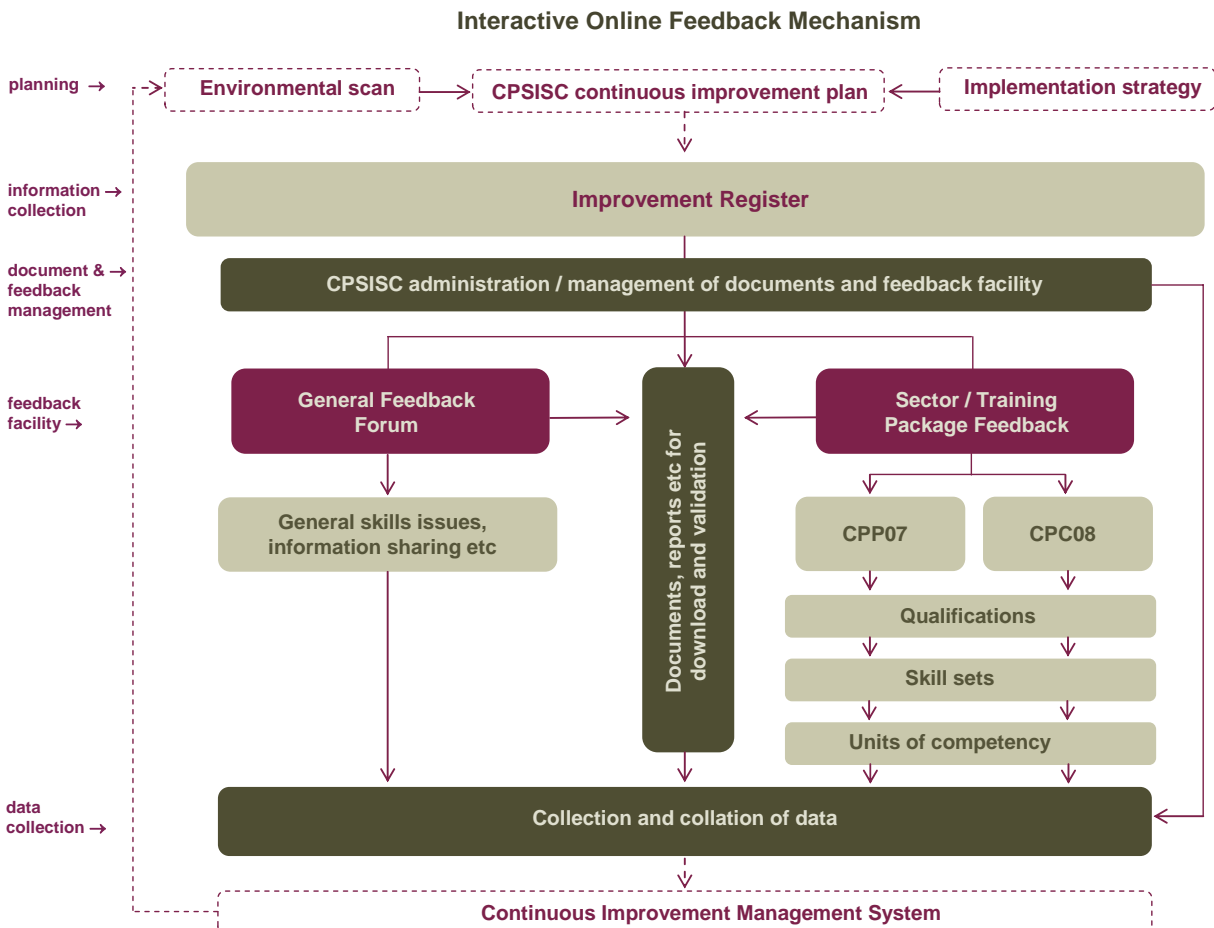
Using the CPSISC online improvement register

Overview

A key stage in the Continuous Improvement Process focuses on the collection of feedback and issues from all stakeholders involved in the development and implementation of Construction and Property Services Training Packages. This is done mainly using an online **Improvement Register** which is part of the CPSISC website.

The Register allows comment on individual Training Packages and their components, as well as broader comments on the skill development environment that the Training Packages operate within. It also allows comments on CPSISC products and services. We will in the future include online discussion forums to allow stakeholders to share ideas, provide feedback on products and services, support one another, and build partnerships to support the implementation of Training Packages.

The Improvement Register provides a fully integrated on-line system to attract, secure, manage and report on industry Training Packages and their implementation from a review and feedback perspective. The diagram below illustrates the Improvement Register, highlighting use of the facility to gather feedback on Training Packages and general areas of interest. The diagram also shows the key role of CPSISC in managing the feedback facility and data collected. Links back to the Continuous Improvement Management System and other key planning documents/strategies are also shown.

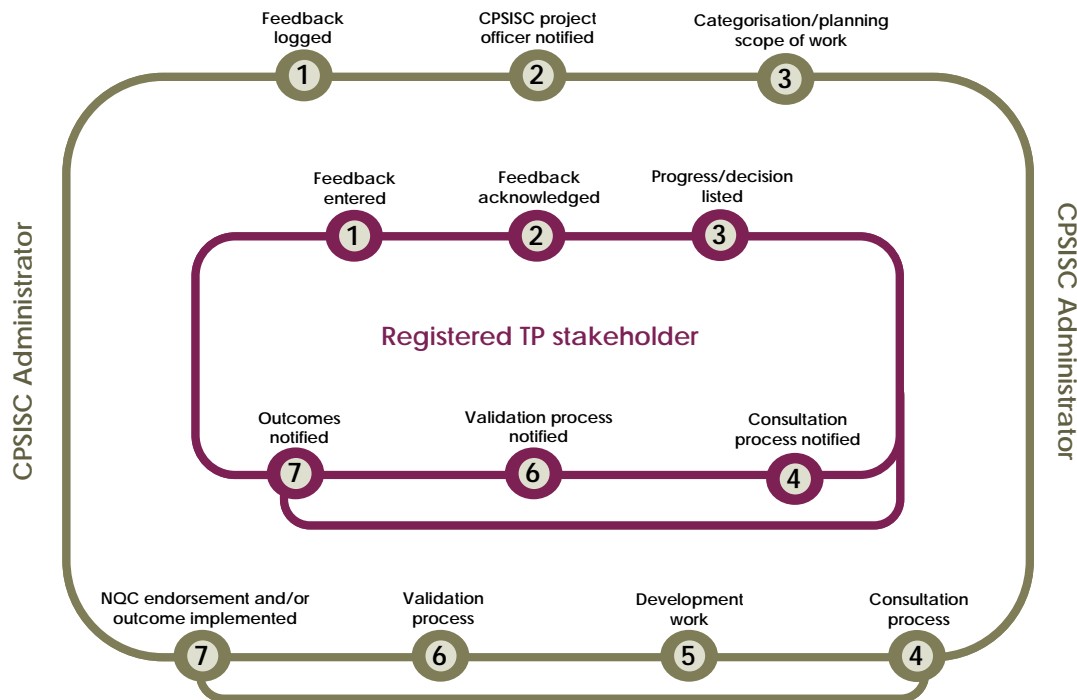


Using the improvement register

The CPSISC Improvement Register is attached to the CPSISC website (www.cpsisc.com.au). To access the Improvement Register, you will first need to undergo a simple registration process. This only needs to be done once, and allows CPSISC to capture valuable information on Training Package stakeholders. The registration information will be included in CPSISC's stakeholder database to enable information to be disseminated/communicated, for example invitations to consultation workshops etc.

Once you are registered, the Improvement Register will allow you to select the major area you wish to comment on (eg a Training Package, the Environmental Scan, etc). It will provide prompts and comments to guide you through the feedback process. Each issue raised will be automatically dated and given a unique identifier to enable it to be monitored and tracked. The system will notify you that the issue has been lodged, and provide you with details for monitoring its progress. Quarterly summary reports outlining action items will be available from the CPSISC web-site.

The Improvement Register will operate on two levels. The first relates to registered Training Package users and enables all the functions mentioned above. Behind the scenes, however, the Improvement Register has diverse capabilities, allowing CPSISC to generate and analyse a vast array of information related to the quality, currency, coverage and implementation of its Training Packages, products and services. As a major communication tool, it also allows CPSISC to communicate decisions and actions taken as a result of feedback lodged on the Register. The diagram below illustrates this process using the 'routemap' concept. The diagram shows the route an issue takes from its initial lodgement, to the implementation of any decisions or outcomes as a result of that feedback. Parallel processes for TP stakeholders and the CPSISC administrator are also highlighted.



Managing continuous improvement

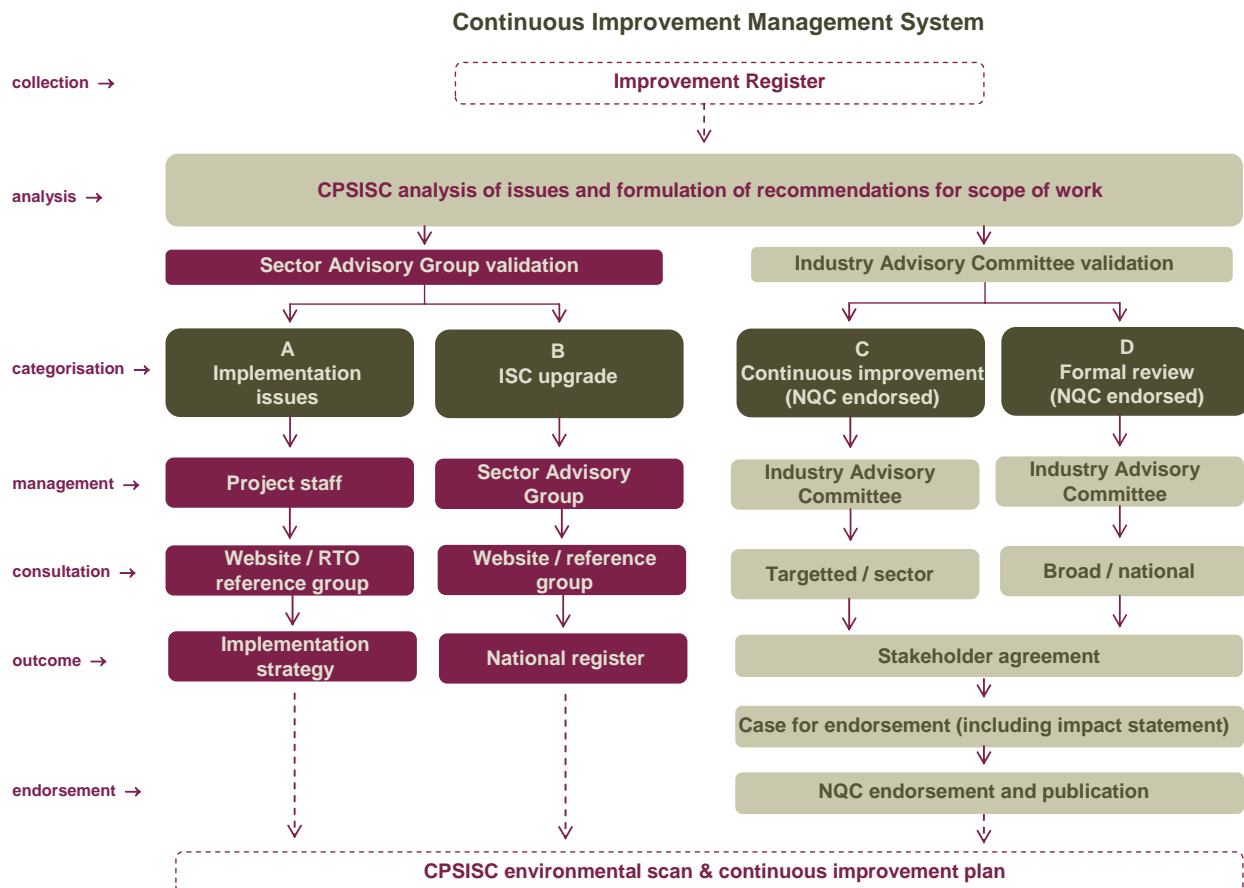
Overview

The final stage represents the ‘engine room’ of the Continuous Improvement Process, ie the **Continuous Improvement Management System**. It focuses on the analysis, categorisation and development of recommendations for any improvements to Training Package design, together with their implementation strategies.

The Continuous Improvement Management System is illustrated below. It provides a process for CPSISC staff to analyse issues collected through the Improvement Register, and to formulate recommendations relating to the scope of work. The outcomes feedback back into CPSISC planning documents such as the Environmental Scan, and Continuous Improvement Plan.

The success of this process depends on the initial analysis, and categorisation of changes which lead to key decisions about the scope of work, and appropriate management, consultation, validation, development and implementation strategies.

The diagram shows that Category A and B changes can be easily and quickly implemented by the ISC, while Category C and D changes require NQC endorsement which encompasses more formal consultation and validation strategies. Again, the process is underpinned by various levels of consultation and validation with industry stakeholders which would be commensurate with the scope of work.




Understanding the categories

The key to understanding the management system, is knowing what generally constitutes a Category A, B, C or D change to a Training Package. Categorisation would vary on a case-by-case basis depending on the issue which has been raised through the Improvement Register, and to some extent, would rely on the judgement of the CPSISC project officer in balancing competing industry demands. The following provides a general guide.

Category	Example of changes
A - Implementation issues	<p>Changes that will not have any direct impact on the Training Package, but will have direct impact on delivery issues, flexibility, industry trends and other aspects impacting on the relevance and effectiveness of the Package. Examples include:</p> <ul style="list-style-type: none"> • introduction of new techniques in competency-based training, ie use of holistic assessment approaches etc • issues relating to environments such as VET-in-schools, aspects of reasonable adjustment, introduction of initiatives that will increase the take-up of Training Packages etc. • strategies or techniques that target key groups such as mature age workers, VET-in-schools participants, access and equity groups • introduction of new concepts, eg Australian Adult Literacy Framework and its impact on implementation of Training Packages • guidance or examples on customisation or contextualisation of units of competency to suit enterprise or location requirements • recommendations or examples of where the Training Package can be used in the broader context of human resource management, eg performance management systems, human resource planning processes.
B - ISC upgrade	<p>This category involves changes that will have a minor impact on the outcome of a qualification or unit of competency. These changes will not be required to go through the full development and endorsement process. This level of change will be covered under the category known as 'ISC upgrade' and can be simply be made by updating the National Register. These changes will still need to be validated by industry representatives. Examples of changes include:</p> <ul style="list-style-type: none"> • edits, deletions and enhancements to the content of existing units of competency where the structure and overall outcomes remain consistent with the original outcomes (eg correcting typographical, spelling and grammatical errors) • identification of skill sets using endorsed units of competency • addition and updates of imported units of competency • removal or addition of endorsed units of competency from or to elective bank with maximum of one per qualification at any one time • addition of later versions of units of competency, for example 'A' to 'B' • addition of employability skills • addition of Training Package guidance material which is consistent with the original intent, and does not impose additional restrictions.

Category	Example of changes
C - Continuous improvement (NQC endorsed)	<p>Changes falling within this category will have an impact on the Package and training delivery. They will require NQC endorsement and subsequent consideration by Ministers. Examples include, but are not limited to:</p> <ul style="list-style-type: none"> • addition of a new industry sector or stream • addition of a new or imported qualification • removal or replacement of an existing qualification • addition of new units of competency not already on the National Register • addition or deletion of a core unit in a qualification • amendment to an element or performance criteria of a unit of competency • modification to the Assessment Guidelines, eg additional requirements for assessors related to legislative requirements for licensing purposes • changes to units of competency that have a significant impact on resources for delivery • changes to pre-requisites for units of competency • changes to qualification packaging rules.
D - Formal review (NQC endorsed)	<p>These changes relate to the end of a period of endorsement, or where major structural flaws or fundamental issues relating to the quality of the Training Package are identified. A formal review is required to be undertaken of the whole Training Package. The review would involve a comprehensive, national approach to consultation and validation. CPSISC may determine that a formal review is required in situations such as where:</p> <ul style="list-style-type: none"> • the Environmental Scan or continuous improvement process has identified that major changes are required, eg the Package has major structural flaws or fundamental issues relating to quality • the Package is no longer responsive to industry needs • major impediments to implementation have been identified • major changes in government policy impact on the Training Package's coverage/capacity to respond to industry needs • the three year period since endorsement has expired without any major continuous improvement or updating processes being conducted during that period • potential for significant rationalisation has been identified.



To find out what's happening to Construction and Property Services Training Packages, or to participate, visit the CPSISC website and Improvement Register:

www.cpsisc.com.au

Alternatively, contact CPSISC to discuss (see final page of this Guide).

Who is involved?

There are a number of key players whose contribution to the continuous improvement of CPSISC Training Packages will be vital. These stakeholders have a range of roles and varying levels of input throughout each stage of the Continuous Improvement Process.

Who are you?	What will your role be?
State/Territory ITABS	<ul style="list-style-type: none"> • Providing input to the Continuous Improvement Plan to advise/validate industry imperatives for changes to Training Packages • Communicating issues through their networks • Facilitating consultation and validation processes for changes requiring NQC endorsement
Enterprise representative	<ul style="list-style-type: none"> • Providing input to the Continuous Improvement Plan to advise/validate industry imperatives for changes to Training Packages • Communicating issues through the Improvement Register • Membership of special/technical reference groups • Participating in consultation and validation processes for changes requiring NQC endorsement
Employer/ employee representative	<ul style="list-style-type: none"> • Providing input to the Continuous Improvement Plan to advise/validate industry imperatives for changes to Training Packages • Communicating issues through the Improvement Register • Membership of special/technical reference groups • Participating in consultation and validation processes for changes requiring NQC endorsement
Licensing/ regulatory body representative	<ul style="list-style-type: none"> • Providing input to the Continuous Improvement Plan to advise/validate regulatory imperatives for changes to Training Packages • Communicating issues through the Improvement Register • Membership of special/technical reference groups • Participating in consultation and validation processes for changes requiring NQC endorsement
RTO/training provider representative	<ul style="list-style-type: none"> • Providing input to the Continuous Improvement Plan to advise/validate priority areas for change to Training Packages • Communicating issues through the Improvement Register • Membership of special/technical reference groups • Participating in consultation and validation processes for changes requiring NQC endorsement
STA representative	<ul style="list-style-type: none"> • Providing input to the Continuous Improvement Plan to advise/validate priority areas for change to Training Packages • Participating in consultation and validation processes for changes requiring NQC endorsement
DEEWR representative	<ul style="list-style-type: none"> • Monitoring implementation of the Continuous Improvement Plan and Training Package review and update • Participating in consultation and validation processes for changes requiring NQC endorsement • Coordinating NQC endorsement processes
CPSISC staff member	<ul style="list-style-type: none"> • Developing and implementing the Continuous Improvement Plan in accordance with DEEWR policy requirements • Managing information through the online Improvement Register • Wide stakeholder communication and consultation to ensure relevance of Training Package changes • Providing information and guidance to stakeholders • Coordinating validation processes • Managing Training Package continuous improvement and endorsement processes

Need more information?

Below are some Frequently Asked Questions (FAQs) and answers which may be of use in understanding and/or participating in the Continuous Improvement Process. If you still need more information, contact CPSISC - details follow.

FAQs

Question	Answer
How is continuous improvement different from the old system of review and development?	Continuous improvement allows changes to be made to Training Packages within the 3 year endorsement period to enable them to quickly respond to industry needs. Formal review and development processes will still be undertaken as required.
Can I have input into the continuous improvement process?	Stakeholders are encouraged to provide input into the review, development or update of Training Packages at key stages. Feedback is required during the development and review phases, or for improvements which represent a significant change, for example development of new units of competency. You can register your feedback through the Improvement Register. In addition, consultation and validation processes will be notified through the CPSISC stakeholder database and website for Training Package development and upgrade projects.
How can I raise an issue related to a CPSISC Training Package?	You can visit the CPSISC website at www.cpsisc.com.au and follow the links to the Improvement Register. Feedback related to specific Training Packages and their components can be registered easily in this way.
How will I know what happened to an issue that I lodged through the Improvement Register?	Once lodged, you will receive an email notification that your issue has been noted. Each issue is automatically dated and given a unique identifier to enable it to be monitored by CPSISC. Once registered, you can also request a report outlining the progress of an issue. Contact CPSISC if you have any questions.
What if I want to change or add more information to an issue I have raised?	The Improvement Register will guide you through the process of changing or adding additional feedback, or changing feedback already lodged. The CPSISC project officer will automatically be notified.
Where can I obtain a copy of the CPSISC Continuous Improvement Plan?	A copy is available on the CPSISC website at www.cpsisc.com.au
Can I cancel my registration if I wish?	Yes, just notify CPSISC via the website, or contact details at the end of this Guide.

CPSISC contact details



CPSISC has responsibility for nationally recognised training in the Construction and Property Services Industries. It can assist you with information about the CPP07 Property Services Training Package and CPC08 Construction Training Package, and the qualifications, skill sets, units of competency, products and processes relating to each.

The CPSISC website hosts an Implementation Register which can be used at any time to identify the current status of continuous improvement changes to a Training Package, as well as to lodge feedback or issues relating to Training Package components or implementation processes. Contact details are:

Construction and Property Services Industry Skills Council
PO Box 151
Belconnen ACT 2616

Suite 4, 7 Beissel Street
Belconnen ACT 2617

phone: 02 6253 0002
fax: 02 6253 0004
email: info@cpsisc.com.au
website: www.cpsisc.com.au