**Continuous Improvement Procedure**

**Purpose and Scope**

The purpose of this procedure is to ensure Sydney Institute’s ongoing process of quality improvement and to define the processes to meet the essential [Standards for Registered Training Organisations (RTOs) 2015](http://www.comlaw.gov.au/Details/F2014L01377)and [AS/NZS ISO 9001:2008 Quality Management systems](http://sitwww.tafensw.edu.au/resource/(SI%20INSTITUTE)aust_standards.htm)

Continuous Improvement procedure is applicable to:

**Standards for Registered Training Organisations (RTOs) 2015.**

* Standard 2.2 states that “*The RTO*

1. Systematically monitors the RTO’s training and assessment strategies and practices to ensure ongoing compliance with Standard 1; and
2. Systematically evaluates and uses the outcomes of evaluations to continually improve the RTO’s training and assessment strategies and practices. Evaluation information includes but is not limited to quality / performance indicator data collected under clause 7.5, validation outcomes, client, trainer and assessor feedback and complaints and appeals.

**Smart and Skilled Operating Guidelines**

* Section 19 Performance Monitoring states:

Performance Monitoring will be undertaken by the Department in connection with the contract and will have the purpose of

(e) establishing benchmarks for continuous improvement and identifying areas for professional development.

**ISO 9001-2008 Standards**

* Standard 5.6 Management Review
* Standard 8 Measurement, analysis and improvement

This procedure aims to achieve an Institute-wide continuous improvement of the existing quality management system, policies, procedures and processes to enhance Sydney Institute’s (SI) organisational effectiveness and efficiency, as well as to improve the satisfaction of clients and stakeholders.

**Related Policies and Procedures**

[Complaints Handling Policy](http://sitwww.tafensw.edu.au/pack/document/view/?0L5KH2DKMTSI446FLLWQ)

[Corrective Action Procedure](http://sitwww.tafensw.edu.au/pack/document/view/?DYH4A3NR1AIZBWMSCQXU)

[Preventive Action Procedure](http://sitwww.tafensw.edu.au/pack/document/view/?1D6ME4KQ21H1D03RBF49)

[Internal Quality Audit Procedure](http://sitwww.tafensw.edu.au/pack/document/view/?733WWI5TPARZK40VJ7IF)

[Improvement Request Procedure](http://sitwww.tafensw.edu.au/pack/document/view/?T01XJXA7WTWVB6NXENYT)

[Quality Indicator Learner Engagement Survey Procedure](http://sitwww.tafensw.edu.au/pack/document/view/?G7MDAO2JYS5BZVRSKQWI)

**Procedure**

Sydney Institute’s approach to continuous improvement is guided by the Institute’s [Continuous Improvement Framework](http://sitwww.tafensw.edu.au/pack/document/view/?B86U71KOJLXCXXTKPGBJ) which outlines the processes to be followed to ensure Sydney Institute practices a systematic approach to continuous improvement of its operations and management. The approach is based on all activities using the continuous improvement cycle “**Plan–Do–Check–Act**” (**PDCA**).

Sydney Institute’s [Continuous Improvement Framework](http://sitwww.tafensw.edu.au/pack/document/view/?B86U71KOJLXCXXTKPGBJ) encompasses all essential facets of its operations including governance, academic services, student services, financial operations, facilities management, human resources and workplace health and safety.

This framework establishes a methodology that is to be applied to all three levels of management

* Teaching & operational (eg customer service)
* Faculty
* Institute

The [Evidence guide SI continuous improvement framework](http://sitwww.tafensw.edu.au/pack/document/view/?PMFMLKZMI6I96XC9HD6B) details the list of tasks/activities/processes to be followed at each level for an effective implementation of the institute’s [Continuous Improvement Framework](http://sitwww.tafensw.edu.au/pack/document/view/?B86U71KOJLXCXXTKPGBJ).

**Teaching & Operational Section Level**

**Teacher**

* Communicate with students to understand any areas of concern/complaint that may require improvement – academic/non-academic.
* Conduct survey of student satisfaction and other internal survey on issues related to quality monitoring of the section’s performance.
* Participate in all activities conducted at the Teaching Section Level as per the SI [Continuous Improvement Framework](http://sitwww.tafensw.edu.au/pack/document/view/?B86U71KOJLXCXXTKPGBJ) or as directed by the Head Teacher.
* Liaise with fellow colleagues to identify any need for improvement.
* Provide feedback regarding any identified/suggested need for improvement within the institute or its processes.
* For all general improvements at the section level advise improvement requirements/suggestions to the Head Teacher.
* For all improvement requirements which may have a broader institute wide impact, use the online [Improvement Request System](http://sitwww.tafensw.edu.au/InternalAudit/eServices/IRF_01/IR_Default.asp) available on SydNet to make an improvement request/suggestion. Refer to [Improvement Request Procedure](http://sitwww.tafensw.edu.au/pack/document/view/?T01XJXA7WTWVB6NXENYT)  for detailed information.

**Head Teacher**

* Manages all Continuous Improvement activities at the Teaching Section Level as per the SI [Continuous Improvement Framework](http://sitwww.tafensw.edu.au/pack/document/view/?B86U71KOJLXCXXTKPGBJ)
* Liaise with Teachers regarding any identified improvement requests.
* Liaise with students directly, where needed, for any relevant issues.
* Engages with Employer/Industry partners
  + for formal Industry feedback to validate our new/existing courses, training and assessment strategies, teacher currency and all related activities.
  + to seek their feedback on institute’s processes and services offered to their trainees/apprentices (where applicable).
* Instruct/action all improvement requirements at the section level. Consults with the AD Sub Faculty/Faculty Director where needed.
* Ensure continuous improvement be a standing agenda item in all internal staff meetings

**Student Administration/Customer Service/Other Staff**

* Interact with students to understand any areas of concern/complaint that may require improvement.
* Conduct survey of student satisfaction and other internal survey (Institute and Local) on issues related to quality monitoring of college’s performance.
* Participate in all activities conducted at the College/Faculty Level as per the SI[Continuous Improvement Framework](http://sitwww.tafensw.edu.au/pack/document/view/?B86U71KOJLXCXXTKPGBJ) or as directed by the College/Faculty Management.
* Provide feedback regarding any identified/suggested need for improvement within the College/Faculty or its services.
* For all general improvements at the college level communicate improvement requirements/suggestions with the section manager/CEO.
* For all improvement requirements which may have a broader institute wide impact, use the online [Improvement Request System](http://sitwww.tafensw.edu.au/InternalAudit/eServices/IRF_01/IR_Default.asp) available on SydNet to make an improvement request/suggestion. Refer to [Improvement Request Procedure](http://sitwww.tafensw.edu.au/pack/document/view/?T01XJXA7WTWVB6NXENYT)  for detailed information.

**Faculty Level**

**Faculty Manager (including CEOs/AD’s)**

* Manage all Continuous Improvement activities at the College/Faculty Level as per the Sydney Institute [Continuous Improvement Framework](http://sitwww.tafensw.edu.au/pack/document/view/?B86U71KOJLXCXXTKPGBJ).
* Liaise with all staff regarding any identified improvement requests.
* Interact with students directly, where needed, for any relevant issues.
* Engages with Employer/Industry partners to seek their feedback on Institute/College processes and services offered to their trainees/apprentices/employees (where applicable).
* Instruct/action all improvement requirements at the college level. Consult with the appropriate Line manager where needed.
* Ensure continuous improvement be a standing agenda item in all internal staff meetings

**Faculty AD/Director**

* Monitors and drives changes based on the priorities of the area and severity of the requirements.
* Looks for trends in the improvement needed to evaluate if there are patterns of improvement requirements within the faculty.
* Ensure continuous improvement be a standing agenda item in all Faculty staff meetings

**Institute Level**

**Business Performance Improvement Officer**

* Receive all Improvement Requests lodged online by various staff within the Institute.
* On-forwards the improvement requests to the appropriate section owner as per the Sydney Institute [Improvement Request Procedure](http://sitwww.tafensw.edu.au/pack/document/view/?T01XJXA7WTWVB6NXENYT).
* Consult with the Director, Strategic Planning and Performance for requests requiring their involvement.
* Communicate decisions to the relevant process owner for addressing specific improvement requests.
* Coordinate institute wide Internal/External Auditing processes/activities with relevant Teaching Section/Colleges e.g. ASQA, ISO, Licensing Authorities etc.
* Prepare a Quarterly Report for the Director, Strategic Planning and Performance summarising all Improvement activities conducted across the Institute.

**Profile Planning Officer**

* Conducts formal surveys on behalf of Sydney Institute to obtain a realistic assessment of the Institute’s performance
  + Employer Satisfaction Survey with Employers/Industry partners based on ACER developed Questionnaire.
  + Learner Engagement Survey with students in accordance with the Sydney Institute [Quality Indicator Learner Engagement Survey Procedure](http://sitwww.tafensw.edu.au/pack/document/view/?G7MDAO2JYS5BZVRSKQWI)
* Maintain a record of all Survey results.
* Prepare an annual report for the Director, Strategic Planning and Performance summarising the results of formal surveys.

**Director, Strategic Planning & Performance**

* Responsible for managing all Continuous Improvement activities as per the SI [Continuous Improvement Framework](http://sitwww.tafensw.edu.au/pack/document/view/?B86U71KOJLXCXXTKPGBJ).
* Communicates issues requiring their direct attention/involvement of SIE
* Review Continuous Improvement Activities, Surveys (Internal and External) from the Business Performance Improvement Officer and Profile Planning Officer.
* Analyse all available data for trends and root causes and uses the information in strategic planning, product development, service delivery changes and in the implementation of process improvement activities across the institute.
* Ensure continuous improvement be a standing agenda item in all internal staff meetings

**Sydney Institute Executive**

* Where applicable, approve/suggest any alternative actions to improvement activities that will impact broadly and may require additional funding.
* Ensure continuous improvement be a standing agenda item in all internal senior staff/executive meetings

**Definitions**

**Delegations**

None at this time

**Penalties for non-compliance**

Failure to comply with the Standards for Registered Training Organisations 2015 and ISO 9001 standards may impact on the Institute’s ability maintain its registered training organisation status under ASQA and/or ISO 9001 Certification.

**Associated Forms and Documents**

[Continuous Improvement Framework](http://sitwww.tafensw.edu.au/pack/document/view/?B86U71KOJLXCXXTKPGBJ)

[Evidence guide SI continuous improvement framework](http://sitwww.tafensw.edu.au/pack/document/view/?PMFMLKZMI6I96XC9HD6B)

[Continuous Improvement Register](http://sitwww.tafensw.edu.au/pack/document/view/?3R6F1E3ZFUIS5FXZCM05)

[Corrective Action Request (CAR) Plan Form](http://sitwww.tafensw.edu.au/pack/document/view/?0MH614MFWFPV5O2VW2IE)

[Guide to Root cause analysis](http://sitwww.tafensw.edu.au/pack/document/view/?AQVMTKBDV0YSYBT3VOJMhttp://sitwww.tafensw.edu.au/pack/document/view/?AQVMTKBDV0YSYBT3VOJM)



Forward to BPIO, copy of local CI Register on a quarterly basis or as requested.

Record in Local Level Continuous Improvement Register. Saved in local Teamshare

Request registered Online using Continuous Improvement Request System

Actioned by Manager at Local Level

Institute wide implications

Business Performance Improvement Officer receives all online CI Request

Reviews and approves. Consults SIE where needed

Acts on the requests as per the Improvement Request Procedure

Consults the Director SPP where required in defining appropriate solutions

General Requests

Continuous Improvement Request received/identified

Reviews report and approve/suggest alternative actions

Reviews report and send to SIE

Provides a summary of CI Activities and outcomes to the Director SPP

**SYDNEY INSTITUTE EXECUTIVE**

**STRATEGIC PLANNING & PERFORMANCE**

***Director***

**INSTITUTE**

***Business Performance Improvement Officer / Profile Planning Officer***

**FACULTY**

***CEO/AD/FD***

**TEACHING SECTION**

***Teacher/HT/ Operational***