

INFORMATION HANDBOOK

Information Handbook – Version 1.00

Welcome

Welcome to National First Aid.

National First Aid is a Registered Training Organisation (3981) and has been providing accredited first aid training to the community since 1986 (EmCare First Aid / National First Aid).

The majority of NFA presenters are medical / nursing / ambulance paramedics who have years of practical and diverse experience in the field as well as conducting practical based learning.

NFA staff ensure that highest quality training is delivered in order to meet current industry standards.

NFA publishes its own training resource books annually to ensure currency according to NFA continuous improvement cycle.

This booklet provides you with important information on the training courses available, together with the policies and processes relevant to our training programs. Full details of individual courses are available separately. Our contact details are

National First Aid PO BOX 7029 BEAUMARIS VIC 3193

P: 1300 099 297 E: training@nationalfirstaid.com.au

Thank you for choosing National First Aid

This information handbook has been compiled to assist you in answering any questions you may have. Information in this handbook is divided into the following sections:

Section 1: Company Information Section 2: Staff Information Section 3: Program Information Section 4: Participant Guidelines

Section 1: Company Information

Our Mission

National First Aid is a Registered Training Organisation (RTO 3981) specialising in accredited First Aid Training in Victoria. National First Aid conducts onsite training that is practical, innovative and tailored to suit a diverse range of organisations, businesses, corporations, schools and individuals.

Our services will be delivered by competent, reliable, trustworthy educators who are supported and monitored to maintain our client expectations.

We are committed to moral, legal and social responsibility within the community by providing innovative and diverse first aid learning programs that help create public awareness and understanding in the event of an emergency.

All of our client interactions and dealings are open, honest and mutually beneficial.

Our Vision

We aspire to be highly recognised and credible within the community and industry with the provision of quality training in metropolitan and regional Victoria.

Our Values

Safety	Expected always by everyone
People	The foundation of our business
Commitment	Fulfilling all expectations and needs
Community	Respect and mutual support to help achieve our goals
Honesty	In all aspects of our dealings and actions
Reputation	Built by what we do, believe and achieve

Section 2: Staff Information

Managing Director	
Upholds the responsibility and authority to undertake the requirements of all AQTF standards Registered Trainer	Kym Eden

Finance Manager	
Greg Eden	Financials
	MYOB / Xero
	Taxation auditing,

Office Manager	
Customer Interface,	Nikki Gorin
Business Development,	
Co Providers, Accounts and receivable,	
Training. Registered Trainer	

Compliance Manager	
Gavin Chan	Managing Policy & Procedures,
	Schedule internal auditing,
	Manage Scope of Registration, ASQA

Administrative Officer	
Manage NFA Administration	Danielle
Communication to all customer	Eastick
Vettrak / Data Processing	
Coordinate NFA public duty	

RTO Quality & Compliance Consultant	
Beatrice	Manage and coordinate the operation of the RTO
Barnett	Ensuring quality and compliance
	Identify and report risks

Operating Times and Classes

The NFA office opens between the hours of 8.30 am to 5.00 pm.

Normally, participants have classes scheduled between 9.00 am and 5.00 pm.

Section 3: Program Information

National First Aid offers the following First Aid courses:

HLTAID001 Provide Cardiopulmonary Resuscitation

This unit of competency describes the skills and knowledge required to perform cardiopulmonary resuscitation (CPR) in line with the Australian Resuscitation Council (ARC) Guidelines.

This unit applies to all workers who may be required to provide CPR in a range of situations, include community and workplace settings.

HLTAID002 Provide basic emergency life support

This unit of competency describes the skills and knowledge required to recognise and respond to life-threatening emergencies in line with the Australian Resuscitation Council (ARC) Guidelines.

This unit applies to all workers who may be required to provide an emergency response in a range of situations, include community and workplace settings.

HLTAID003 Provide first aid

This unit of competency describes the skills and knowledge required to provide a first aid response to a casualty. The unit applies to all workers who may be required to provide a first aid response in a range of situations, include community and workplace settings.

HLTAID004 Provide an emergency first aid response in an education and care setting

This unit of competency describes the skills and knowledge required to provide a first aid response to infants, children and adults.

The unit applies to educators and support staff working within an education and care setting who are required to respond to a first aid emergency, including asthmatic and anaphylactic emergencies.

22099VIC First Aid Management of Anaphylaxis

This course develops skills and knowledge to enable you to assist a patient experiencing a severe allergic reaction, by the administration of an adrenaline injecting device. The course also develops skills in the recognition, management, prevention and risk minimisation strategies related to allergic reactions and anaphylaxis. Outcomes will enable you to develop and implement a management plan to reduce the risk of severe reactions in individuals diagnosed with anaphylaxis.

22024VIC Emergency Management of Asthma in the Workplace

This course is designed to help develop skills and knowledge to enable you to assist a patient experiencing an asthma attack.

This situation could occur in the workplace, school, at sport or in the community. Skills include administration of asthma medication using various delivery devices and in accordance with the Asthma Action Plan.

22101VIC Automated External Defibrillation

This course develops skills and knowledge to enable you manage a cardiac arrest by safely applying and operating an automated external defibrillator. The AED is applied in conjunction with CPR until the arrival of medical assistance.

22100VIC Basic Oxygen Administration

This course is designed to develop the knowledge and skills to administer oxygen therapy and / or oxygen resuscitation to a patient until arrival of medical assistance.

Other Training Options

To help complement your training needs we also offer integrated training options, combining the courses listed above into a package that best suits your needs. Please contact National First Aid to discuss your requirements.

Section 4: Participant Guidelines

Participant Agreement

All NFA approved co-providers, trainers and assessors must inform participants in NFA training programs about the details of the enrolled programs which include:

- Unit code and title
- Duration,
- Cost,
- Training methods and material,
- Assessments, assessment methods and re-assessment methods,
- RPL information,
- NFA Web-site access,
- Issuance of Statement of Attainment,
- Refund, appeal and complaint procedure.

Details of NFA training programs will be made available to participants in a variety of methods: telephone, paper printed information sheet, e-mail, and NFA web-site. NFA will ensure that details of NFA training programs provided to participants are accurate at the time of enquiry and requested by participants.

All NFA approved co-providers, trainers and assessors must ensure that all training materials, assessment items and equipment/resources are available, in working condition and with sufficient quantity.

All NFA training programs must be delivered and assessed using NFA approved training materials, assessment items and equipment/resources.

All NFA approved co-providers, trainers and assessors must ensure that results for NFA training programs are made available and accessible to all participants in an acceptable time frame.

If reassessment(s) is/are required, all NFA approved co-providers, trainers and assessors must ensure that participants are informed about details of the reassessment(s).

All NFA approved co-providers, trainers and assessors must ensure that participants are informed about the issuances of statement of attainment.

After the completion of a NFA training program, NFA main office will process statement of attainment for participants enrolled in an acceptable time frame.

Although it is not compulsory for participants to provide feedback in NFA training programs, participants' feedback form must be made available to all participants in NFA training programs. All NFA approved co-providers, trainers and assessors must ensure that the feedback mechanism is available and accessible to all participants.

Feedback questions are also set up using Survey Monkey and accessible via internet access. All NFA approved trainers, assessors, and co-providers are required to provide a web-link to the feedback questions to all NFA clients and participants for NFA training programs.

All NFA approved co-providers, trainers and assessors must ensure that information about refund, appeal and complaint are available to all participants in NFA training programs.

All NFA approved trainers, assessors and co-providers are regulated under the co-provider agreement. The issuance of statement of attainment for NFA co-providers must be compliant to the NFA coprovider agreement.

All NFA approved trainers, assessors and co-providers must observe and follow the code of conduct outlined in co-provider agreement.

Although it is completely voluntary, NFA participants are strongly recommended to complete the pre-training survey so that participants' recommendation will be used in NFA continuous improvement cycle.

Response from the feedback questions will be collected and analysed. A consolidated report will be presented to NFA Managing Director at the monthly meeting.

After a NFA training program is confirmed, a confirmation will be sent out to all clients and participants by NFA.

Participant Welfare Services

All NFA training programs must be scheduled between 0800 to 2200. However, under a special circumstance whereby the customer may request an earlier start or late finish. NFA will view this request and attempt to be flexible to meet the customer needs in such circumstances.

No NFA training program will be scheduled on public holidays.

All NFA training program must be scheduled to a maximum of eight hours of training and assessment in any one day.

No participant will be required to attend NFA training program for more than eight hours in any one day.

For every four hours of training and assessment session, there must be a 30 minutes break scheduled in the session.

The following services will be available to all enrolled participants:

- Access to NFA web-site and related services,
- Access to NFA training materials and resources,
- Professional advice from NFA approved trainers,
- Enquiry related to participant's training progress,
- Issuance of statement of attainment upon satisfactory completion,

Participant safety is a major priority for NFA. NFA has developed a NFA - Occupational health and safety (OH&S) checklist to address participant safety in all NFA training programs. Any concern arises from the NFA - Risk Assessment must be addressed before any NFA training program.

All NFA approved trainers, assessors and co-providers must observe and follow the code of conduct outlined in co-provider agreement.

NFA – CODE OF PRACTICE

The National First Aid Code of Practice outlines our commitment to ensuring the provision and maintenance of high educational and professional standards for the marketing and delivery of vocational education and training services, which safeguard the interests and welfare of participants.

This document applies to all NFA units (unit of competency) registered under the scope of registration and all employees across the NFA Corporation. All NFA approved trainers, assessors and co-providers will be required to be compliant with the NFA Code of Practice.

The Code of Practice outlines NFA's commitment to:

- Legislative compliance
- Quality assurance/continual improvement activity
- Quality training and assessment practice
- Access and equity
- Sound financial and administrative practices
- Ethical marketing and advertising
- Issuance and recognition of qualifications
- Procedures for managing appeals, complaints and disciplinary matters

This Code of Practice has been developed in consultation with all relevant stakeholders.

Legislative Compliance

NFA and all relevant stakeholders are subject to a variety of legislation related to training and assessment as well as general business practices. NFA enforces such compliance by all stakeholders.

Legislation includes but is not limited to the:

- Vocational Education and Training Accreditation Act
- Relevant State/Territory Occupational Health and Safety Act
- Relevant State/Territory Workplace Injury Management and Workers' Compensation Act
- Relevant State/Territory WorkCover Legislation Amendment Act
- Relevant State/Territory Anti-discrimination Act

- Affirmative Action (Equal Employment Opportunity for Women) Act
- Copyright Act
- Privacy Act and National Privacy Principles
- Child Protection (Prohibited Employment) Act
- Education and Care Services National Law, and the Education and Care Services National Regulations (2011)

Continuous Improvement

It is a NFA policy to systemically collect and analyse data from all NFA training programs and assessments. NFA will collect and analyse participants feedback from NFA training programs. NFA will collect and analyse feedback from other stakeholders such as staff, assessors, industry skills council meetings, NFA co-providers, first aid educators and publishers. NFA develops a continuous improvement cycle in which it indicates

- All units from NFA training will be validated and moderated at least once every two years.
- All training and assessment strategies will be reviewed for its currency, compliance and effectiveness every 6 months.

The units chosen for validation and moderation are based on the following factors:

- TAS validation and moderation schedule,
- Analysed data from participants' feedback,
- Analysed data from assessors' feedback,
- Analysed data from clients' feedback,
- Industry consultation advisory committee recommendation,
- Update from the Australian Resuscitation Council (ARC) Guidelines,
- Update in NFA training materials,
- Update in training package.

NFA training and assessment strategy will include a schedule for assessment validation and moderation as part of the continuous improvement component.

Each assessment validation and moderation session will include NFA approved trainers and assessors together will industry consultation committee members. The results and recommendation for each session will be documented and used as the foundation for the continuous improvement cycle. At the end of each assessment validation and moderation session, the next assessment validation and moderation session will be scheduled within the next 12 months as required in the NFA continuous improvement cycle. The session date will be reflected in the update of NFA training and assessment strategies and all involved parties will be notified in writing (e-mail).

Clients and participants feedback will be collected in written or by using Survey Monkey at the end of all NFA training programs.

NFA approved trainers, assessors and co-providers feedback will be collected, analysis and review under the NFA continuous improvement cycle.

Participants' feedback will be collected/analysed then consolidated data will be used as the input for the continuous improvement cycle. A participants review report will be presented in all industry consultation committee and assessment validation and moderation sessions. The review report will be updated quarterly, based on the collected participant feedback for the training programs delivered under NFA and NFA co-providers.

NFA reports Quality Indicator which is AVETMISS compliant it VRQA every 12 months. The Quality Indicator report will be used as the input for NFA Continuous Improvement Cycle.

All NFA approved trainers, assessors and co-providers are regulated under the co-provider agreement. The issuance of statement of attainment for NFA co-providers must compliant to the NFA coprovider agreement.

All NFA approved trainers, assessors and co-providers must observe and follow the code of conduct outlined in co-provider agreement.

Assessments

NFA ensures its assessments meet the requirements of the registration bodies and the accredited courses within the scope of its registration as an RTO.

NFA will ensure that assessments:

- Comply with the Assessment Guidelines in the applicable Training Package(s), the requirements of the Units of Competency that make up nationally recognized accredited courses.
- Are conducted by qualified assessors according to the AQTF requirements.

- Lead to the issuing of a Certificate or Statement of Attainment when a person is assessed as competent against nationally endorsed unit(s) of competency.
- Comply with the principles of assessment validity, reliability, fairness and flexibility.
- Provide for applicants to be informed of the context and purpose of the assessment and the assessment process.
- Involve the evaluation of valid, reliable, accurate, authentic and sufficient evidence to enable judgments to be made about whether competency has been attained.
- Provide for feedback to the applicant about the outcomes of the assessment process and guidance on future options.
- Are equitable for all persons, taking account of disability, cultural and literacy, language and numeracy needs.
- Provide for reassessment on appeal.
- Assessment tools are reviewed and validated regularly.
- Recognition of Prior Learning (RPL) is offered to all applicants upon enrolment.

Assessment Methods

Where applicable, NFA will conduct formal assessment of competency using any of the following assessment methods:

- Direct observation by an assessor of demonstrated skills
- Questioning (written or oral)
- Scenario/role plays
- Practical demonstration

Participants will only be deemed "competent" once having demonstrated the required underpinning knowledge and practical skills. Any participant deemed "not competent" will be allowed further opportunity for re-assessment.

Assessment will only be conducted by National First Aid trainers / assessors who comply with the Australian Quality Training Framework (AQTF) requirements in terms of their qualifications and suitability.

Issuance Statements of Attainment

NFA will only issue the statement of attainment to NFA training programs which are related to unit(s) of competency that is/are currently registered under the Scope of Registration.

NFA will only issue the statement of attainment to NFA training programs which are delivered by NFA approved co-providers, trainers or assessors.

NFA must issue a statement of attainment to participants who has been assessed and deemed as competent by NFA approved coproviders, trainers or assessors in accordance with the requirements of the Training Package or accredited course.

Statement of attainment issued by NFA must comply with the Australian Qualifications Framework (AQF) requirements that include the following information:

- Identifier for the statement of attainment
- Full name of participant,
- Unit code and title for the unit of competency,
- Date of the NFA training program,
- Date valid to for the statement of attainment,
- NFA national provider number,
- Nationally Recognised Training (NRT) logo,
- Signature from NFA approved representative.

NFA must issue statement of attainment to participants by using NFA approved forgery free paper.

NFA must issue statement of attainment to participants by using the NFA VETTRAK system which is compliance to AVETMISS standard.

NFA will only issue statement of attainment to participants after the information for participants has been verified with all attached documents from NFA training programs. NFA is not responsible for any delay for the issuance the statement of attainment due to documentation mismanagement.

All participants once registered in NFA VETTRAK system will be assigned a unique identifier.

Data for participants and NFA training program will be retained by NFA VETTRAK system which is compliance to AVETMISS standard for a period of no less than 30 years. For security reason, the NFA VETTRAK system will be stored in NFA Centre and back up monthly.

NFA must provide returns of its participant records of attainment of units of competency to VRQA by 30 June in every calendar year. For the purpose of consistency, data will be retrieved from the NFA VETTRAK system. NFA will issue statement of attainment to participants according to the procedures specified in this document.

All NFA approved trainers, assessors and co-providers are regulated under the co-provider agreement. The issuance of statement of attainment for NFA co-providers must compliant to the NFA coprovider agreement.

All NFA approved trainers, assessors and co-providers must observe and follow the code of conduct outlined in co-provider agreement.

Access and Equity

It is a NFA's legal obligation as an RTO to ensure that participants, staff and all stakeholders are not subject to any form of discrimination, victimization, harassment or bullying. This is also legislated in Commonwealth law.

In addition NFA is expected as an RTO to provide reasonable adjustments to participants to ensure equal opportunity for students with disabilities. The nature of reasonable adjustments is such that they are designed to minimise the disadvantage experienced by participants with a disability, rather than provide participants with a competitive advantage. This can include administrative, physical or procedural modifications.

NFA is committed to providing a safe learning environment that values diversity, offers equality of opportunity to all participants and staff and is free from harassment and discrimination.

NFA endeavours to provide education and training that is responsive to the diverse needs of all stakeholders; through compliance with Commonwealth anti-discrimination legislation, as well as the relevant State legislation; and relevant Federal, State and Local Government bodies.

Participants have access to clear information, prior to enrolment, about their course and the relevant associated services and procedures. Our policy on Access and Equity will be included in information provided to employers, trainers/assessors and participants and ensures that:

- Training and assessment approaches and activities will cater for learner diversity, access, equity and support considerations and will ensure relevance, fairness and consistency.
- Any person who raises a complaint will be directed to use the NFA Complaint and Appeal Procedure.
- NFA policies, procedures, products and services are actively reviewed to ensure provision is made for access, equity and support and learner diversity.

- NFA staff, Co providers and relevant stakeholders are responsible to ensure that they understand and implement the Access and Equity policy and behave appropriately towards all stakeholders.
- All stakeholders should expect that:
 - They are not treated unfairly because of their gender, marital status, age, ethnic/racial background, religion, country of origin, disability, etc;
 - They are not harassed (made to feel intimidated, bullied, offended or humiliated) because of any of the above.
- Concerns regarding discriminatory treatment or harassment raised with NFA will be dealt with promptly, fairly and impartially. Participants are also expected to make sure that they respect the diversity of other people and ensure their own behaviours do not result in other participants or staff feeling intimidated, humiliated or offended.

Complaints and Appeals by Participants

NFA complaint and appeal policy and procedures only apply to participants enrolled in NFA training programs that relate to units registered under the scope of registration.

If a participant appeals against multiple NFA training programs, based on principles of clarity and fairness, each appeal application will be managed individually.

If more than one participant is appealing against the same NFA training program, based on principles of clarity and fairness, each participant will submit an individual appeal application.

Complaints and appeals to NFA training programs can be Classified into three categories: formal, informal and external.

Formal complaints and appeals will follow the procedures covered in this document. If the complaints and appeals cannot be resolved, then it will be referred to external professional expert to resolve the matter.

Informal complaints and appeals will be considered to be discussions with NFA and related parties to address concerns. If the matter requires further action then it will be a formal complaint and appeal. NFA applies the principles of fairness and equity to resolve any complaint against NFA training program in an effective, cooperative and efficient manner.

NFA will resolve any complaint constructively and proactively in order to achieve a satisfactory outcome for all parties.

All NFA approved trainers, assessors and co-providers cannot discourage any participant to submit a complaint against NFA training programs.

All complaints and appeals will be handled professionally and in confidence. No participant information will be released during the process.

Participant must submit a complaint or appeal formally by using NFA – Participant Complaint and Appeal Form.

A completed NFA- Participant Complaint and Appeal Form must be returned to NFA main office within 30 days upon completion of the training program completed.

A receipt will be provided by NFA to the participant as a record.

The complaint application will be managed by a complaint management panel. Members of the panel will be appointed by the NFA MANAGING DIRECTOR.

The application will be handled by an appeal panel with trainers/assessors/co-providers qualified to deliver the related training program.

The trainers/assessors/co-providers in the appeal application cannot be selected in the appeal panel.

A decision will be made regarding the appeal application within 14 days.

A formal decision will be communicated to NFA MANAGING DIRECTOR regarding the outcome.

A formal decision will be made within 30 days.

This decision will be conveyed to the applicant by NFA MANAGING DIRECTOR within 3 days.

A formal notification will be conveyed to the participant by NFA main office after the MANAGING DIRECTOR has been advised.

All complaints and appeals submitted to NFA office are to be documented. The feedback and decision made in relation all complaints and appeals are to be filed according to the NFA -Record Retention Guideline.

All NFA approved trainers, assessors and co-providers are regulated under the co-provider agreement. The issuance of statement of attainment for NFA co-providers must compliant to the NFA coprovider agreement.

All NFA approved trainers, assessors and co-providers must observe and follow the code of conduct outlined in co-provider agreement.

All recorded complaint and appeal will be used for the improvement of NFA training programs.

Recognition of Prior Learning (RPL)

NFA supports recognition of prior learning through a standard process which is well-informed, fair, transparent and consistent.

NFA supports the recognition of prior learning only for units that are registered currently in the Scope of Registration.

NFA will recognise current AQF qualifications and statements of attainment issued by other registered training providers. NFA will recognise the unit of competency issued by other registered RTO.

In processing recognition of prior learning, all submitted evidence in particular assessments must comply in accordance with the principles of assessment and rules of evidence.

Assessments tasks must be valid, reliable, flexible, and fair. Evidence collected from assessments must be valid, sufficient, current and authentic to confidently quantify and support the decision in recognition of prior learning.

NFA provides a fair assessment appeal process to resolve any recognition of prior learning decision dispute. The appeal procedure is available upon request.

Marketing and Advertising

NFA will market the training with integrity, accuracy and professionalism, avoiding vague and ambiguous statements. In the provision of information, no false or misleading comparisons will be drawn with any other training provider or course. NFA will not state or imply that courses other than those listed on the scope of registration are recognised by the Victorian Qualifications Authority. For details, please refer to NFA -Advertising and Marketing Policy and Procedure

Fees & Refund Policy

There are two categories of participants enrolled in NFA training programs

Participant who paid before the commencement of training program,

Participant who paid after the commencement of training program.

Refund policy is different based on the different nature of these two categories of participants.

Refund policy for participants who paid after the commencement of training programs.

In general, as the services already provided by NFA, there is no refund for this group of participants.

If participant is not satisfy with NFA training programs, complaint could be logged by participant regarding NFA training programs according to the NFA - Complaint Policy and Procedure.

NFA is taking option 3 under AQTF condition 5 Financial Management which stated that "the RTO may accept payment of no more than \$1000 from each individual student prior to the commencement of the course. Following course commencement, the RTO may require payment of additional fees in advance from the student but only such that at any given time, the total amount required to be paid which is attributable to tuition or other services yet to be delivered to the student does not exceed \$1,500 ".

Refund policy for participants who paid before the commencement of training programs.

Withdrawal: Fee refunds request must be received at least four (4) working days prior to the date of commencement. No refunds will be issued for withdrawal requests received after this time.

Transfers: Participants wishing to transfer to a future start date of the same program will be accepted if a request is received at least four (4) working days prior to the date of commencement, and providing a suitable future course offering is available. Cancellation: When a program is cancelled by NFA, a full refund will be issued.

NFA reserves the right to cancel any scheduled program. In the event of a cancellation, participants will be notified two days before the scheduled start date.

NFA makes every effort to ensure that information is correct at the time of publication, but reserves the right to change or postpone programs, and to alter schedules, locations and teachers due to unforeseen circumstances.

All refund application must be made by using the NFA - Refund Application Form within 14 days after the original commencement date.

Records Management

NFA has created a set of policy and procedure regarding the management of participant records related to NFA training programs.

The following documents must be returned to NFA main office for processing within 7 days upon the completion of the training program(s).

- Client Course Registration Form,
- OHS Checklist,
- Student Application and Enrolment Form,
- Assessment and related assessment tools,
- Participant evaluation form,
- NFA Training Documentation checklist.

Documents must be authenticated (original documents must be signed by participants and trainers). This is to ensure the authenticity of participant records.

After documents are received by NFA, NFA staff will check to ensure that all documents fulfil the NFA requirements according to NFA -Issuing Statement of Attainment to Co-provider training procedure. This is to ensure the integrity of participant records. NFA main office will not process statement of attainment if training documents are not in the required format. Only verified participant records will then be entered into the NFA VETTRAK system by approved NFA administration staff.

Contents from the completed statement of attainments will be checked against the original documents to make sure information is correct and consistent.

After confirmation, NFA approved administrative staff will enter participant records into NFA VETTRAK system. This procedure is to ensure the accuracy of participant records.

NFA statement of attainment will only be printed from NFA VETTRAK system.

Any enquiry regarding participant training records can only be retrieved from NFA VETTRAK system.

Any inconsistence in participant records during the processing of NFA training documents will be recorded. The recorded data will be reviewed in a 6-months period. The reviewed result will be used to improve the management process during NFA continuous improvement cycle