

L5 1**Assess operational issues and apply continuous improvement techniques to support an entity's performance**

Kaupae Level	5
Whiwhinga Credit	15
Whāinga Purpose	This skill standard is intended for people who work or who want to work in leadership positions at an operational level. This skill standard will provide learners with the knowledge and skills to assess operational issues and apply techniques towards continuous improvement to support an entity's performance. This skill standard can be used in programmes leading to the New Zealand Certificate in Business (Level 5) with strand in Leadership [Ref: 2459] or other leadership credentials.

Hua o te ako me Paearu aromatawai | Learning outcomes and assessment criteria

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
1. Assess operational issues in an entity.	a. Identify operational issues in an entity.
	b. Assess the operational issues in terms of the internal and external impacts.
2. Apply continuous improvement techniques to support an entity's performance.	a. Identify continuous improvement techniques to address the identified operational issues.
	b. Apply continuous improvement techniques to address the identified operational issues.
3. Evaluate continuous improvement techniques to support an entity's performance.	a. Evaluate the effectiveness of the continuous improvement techniques for the issues identified.
	b. Evaluate the effectiveness of the continuous improvement techniques for future use.

Pārongo aromatawai me te taumata paearu | Assessment information and grade criteria**Assessment specifications:**

Evidence for assessment must relate to leadership, may be a short term or long term, or repeated activity. It could be leading an individual or group, community, or project, and may include thought-leadership, leading an idea or kaupapa.

This skill standard may be assessed in a role where leadership is demonstrated, when appropriate situations arise, or in a training environment if simulated conditions are able to be provided that reflect the standards of a workplace and/or leadership context.

Evidence of assessment must reflect where applicable, any workplace policies and procedures such as standard operating procedures, safety procedures, equipment operating procedures, codes of practice, quality management practices and standards, procedures to comply with legislative and local body requirements.

Assessment materials should allow for learner, regional, cultural, or community contexts.

For example, a learner may wish to be assessed in a context that includes te ao Māori perspectives such as mātauranga, and tikanga specific to them.

The task or activity used for assessment may relate to Te Tiriti o Waitangi. For guidance on Te Tiriti o Waitangi, please see [programme guidance documents](#).

Evidence of 2 operational issues must be provided.

Definitions

Assessment materials refer to the assessment activities, judgement statements, learner evidence, model answers, and any other material that supports assessment to this standard.

An *entity* can be an organisation, or a commercial or other enterprise, not necessarily for profit, a community organisation, and can be a discretely managed business unit within a larger organisation.

Ngā momo whiwhinga | Grades available

Achieved

Ihirangi waitohu | Indicative content

Internal impacts related to operational issues

- process efficiency
- quality of products
- quality of services
- cost control
- change management challenges
- cross-departmental collaboration
- knowledge management
- quality control
- staff productivity and capabilities
- staff engagement
- staff productivity
- staff performance
- resource allocation
- internal communication effectiveness.

External impacts related to operational issues

- labour market changes
- political/regulatory changes
- geo-political instability
- supply-chain disruptions

- customer trends and expectations
- environmental sustainability requirements.

Tools for assessing issues

- surveys
- SWOT Analysis (Strengths, Weaknesses, Opportunities/Obstacles, Threats)
- SOAR Analysis (Strengths, Opportunities, Aspirations, Results)
- group assessment exercises
- Health and Safety risk register
- risk assessment matrix
- root cause analysis
- problem interrogation
- visual task management.

Continuous improvement frameworks

- Total Quality Management (TQM)
- scheduling systems such as Kanban
- physical or digital project management tools
- PDCA (Plan, Do, Check, Act) Cycle
- Kaizen
- DMAIC model (Define, Measure, Analyze, Improve, and Control)
- benchmarking
- continuous feedback loops

Rauemi | Resources

- Groundwork.org.nz - [Te Tiriti articles in practice](#)
- Te Ara – [Principles of The Treaty of Waitangi](#)
- Mindtools – [How does Root Cause Analysis work](#)
- Sitemate- [Root Cause Analysis examples](#)

Pārongo Whakaū Kounga | Quality assurance information

Ngā rōpū whakatau-paerewa Standard Setting Body	Ringa Hora Services Workforce Development Council
Whakaritenga Rārangi Paetae Aromatawai DASS classification	Business> Business Operations and Development > People Development and Coordination
Ko te tohutoro ki ngā Whakaritenga i te Whakamanatanga me te Whakaōritenga CMR	0112

Hātepe Process	Putanga Version	Rā whakaputa Review Date	Rā whakamutunga mō te aromatawai Last date for assessment
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Rēhitatanga Registration	1	[dd mm yyyy]	[dd mm yyyy]
Kōrero whakakapinga Replacement information	N/A		
Rā arotake Planned review date	[dd mm 2030]		

Please contact Ringa Hora Services Workforce Development Council at Qualifications@ringahora.nz to suggest changes to the content of this skill standard.