

40914**Analyse operational issues and apply continuous improvement techniques to enhance organisational performance**

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

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

Hua o te ako Learning outcomes	Paearu aromatawai Assessment criteria
1. Analyse operational issues in an organisation.	a. Identify operational issues in an organisation.
	b. Analyse the operational issues in terms of the internal and external impacts to organisational performance.
2. Apply continuous improvement techniques to identified operational issues.	a. Evaluate continuous improvement techniques to select the technique/s that effectively resolves operational issues.
	b. Apply continuous improvement techniques to address the identified operational issues and enhance organisational performance.
3. Evaluate effectiveness of continuous improvement techniques in addressing operational issues.	a. Evaluate the effectiveness of the continuous improvement techniques for the issues identified and how organisational performance was enhanced.
	b. Make recommendations of how the continuous improvement techniques could be applied to operational issues in future.

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

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 two operational issues must be provided. Examples may include but not limited to supply chain, staffing, technology, financial, quality, customer, compliance, environmental, strategic.

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 and 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 techniques and 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 Kouna | 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
Rēhitatanga Registration	1	18 December 2025	N/A
Kōrero whakakapinga Replacement information	N/A		
Rā arotake Planned review date	31 December 2030		

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