

40920**Apply continuous improvement strategies to support organisational performance**

Kaupae Level	6
Whiwhinga Credit	15
Whāinga Purpose	<p>This skill standard is for people who work or intend to work in strategic leadership positions.</p> <p>This skill standard will provide learners with the knowledge and skills to apply continuous improvement strategies to support organisational performance.</p> <p>This skill standard can be used in programmes leading to the New Zealand Diploma in Strategic Leadership (Level 6) [Ref: 5355] 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. Apply continuous improvement strategies to support organisational performance.	a. Identify an area requiring improvement within an organisation.
	b. Assess suitability of continuous improvement strategies for the identified area.
	c. Apply continuous improvement strategies to the identified area.
2. Analyse continuous improvement outcomes and recommend actions to inform decision-making.	a. Evaluate the effectiveness of the applied strategies in terms of how well it contributes to continuous improvement.
	b. Make recommendations for future improvement and to inform organisational decision-making.

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](#).

Definitions

Area requiring improvement may refer to function, process, operation/operational area, system, practice, domain, performance.

Strategies may refer to methodologies, processes, actions or activities applicable to continuous improvement in an organisation.

Ngā momo whiwhinga | Grades available

Achieved

Ihirangi waitohu | Indicative content

Continuous improvement strategies

- goal-setting
- Kanban
- Quality Management System
- employee experience culture
- targeted surveys and actions
- health and safety improvement strategies.

Evaluation of the effectiveness of applied strategies

- productivity
- quality
- wellbeing
- growth
- participation.

Recommendations

- evaluation
- report
- contributions to quality assurance processes.

Rauemi | Resources

- Quality assurance processes such as ISO 9000 standard series
- Groundwork.org.nz – [Te Tiriti articles in practice](#)
- Te Ara – [Principles of The Treaty of Waitangi](#).

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 > Organisational Direction and Strategy
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.