

<b>Title</b>	<b>Carry out a continuous improvement project within a print organisation</b>		
<b>Level</b>	<b>5</b>	<b>Credits</b>	<b>30</b>

<b>Purpose</b>	<p>This unit standard is intended for people working towards a management role in the print industry.</p> <p>People credited with this unit standard are able to: initiate a continuous improvement project; collect and analyse data to establish an existing and target condition or performance; establish changes required to create improvement; define and establish the execution of the changes for the continuous improvement project; and present the continuous improvement project proposal for a print organisation.</p>
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<b>Classification</b>	Printing > Print Industry Management
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<b>Available grade</b>	Achieved
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## Guidance Information

### 1 Definitions

*Accepted industry practice* – approved codes of practice and standardised procedures accepted by the wider print industry as examples of best practice.

*Established methodology* – an industry accepted model for continuous improvement such as Kaizen, Six Sigma, Value Stream Mapping, DMAIC (define, measure, analyse, improve, control), root cause analysis, and the Deming Cycle (Plan, Do, Check, Act).

*Print industry* – all sectors involved in printing and packaging industries including pre-production, production, and post-production activities. The sectors include – graphic pre-press, digital output, sheet-fed, reel-fed, screen, binding and finishing, fibreboard packaging.

*Workplace procedures* – procedures used by the organisation carrying out the work and applicable to the tasks being carried out. They may include but are not limited to – standard operating procedures, site safety procedures, equipment operating procedures, codes of practice, quality management practices and standards, procedures to comply with legislative and local body requirements.

### 2 Range

Project must relate to one of the following areas within the print industry:

- quality management;
- production methods – workflow and systems, plant layout, equipment, or materials management, health and safety systems;
- environmental management;
- information technology systems;

- health and safety.

### 3 Assessment information

- All evidence presented for this unit standard must be in accordance with workplace procedures and accepted industry practices.
- The proposal made in outcome 5 need not be accepted or introduced by management for achievement. The focus of the assessment is to be on the completeness of the research, identification and justification of the benefits of the recommendations, and the clarity and quality of the presentation.

## Outcomes and performance criteria

### Outcome 1

Initiate a continuous improvement project within a print organisation.

#### Performance criteria

- Project suitable to the candidate and the print organisation's management is established.
- Intended improvements are validated against initial data analysis.
- Scope of project is defined, and a target goal(s) and timeframe are established.
- Required management approvals are obtained and a sponsor or champion is established.
 

Range management approvals relate to areas that may include but are not limited to – ethical, confidential, legal, financial, access to personnel, access to company records and information.
- Expected benefits, advantages and/or opportunities are determined.

### Outcome 2

Collect and analyse data to establish an existing and target condition or performance within a print organisation.

#### Performance criteria

- Relevant data is collected and recorded.
 

Range may include but is not limited to data relating to – information technology systems, procedures, processes, equipment, materials, waste, equipment, human resources, costs, purchasing, suppliers, inventory; data may be obtained from – company records, personnel/customer interviews, industry trends, other organisations, international sources, personal networks.

- 2.2 Established methodology is used to analyse data.
- Range may include but is not limited to analysis of – what is working, what is not working, what is not adding value, what must change, what must stay the same, timing issues, legal issues, use of human resources.
- 2.3 Baseline condition and/or performance is established.
- 2.4 Target condition and/or performance is established and quantified against baseline condition and/or performance.
- 2.5 Improvements, benefits, and advantages are identified and documented.
- 2.6 Cost benefit analysis is completed to establish the need for improvements.

### **Outcome 3**

Establish changes required to create improvement within the print organisation.

#### **Performance criteria**

- 3.1 Changes to provide improvements are established, justified, and documented.
- 3.2 The effects of changes on other areas of the organisation are identified and quantified.
- 3.3 Possible risks and/or disadvantages are identified and strategies to counter them are defined.
- 3.4 System to measure improvements is defined and documented.

### **Outcome 4**

Define and establish the execution of the changes for the continuous improvement project within the print organisation.

#### **Performance criteria**

- 4.1 Steps required to implement changes are defined and documented.
- 4.2 A plan to implement changes is established.
- Range plan includes estimates of – time, resources, cost.
- 4.3 Control process to ensure improvements are sustained is developed and documented.

### **Outcome 5**

Present the continuous improvement project proposal for a print organisation.

**Performance criteria**

- 5.1 A presentation format is used that is appropriate for the organisation and target audience.
- 5.2 Information is provided that is complete, accurate, and unambiguous.

<b>Planned review date</b>	31 December 2024
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**Status information and last date for assessment for superseded versions**

Process	Version	Date	Last Date for Assessment
Registration	1	23 July 2020	N/A

<b>Consent and Moderation Requirements (CMR) reference</b>	0013
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This CMR can be accessed at <http://www.nzqa.govt.nz/framework/search/index.do>.

**Comments on this unit standard**

Please contact Competenz [qualifications@competenz.org.nz](mailto:qualifications@competenz.org.nz) if you wish to suggest changes to the content of this assessment standard.