Title	Carry out a continuous improvement project for a print industry company
Level	5	Credits	30

| Purpose | This unit standard is intended for people working towards a management role in the print industry.

People credited with this unit standard are able to, for a print industry company: 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. |
|---|---|

Classification	Printing > Print Industry Management

Available grade	Achieved

Guidance Information

1   Legislation, regulations and/or industry standards relevant to this unit standard include but are not limited to the:
- Health and Safety at Work Act 2015;
- Resource Management Act 1991.

Any new, amended or replacement Acts, regulations, standards, codes of practice, guidelines, or authority requirements or conditions affecting this unit standard will take precedence for assessment purposes, pending review of this unit standard.

2   Definitions
Established methodology refers to 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 refers to all sectors involved in printing and packaging industries including preproduction, 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 refer to organisation policies and procedures that are documented in memo, electronic, or manual format and available in the workplace. They may include but are not limited to – standard operating procedures, site specific procedures, site safety procedures, equipment operating procedures, quality assurance procedures, product quality specifications, manufacturer's requirements, references, approved codes of practice, housekeeping standards, environmental considerations, on-site briefings, supervisor's instructions, and procedures to comply with legislative and local body requirements relevant to the print sector.

3   Range
Project must relate to one of the following areas – quality management, production methods, environmental management, information technology systems, health and safety.
Production methods may include – workflow and systems, plant layout, equipment, or materials management, health and safety systems.

4   Assessment information
The project proposal 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.

Evidence presented for assessment against this unit standard must be consistent with safe working practices and be in accordance with applicable service information, workplace procedures and legislative requirements.

Outcomes and performance criteria

Outcome 1

Initiate a continuous improvement project for a print industry company.

Performance criteria

1.1   Establish a project acceptable to the print industry company's management.

1.2   Validate intended improvements against initial data analysis.

1.3   Define scope of project, and establish target goal(s) and timeframe.

1.4   Obtain required management approvals and establish a sponsor or mentor.

            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.

1.5   Determine expected benefits, advantages and/or opportunities.

Outcome 2

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

Performance criteria

2.1   Collect and record relevant data.

           Range   data may include but are not limited 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   Use an established methodology to analyse data.

           Range   analysis may include but is not limited to – 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   Establish baseline condition and/or performance.

2.4   Establish target condition and/or performance and quantify against baseline condition and/or performance.

2.5   Identify and document improvements, benefits, and advantages.

2.6   Complete cost-benefit analysis to establish the need for improvements.

Outcome 3

Establish changes required to create improvement for the print industry company.

Performance criteria

3.1   Establish, justify and document changes to provide improvements.

3.2   Identify and quantify the effects of changes on other areas of the print industry company.

3.3   Identify possible risks and/or disadvantages and define strategies to counter them.

3.4   Define and document a system to measure improvements.

Outcome 4

Define and establish the execution of the changes for the continuous improvement project for the print industry company.

Performance criteria

4.1   Define and document steps required to implement changes.

4.2   Establish a plan to implement changes.

Range   plan includes estimates of – time, resources, cost.

4.3   Develop and document control process to ensure that improvements are sustained.

Outcome 5

Present the continuous improvement project proposal for a print industry company.

Performance criteria

5.1   Use a presentation format that is appropriate for the print industry company and target audience.

5.2   Provide information that is complete, accurate, and unambiguous.

Planned review date	31 December 2027

Status information and last date for assessment for superseded versions

Process	Version	Date	Last Date for Assessment
Registration	1	23 July 2020	31 December 2027
Review	2	30 March 2023	N/A
Revision	3	27 February 2025	N/A

Consent and Moderation Requirements (CMR) reference	0013

This CMR can be accessed at http://www.nzqa.govt.nz/framework/search/index.do.

Comments on this unit standard

Please contact Hanga-Aro-Rau Manufacturing, Engineering and Logistics Workforce Development Council qualifications@hangaarorau.nz if you wish to suggest changes to the content of this assessment standard.