
Overview

This standard is about managing the continuous improvement of the overall performance of your organisation. The emphasis is on identifying and implementing changes which will add value in the eyes of customers and other key stakeholders.

This standard is relevant to managers and leaders responsible for ensuring continuous improvement in the performance of their organisation or their part of the organisation.

This standard links closely to all the other standards in key area *FE Manage quality and performance* and key area *CA Facilitate innovation and change*. It also links to CFAM&LFA1 Implement and evaluate strategic business plans.

Performance criteria

- You must be able to:*
- P1 Engage people in your organisation and other key stakeholders in managing continuous improvement.
 - P2 Establish valid and appropriate measures for evaluating the performance of your organisation.
 - P3 Establish systems for collecting and assessing information on the overall performance of the organisation.
 - P4 Use information on the overall performance of the organisation to identify opportunities where performance could be improved.
 - P5 Establish a culture across your organisation where people freely come forward with suggestions for improvement.
 - P6 Encourage customers, suppliers and other key stakeholders to provide feedback on your organisation's performance and suggest improvements.
 - P7 Benchmark the performance of your organisation against other comparable organisations and take action based on the findings.
 - P8 Ensure that knowledge and understanding of how improvements have or can be made is shared across the organisation.
 - P9 Ensure that any improvements made are in line with the organisation's vision and objectives.
 - P10 Show that the improvements made reduce the gap between what your customers and other key stakeholders want and what your organisation's products, services and processes actually deliver.
 - P11 Show that the improvements made are those that have been identified as being of most benefit to your organisation, its customers and other key stakeholders.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage people in your organisation and other stakeholders in managing continuous improvement.
- K2 The principles which support organisational improvement.
- K3 The importance of establishing and applying valid and appropriate measures for evaluating the performance of your organisation.
- K4 How to establish systems for collecting and assessing information on the overall performance of the organisation and how to use the findings to identify opportunities where organisational performance could be improved.
- K5 How to benchmark the performance of your organisation against others and take action based on the findings.
- K6 The value of a customer-focused culture.
- K7 The importance of receiving feedback from customers and suppliers on your organisation's performance, and how to obtain and analyse this feedback.
- K8 The importance of developing a culture that continually improves and how to involve others in achieving this.
- K9 The importance of finding out the cause and effects of problems and changes.
- K10 Ways of measuring the effect of improvements.
- K11 The principles and processes of effective communication and how to apply them.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K12 The sector and market in which your organisation works.
- K13 The range of information sources and techniques for collecting information that are relevant to the sector in which your organisation works.
- K14 Relevant trends and developments in the sector.

Context specific knowledge and understanding

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You need to know and understand:

- K15 Your organisation's vision, objectives and associated plans.
- K16 Your organisation's structure, values and culture.
- K17 How your organisation adds value through the delivery of its products, services and processes.
- K18 Your organisation's customers and other key stakeholders and their needs.
- K19 Measures of performance relevant to your own organisation.
- K20 Methods of gathering information suitable for your own organisation.
- K21 Formal and informal sources of information relevant to your organisation.
- K22 Individuals within your area of work, their roles, responsibilities, competences and potential.

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Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Seek opportunities to improve performance
- 2 Constructively challenge the status quo and seek better alternatives
- 3 Encourage, generate and recognise innovative solutions
- 4 Demonstrate a clear understanding of different customers and their real and perceived needs
- 5 Continuously improve products and services
- 6 Encourage and welcome feedback from others and use this feedback constructively
- 7 Make appropriate information and knowledge available promptly to those who need it and have a right to it
- 8 Develop systems to gather and manage information and knowledge effectively, efficiently and ethically
- 9 Communicate a vision that inspires enthusiasm and commitment
- 10 Recognise stakeholders' needs and interests and manage these effectively
- 11 Use a range of leadership styles appropriate to different people and situations

Skills

When performing to this standard, you are likely to demonstrate the following skills:

- Analysing
- Benchmarking
- Communicating
- Decision-making
- Evaluating
- Information management
- Involving others
- Leadership
- Planning
- Presenting information
- Prioritising
- Thinking strategically
- Thinking systematically
- Thinking with a focus on customers
- Valuing and supporting others

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