
Continuous Improvement

Definition

Must be able to measure and improve or upgrade work methods, procedures and systems and decrease costs in order to improve the quality and cost efficiency of services and products delivered to customers.

Key Words: Work Method Improvement; Cost Efficiency; Productivity.

Behavioral Indicators:

1. Identifies areas and ways in which work methods can be improved.
 2. Improves the effectiveness of work methods, systems and operational equipment by addressing operational costs, revenue expenditure and donor fund management.
 3. Implements performance improvement through technological solutions, product development, services, business-unit planning, business process simplification and value-based management techniques.
 4. Enhances the effectiveness of employees through the appraisal and review of efficient human resources capacity.
 5. Leverages the value of information technology and assets to improve services, enhance staff productivity, organizational improvement, operational efficiency and good governance.
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PROFICIENCY LEVELS: Continuous Improvement

LEVEL I

- Systematically evaluates and observes why similar activities take a different course in different situations.
- Systematically evaluates why agreed goals are not met, contrary to all expectations.
- Systematically evaluates why mistakes are made or reoccur.
- Facilitates discussions on what customers expect of the department and negotiates mutual expectations.
- Reflects on the results and impact of processes and not activities.
- Determines the results of tasks in terms of quality and internal efficiency (management of time and scarce resources).
- Identifies the critical, limiting factors.
- Determines the minimum requirements needed to be met for each task and process, in terms of human resources, financial resources, and technical resources.
- Reflects on how the department co-operates and co-ordinates work and determines the ideal mix of institutions and groups to deliver inputs (e.g., higher education, public sector and private sector) to improve the co-ordination of inputs.
- Uses technical knowledge or prior experience to develop and present alternatives and recommendations.

LEVEL II

- Applies specialist knowledge of one area of business processes and understanding of related processes to produce work products.
- Matches appropriate methods to identified improvement needs.
- Maintains credibility and facilitates buy-in through effective discussions with primary stakeholders and sustained relationships with peers.
- Leverages knowledge and prior experience to develop, present and defend conclusions and recommendations and implementation strategies/plan.
- Develops and recommends improvements or redesigns processes.
- Evaluates and implements process improvement solutions.

- Contributes to capacity building and process improvement knowledge bases through feeding back best practices and redefining tools and techniques as appropriate.
- Articulates the value-added or realized benefits from an improvement project by outlining specific performance measures, targets and goals.

LEVEL III

- Leverages knowledge and experience to design and implement organization-wide improvement solutions to complex problems.
 - Identifies and addresses critical success factors for complex improvement projects or initiatives.
 - Secures commitment and participation from senior level personnel by sustaining and leveraging relationships and leading project critical presentations.
 - Is recognized as a subject-matter-expert outside own business-unit, and as a technical advisor to project teams.
 - Applies depth of technical knowledge to deliver customer products and services across multiple facets of the organization in a complex inter-governmental environment.
 - Reviews improvement solutions, documents lessons learnt and recommended improvements.
 - Identifies and resolves critical and complex improvement issues within a network of university departments producing and exchanging services.
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