
Overview

This standard covers the competences required for applying policy deployment (Hoshin Kanri, Quality Operating Systems, Business Plan Deployment). It involves applying the principles and processes of business plan deployment in your local area, and defining the area goals for the customer and the business you work in, to enable improvement opportunities and conditions to be identified which, when implemented, will deliver the local area policy deployment plan.

Typically, improvement opportunities will focus on such things as whether there is a local commitment to deliver the improvement plan, whether the policy deployment plan is communicated to everyone in the business, whether there are procedures for making all employees aware of and engaged in the local policy plan, whether there are local measures reflecting policy deployment plans, whether policy review dates are adhered to, whether there are procedures for eliminating cross-functional boundaries, and whether improvement actions are being linked to the policy deployment plan.

You will be required to create a visual communication of the plans, which must include the resources required, measures of performance, timescales for completion, review dates of each activity, assigned ownership and responsibility for each action, and the order of importance of each improvement activity.

Your responsibilities will require you to comply with organisational policy and procedures for the activities undertaken, and to report any problems that you cannot solve, or that are outside your responsibility, to the relevant authority. You will be expected to take full responsibility for your own actions within the activity, and for the quality and accuracy of the work that you carry out.

Your underpinning knowledge will provide a good understanding of your work, and will provide an informed approach to the techniques and procedures used. You will need to understand the principles and procedures of policy deployment, and its application, in adequate depth to provide a sound basis for carrying out the activities to the required criteria.

Applying safe working practices will be a key issue throughout.

Performance criteria

You must be able to:

1. work safely at all times, complying with health and safety and other relevant regulations, directives and guidelines
2. obtain the current policy deployment plan
3. carry out the policy deployment process in your local area and define the area goals
4. identify improvement opportunities and conditions which, when implemented, deliver the local area policy deployment plan
5. produce quantifiable objectives and targets for all the defined improvement activities, with an appropriate measure and timescale for completion
6. produce and communicate the plan in an appropriate format

Knowledge and understanding

You need to know and understand:

1. how to work safely at all times, complying with health and safety and other relevant regulations, directives and guidelines
2. where to find the information required to develop a local policy deployment plan
3. how to create policy deployment plans
4. the techniques used to communicate the information and results obtained by this process
5. how to differentiate between your business vision, mission and main business drivers
6. measures of performance in a lean business environment
7. the limits of your responsibility and involvement in the policy deployment planning process
8. the types of improvement activity that will drive the implementation of the business plan (such as management tools and techniques which contribute to quality, cost, delivery and responsiveness)
9. the meaning and application of the Deming cycle (Plan, Do, Check, Act)
10. the application of gap analysis (current situation versus desired situation)
11. the extent of your own authority, and to whom you should report in the event of problems that you cannot resolve

Scope/range related to performance criteria

1. Define the area goals for:
 1. customers
 2. the business in which you work
2. Identify improvement opportunities using at least **four** of the following criteria:
 1. is there local commitment to deliver the improvement plan?
 2. is the plan communicated to everyone in the business?
 3. are all employees aware of and engaged in the local policy plan?
 4. do local measures reflect policy deployment plans?
 5. are policy review dates adhered to?
 6. are cross-functional boundaries eliminated?
 7. are improvement actions linked to the policy deployment plan?
3. Produce and communicate a plan which includes **all** of the following:
 1. the resources required
 2. measures of performance
 3. timescales for completion
 4. review dates of each activity
 5. assigned ownership and responsibility for each action
 6. the order of importance of each improvement activity

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