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In accordance with regulation 24(c) of the National Standards Bodies Regulations of 28 March 1998, the Standards Generating Body (SGB) for

Generic Management

Registered by NSB 03, Business, Commerce and Management Studies, publishes the following unit standards for public comment.

This notice contains the titles, fields, sub-fields, NQF levels, credits, and purpose of the unit standards. The unit standards can be accessed via the SAQA web-site at www.saqg.org.za. Copies may also be obtained from the Directorate of Standards Setting and Development at the SAQA offices, Hatfield Forum West, 1069 Arcadia Street, Hatfield, Pretoria.

Comment on the qualification and unit standards should reach SAQA at the address ***below and no later than 1 March 2004***. All correspondence should be marked **Standards Setting – SGB for Generic Management** and addressed to

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JOE SAMUELS

DIRECTOR: STANDARDS SETTING AND DEVELOPMENT

1. TITLE:	Identify and measure the factors that influence productivity
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2. NUMBER:

3. FIELD:	Business, Commerce and Management Studies
Sub-Field:	Generic Management

4. LEVEL ON NQF:	4
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5. CREDITS:	10
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6. ISSUE DATE:

7. REVIEW DATE:

8. PURPOSE:

This Unit Standard will be of use to individuals who need an understanding of Productivity as a key managerial concept, focusing on measuring Productivity and the factors that influence it, in order to optimise enterprise resource management and or improve profitability.

People credited with this Unit Standard will be able to:

- Demonstrate an understanding of what Productivity is
- Measure single factor Productivity and assess causes of the current levels of single factor Productivity.
- Measure total factor Productivity
- Measure the quantitative factors that influence Productivity and establish their influence on Productivity and profitability.
- Identify the qualitative factors that influence Productivity and establish their influence on Productivity.

9. LEARNING ASSUMED TO BE IN PLACE:

It is assumed that people starting to learn towards this Standard are competent in:

- Communication at NQF Level 4
- Mathematical Literacy at NQF Level 4

10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA

Specific Outcome 1:	Demonstrate an understanding of the concept “Productivity”
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Assessment Criteria

1.1 The concept “Productivity” is explained in terms of the output/input ratio

1.2 Productivity is explained in terms of its core values

***Range:** The core values include, but are not limited to, continuous incremental improvement; doing it right first time; waste elimination; striving for satisfaction of recipient of products/services.*

1.3 Productivity is explained in terms of its benefits to society, the economy and the environment.

1.4 The Productivity process is explained in terms of effectiveness, efficiency, utilisation and respect for human dignity

1.5 The different types of Productivity are explained with examples

Range: The types of Productivity include only single factor and total factor Productivity as well as value added.

Specific Outcome 2: Measure single factor Productivity and assess causes of the current levels of single factor Productivity

Range: The current levels of single factor Productivity performance includes higher than expected, equal to expected and lower than expected levels.

Assessment criteria:

2.1 Single factor Productivity is measured through the correct application of the output-input ratio.

Range: Where required outputs or inputs are converted to Rand value to facilitate the adding of various outputs or inputs.

2.2 The causes of current levels of labour Productivity are identified with examples.

Range: The causes of current levels of labour Productivity include, but are not limited to, absenteeism, non-availability of material and equipment, education, training and development, quality of materials and machines, leadership and supervision, employee relations and organisational culture.

2.3 The causes of the current levels of material Productivity are identified with examples.

Range: The causes of current levels of material Productivity include, but are not limited to, quality of material, material wastage, continuous availability of material and optimal usage of material and competitive procurement.

2.4 The causes of the current levels of capital Productivity are identified with examples

Range: The causes of current levels of capital Productivity include, but are not limited to, machine breakages, machine idling and feeding rate and planned maintenance.

Capital Productivity refers to and is limited to machine Productivity and the optimal use of equipment.

Specific outcome 3: Measure total factor Productivity

Range: Measuring total factor Productivity refers to the simultaneous measurement of all three categories of factors of production, that is, labour; material and capital related items.

Assessment Criteria:

3.1 Total factor Productivity is correctly measured using the output/input ratio.

3.2 All output and input items are included in the equation

Range: The output is expressed in total units of similar products or similar service derivatives and the input in Rand value

The output is expressed in Rand value and represents total revenue from dissimilar products and dissimilar services and the input in Rand value.

3.4. Total factor Productivity is specified for a section, a department, the whole organisation or group of organisations.

Specific outcome 4: Measure the quantitative factors that influence Productivity and establish their influence on Productivity and profitability.

Assessment Criteria:

4.1 Quantitative factors that influence Productivity are measured using correct formulae.

Range: Quantitative factors that influence Productivity include wastage, efficiency, utilisation, absenteeism and labour turnover

4.2 The causes of the current levels in the quantitative factors are identified correctly

- 4.3 The influence of each quantitative factor on Productivity is established through measurement.
- 4.4 The importance of the quantitative factors in improving Productivity and profitability is explained with examples.

Specific outcome 5: Identify the qualitative factors that influence Productivity and establish their influence on Productivity.

Assessment criteria:

- 5.1. The qualitative factors that influence Productivity are identified correctly
***Range:** The qualitative factors that influence Productivity include, but are not limited to, communication, leadership and supervision, employee relations, education, training, development, organisational culture, management style, motivation, job satisfaction.*
- 5.2. The relationship between the quantitative factors that influence Productivity and the qualitative factors is correctly identified.
- 5.3. The influence of the qualitative factors on Productivity is established correctly

11. ACCREDITATION AND MODERATION:

1. Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or any ETQA with a Memorandum of Understanding with the relevant ETQA.
2. Any institution offering learning that will enable achievement of this Unit Standard or will assess this Unit Standard must be accredited as a provider with the relevant ETQA or any ETQA with a Memorandum of Understanding with the relevant ETQA.
3. Moderation of assessment will be overseen by the relevant ETQA according to the moderation guidelines in the relevant qualification and the agreed ETQA procedures.
4. Therefore anyone wishing to be assessed against this Unit Standard may apply to be assessed by any assessment agency, assessor or provider institution which is accredited by the Services ETQA.

12 NOTES:

CRITICAL CROSS-FIELD OUTCOMES:

This Unit Standard supports the Critical Cross-Field Outcomes as follows:

1. Organise and manage oneself and one's activities responsibly and effectively by, e.g.,
 - Measuring and assessing the causes of single factor Productivity.
2. Collect, analyse, organise and critically evaluate information by, e.g.,
 - Establishing the influence of each quantitative factor on Productivity through measurement.
3. Use science and technology effectively and critically by, e.g.,
 - Using the output/input ratio to measure single factor Productivity.

EMBEDDED KNOWLEDGE:

- The concept of Productivity concept and its benefits
- The concepts of single and total factor Productivity.
- Value added as a form of Productivity
- The use of the output/input ratio to measure single factor Productivity.

- The factors that influence labour-, material- and capital Productivity and the causes of current levels of these factors
- Use of the output/input ratio to measure total factor Productivity
- Conversion of output and input items to Rand value
- Use of correct formulae to measure the quantitative factors that influence Productivity
- Causes of current levels in quantitative factors that influence Productivity
- The influence of quantitative factors on Productivity and profitability
- Use of quantitative factors to improve Productivity
- The qualitative factors that influence Productivity
- The relationship between the quantitative factors that influence Productivity and the qualitative factors
- The influence of qualitative factors on Productivity.

- 1.1 Single factor productivity is measured through the correct application of the output-input ratio.
Range: Where required outputs or inputs are converted to Rand value to facilitate the adding of various outputs or inputs.
- 1.2 The current causes of levels of labour productivity are identified using the appropriate measurement tool.
Range: Labour productivity includes but is not limited to absenteeism, non-availability of material and equipment, education, training and development.
- 1.3 The causes of the current levels of material productivity are identified using the appropriate measurement tool.

Range: Material productivity includes but is not limited to quality of material, material wastage, availability of material and optimal usage of material.

- 1.4 The causes of the current levels of capital productivity are identified using the appropriate measurement tool.
Range: Capital includes, but is not limited to machine breakages, machine idling and feeding rate.
Capital productivity refers to and is limited to machine productivity and the optimal use of equipment.

Specific outcome 2: Plan the actions required to improve single factor productivity

Range: The plan involves localised decisions in a familiar environment involving repetitive tasks.

Assessment Criteria:

- 2.1 The causes and effects of current levels of labour, material and capital productivity are outlined giving examples from the organisation.
- 2.2 The targets to be achieved and actions required to improve the single factor productivity are defined in conjunction with others.
- 2.3 The roles and responsibilities of others involved in improving single factor productivity are defined for the organisation.
- 2.4 The actions to be taken to address the identified causes of current levels of single factor productivity are detailed with time frames for each.
- 2.5 A plan listing the objectives of the plan, targets to be achieved, the roles and responsibilities of all people involved and the timeframe for implementation is drawn up in an appropriate format.

Specific outcome 3: Implement and evaluate the effectiveness of actions to improve single factor productivity

Assessment Criteria:

- 3.1 Actions are carried out on time and in line with the plan.
- 3.2 Contingencies are dealt with in a manner that contributes to improved single factor productivity.
- 3.3 Actual improvements in single factor productivity are established and compared to set targets
- 3.4 The plan is adjusted to ensure targets are achieved.
- 3.5 Records of all measurements done, plans implemented and adjustments made to plans are recorded in an acceptable format to assist future planning.

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12. RANGE STATEMENT:

Single factor productivity indicates the separate measures of labour, capital and material productivity.

13. NOTES:

CRITICAL CROSS-FIELD OUTCOMES:

The following illustrates some of the ways in which this Unit Standard supports Critical Cross-Field Outcomes:

1. Organise and manage oneself and one's activities responsibly and effectively by, e.g.,
 - Measure and assess the causes of single factor productivity.
2. Collect, analyse, organise and critically evaluate information by, e.g.,
 - Assess the causes and effects of current levels of single factor productivity.
3. Communicate effectively by, e.g.,
 - Explaining and motivating others to adopt roles to improve single factor productivity through implementation of improvement plans.
4. Use science and technology effectively and critically by, e.g.,
 - Using the output/input ratio to measure single factor productivity.

EMBEDDED KNOWLEDGE:

- The concept of single factor productivity.
- Using the output/input ratio in measuring single factor productivity.
- The factors that influence labour, material and capital productivity
- The relationship between the factors and the single factor productivity measures
- planning, sequencing of activities and evaluation of implementation OF PLANS.

1. TITLE: **Formulate and implement an action plan to improve productivity within an organisational unit**

2. UNIT STANDARD NUMBER:

3. LEVEL ON NQF: 4

4. CREDITS: 8

5. FIELD: Business, Commerce and Management Studies
Sub-Field: Generic Management

6. ISSUE DATE:

7. REVIEW DATE:

8. PURPOSE:

This unit standard is intended for all persons working as a supervisor in an organisational unit with the responsibility of measuring, improving and reporting on the productivity of that organisational unit.

People credited with this unit standard are able to:

- Measure current levels of Single Factor Productivity and identify the factors that influence productivity levels within the organisational unit.
- Formulate an activity plan to improve productivity within the organisational unit.
- Optimise productivity within the organisational unit by coordinating the implementation of the action plans and evaluating the outcomes

9. LEARNING ASSUMED TO BE IN PLACE:

Learners accessing this Unit Standard should be competent in:

- Communication at NQF Level 3
- Mathematical Literacy at NQF Level 3.

10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA

Specific outcome 1: **Measure current levels of Single Factor Productivity and identify the factors that influence productivity levels within the organisational unit.**

Assessment criteria

- 1.1 Productivity measures are selected to identify single factor productivity in the organisational unit
- 1.2 Quantitative factors that influence productivity are measured correctly, and their influence on single factor productivity levels identified correctly.

Range: Quantitative factors are limited to the basic formulae of calculation and the

causes thereof are found within the organisation

Specific outcome 2: Formulate an activity plan to improve productivity within the organisational unit

Assessment criteria:

- 2.1 The causes and effects of unacceptable labour, material and capital productivity are analysed for use in the plan.
- 2.2 People employed in the organisational unit are involved in drawing up a plan and setting priorities to improve the productivity of all three resources.
- 2.3 Priorities are set to improve the quantitative factors that influences productivity of all three resources.
- 2.4 The causes of unacceptable productivity levels within the operational unit should be identified and measures taken to ensure their removal.

Specific outcome 3: Optimise productivity within the organisational unit by coordinating the implementation of the action plans and evaluating the outcomes

Assessment criteria:

- 3.1 Tasks are allocated to team members as per the plan.
- 3.2 Actual improvements in productivity are established and compared to set targets.
- 3.3 Actions are adjusted to ensure targets are achieved.

11. ACCREDITATION AND MODERATION:

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12. NOTES

CRITICAL CROSS-FIELD OUTCOMES:

The following illustrate the ways in which this Unit Standard supports Critical Cross-Field Outcomes:

1. Identify and solve problems by using critical and creative thinking by, e.g.,
 - Formulate a plan to improve productivity.
2. Work effectively with others as a member of a team by, e.g.,
 - Coordination of implementation of action plans.

3. Organise and manage oneself and one's activities responsibly and effectively by, e.g.,
 - Measuring productivity and plan for improvements
4. Collect, analyse, organise and critically evaluate information by, e.g.,
 - Measuring productivity
5. Communicate effectively by, e.g.,
 - Coordination of implementation of action plans.

EMBEDDED KNOWLEDGE:

This includes:

- basic productivity concepts and applications
- benefits of improved productivity
- the quantitative factors that influence productivity.
- cause and effect analysis.
- the influence of the various sections, in terms of single factor productivity and quantitative on organisational unit productivity
- elementary planning techniques

1.	TITLE:	Co-ordinate the improvement of productivity within a functional unit
2.	UNIT STANDARD NUMBER:	
3.	LEVEL ON NQF:	4
4.	CREDITS:	8
5.	FIELD: Sub-Field:	Business, Commerce and Management Studies Generic Management
6.	ISSUE DATE:	
7.	REVIEW DATE:	
8.	PURPOSE:	

This Unit Standard is intended for all persons who are directly involved in the co-ordination of productivity reports and continuous improvement of productivity.

People credited with this standard are able to:

- Analyse the quantitative and non-quantitative factors influencing productivity to identify the root causes of low productivity in a functional unit.
- Identify the interventions and develop plans to remove the identified root causes.
- Co-ordinate the implementation of interventions of various organisational units within the functional unit.
- Review the implementation of the interventions and set new targets continuously.

9. **LEARNING ASSUMED TO BE IN PLACE:**

It is assumed that learners are competent in:

- Communication at NQF level 3
- Mathematical skills on NQF 2
- The Unit standard: **“Formulate and implement an action plan to improve productivity within an organisational unit.”**

10. **SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA**

Specific Outcome 1: **Analyse the quantitative and non-quantitative factors influencing productivity to identify the root causes of low productivity in a functional unit.**

Range: Quantitative factors could include but are not limited to wastage, efficiency, utilisation, absenteeism and labour turnover, and qualitative factors can include, but are not limited to: motivation; communication; competencies; grievances; management and leadership; policies and procedures.

Assessment criteria

1.1 Appropriate methods are selected to analyse the relationship between productivity measurements and factors influencing productivity.

Range: Methods could include but are not limited to trend analysis, value analysis, Pareto analysis, cause and effect analysis.

- 1.2 Selected methods are correctly applied to interpret the relationship between productivity measurements and both quantitative and non-quantitative factors influencing productivity in order to identify the root causes of changes in productivity levels.
- 1.3 Root causes are correctly identified and classified as either controllable or not by the unit.

Range: Root causes could include but are limited to process-related factors, people factors, systems factors, workplace related problems, organisational policy, managerial factors and, external factors. Identify the interventions and develop plans to remove the identified root causes.

Specific outcome 2: Identify the interventions and develop plans to remove the identified root causes

Assessment criteria

- 2.1 Root causes outside the control of the unit but within the control of the organisation are referred to the appropriate unit.
- 2.2 Appropriate interventions to remove identified controllable root causes are identified and plans are developed to remove the root causes in compliance with organisational policies and strategies.
- 2.3 Linkages with plans developed by other organisational units are designed to optimise the impact of actions taken.

Specific outcome 3: Co-ordinate the implementation of interventions of various organisational units within the functional unit.

Assessment criteria

- 3.1 Objectives and standards to improve productivity are communicated to supervisors and team leaders within the functional unit in order to gain support
- 3.2 Specific responsibilities, objectives and milestones to improve productivity are allocated according to the plan.
- 3.3 Achievement of objectives is monitored according to the planned milestones.
- 3.4 Appropriate actions to maintain and motivate improved performance are taken on an on-going basis.

Specific outcome 4: Review the implementation of the interventions and set new targets.

Assessment criteria

- 4.1 Actual performance for each objective is evaluated against the set standards and appropriate changes to interventions are implemented.
- 4.2 Achievements by individuals and teams are acknowledged and appropriate incentives are administered.
- 4.3 Targets set are achievable and represent improved productivity.

11. ACCREDITATION AND MODERATION:

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12. NOTES:

CRITICAL CROSS-FIELD OUTCOMES:

The following examples illustrate some of the ways in which this unit standard supports Critical Cross-Field Outcomes:

1. Identify and solve problems by using critical and creative thinking by, e.g.,
 - identifying and planning necessary interventions to remove identified root causes
2. Work effectively with others as a member of a team by, e.g.,
 - co-ordinating the activities related to the removal of the identified root causes
3. Organise and manage oneself and one's activities responsibly and effectively by, e.g.,
 - planning necessary interventions to remove identified root causes.
4. Collect, analyse, organise and critically evaluate information by, e.g.,
 - analysing the quantitative factors influencing productivity to identify the root causes of low productivity in an organisational unit
5. Communicate effectively by, e.g.,
 - communicating objectives and standards for the specific activities to improve productivity to members of the unit in order to gain support

EMBEDDED KNOWLEDGE:

This includes:

- methods to analyse relationships between productivity measures and the measurement of the factors that influence productivity and their application
- methods to determine root causes of productivity changes and their application
- design of productivity improvement projects
- management of productivity improvement projects, including:
 - setting productivity objectives and milestones
 - productivity communication skills (productivity language)
 - characteristics of a productivity champion
- motivational and reinforcement models and their situational application.

1. TITLE:	Measure and assess the factors that influence capital productivity and establish the relative impact of each factor.
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2. UNIT STANDARD NUMBER:

3. LEVEL ON THE NQF: 5

4. CREDITS: 8

5. FIELD: Business, Commerce and Management
Sub-Field: Generic Management

6. ISSUE DATE:

7. REVIEW DATE:

8. PURPOSE:

This Unit Standard would be of use for persons who have responsibility for measuring, reporting and improving organisational productivity. People credited with this standard are able to:

- Design a framework to collate data in an organisation related to factors influencing capital productivity in an organisation.
- Measure the quantifiable factors that influence capital productivity.
- Assess the identified qualitative factors that influence capital productivity and establish the relative impact of each factor on capital productivity.
- Assess capital effectiveness

9. LEARNING ASSUMED TO BE IN PLACE:

It is assumed that learners are competent in:

- Communication at NQF Level 4
- Mathematical Literacy at NQF level 4.

10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:

Specific outcome 1: Design a framework to collate data in an organisation related to factors influencing capital productivity

Assessment criteria

1.1 The quantitative factors that influence capital productivity are correctly identified for inclusion in the framework
Range: Quantitative factors include but are not limited to efficiency and utilisation.

1.3 Operational/Qualitative factors that influence capital productivity are correctly identified for inclusion in the framework.
Range: Operational/Qualitative factors include but are not limited to purchasing, maintenance, position in depreciation cycle, design quality of capital assets, level of technology of capital assets, capital-related operational policies.

- 1.4 The sources of data related to material productivity within the organisation are correctly identified for listing in the framework.
- 1.5 A framework is designed that facilitates the efficient and effective capture and interpretation of data to enable comparable measurements to be done to improve decision-making.

Specific outcome 2: Measure the quantifiable factors that influence capital productivity.

Assessment criteria

- 2.1 Efficiency of capital is measured using standard formulae
- 2.2 Utilisation of capital is measured using standard formulae
- 2.3. The impact of the quantifiable factors on capital productivity is assessed to determine the role they play

Specific outcome 3: Assess the identified qualitative factors that influence capital productivity and establish the relative impact of each factor on capital productivity.

Assessment criteria

- 3.1 The magnitude of each identified qualitative factor is established for the organisation in question
- 3.2 The relative importance of each factor is determined by comparing them with each other

Specific outcome 4: Assess capital effectiveness

Assessment criteria

- 4.1 Quality and productivity standards of output resulting from the use of capital items are identified and agreed upon by key stakeholders.
- 4.2 The extent of alignment between organisational systems and procedures is established, together with quality and productivity standards for output resulting from the use of capital items.
- 4.3 The extent of the gap between the actual output resulting from the use of capital items and the quality and productivity standards to which such output should conform is established for the organisation .

11. ACCREDITATION AND MODERATION

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12. RANGE STATEMENT:

This Unit Standard pertains to the efficient and effective use and utilisation of tangible assets such as machinery, plant, land, buildings, vehicles in the production and the rendering of services

13. NOTES:

CRITICAL CROSS-FIELD OUTCOMES:

The following illustrates some of the ways in which this Unit Standard supports Critical Cross-Field Outcomes:

1. Identify and solve problems by using critical and creative thinking by, e.g.,
 - Assess the identified qualitative factors that influence capital productivity and establish the impact.
2. Collect, analyse, organise and critically evaluate information by, e.g.,
 - designing a framework to collate data in an organisation related to factors influencing capital productivity.
3. Use science and technology effectively and critically by, e.g.,
 - measuring efficiency and utilisation of capital according.
4. Demonstrate an understanding of the world as a set of related systems by, e.g.,
 - designing a framework to collate data in an organisation related to factors influencing capital productivity.

EMBEDDED KNOWLEDGE:

This includes:

- Development of a framework to collate quantifiable and qualitative data related to capital productivity
- Methods to measure efficiency, utilisation and effectiveness of capital
- Methods and techniques for identifying and assessing the influence of qualitative factors on capital productivity
- The comparative assessment of the qualitative factors and their relative impact on capital productivity

1. TITLE:	Measure and assess the factors that influence material productivity and establish the relative impact of each factor.
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2. UNIT STANDARD NUMBER:

3. LEVEL ON NQF: 5

4. CREDIS: 8

5. FIELD: Business, Commerce and Management Studies
Sub-Field: Generic Management

6. ISSUE DATE:

7. REVIEW DATE:

8. PURPOSE:

This Unit Standard would be of use for persons who have responsibility for measuring, reporting and improving organisational productivity

People credited with this Unit Standard are able to:

- Design a framework to collate data on quantifiable and qualitative factors influencing material productivity in an organisation
- Measure the quantifiable factors that influence material productivity.
- Assess the qualitative factors that influence material productivity and establish the relative impact of each of the quantitative and qualitative factor on material productivity
- Assess material effectiveness

9. LEARNING ASSUMED TO BE IN PLACE:

Learners accessing this Unit Standard should be competent in

- Communication at NQF Level 4
- Mathematical Literacy at NQF level 4.

10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA

Specific outcome 1: **Design a framework to collate data on quantifiable and qualitative factors influencing material productivity in an organisation**

Assessment criteria

1.1 The quantifiable factors that influence material productivity are correctly identified for inclusion in the framework.

Range: Quantifiable factors include efficiency, utilisation, on-site storage, materials handling, materials requirements planning, waste and supplier performance.

1.2 The qualitative factors that influence material productivity are correctly identified for inclusion in the framework.

Range: Qualitative factors include but are not limited to design specifications of material in relation to intended purpose, purchasing management (including supplier selection, compliance with material specifications and record keeping) stock control (receiving, warehousing, issuing).

- 1.3 The sources of data related to material productivity within the organisation are correctly identified for listing in the framework.
- 1.4 A framework is designed that facilitates the efficient and effective capture and interpretation of data to enable comparable measurements to be made to improve decision-making.

Specific outcome 2: Measure the quantifiable factors that influence material productivity

Assessment criteria

- 2.1 Efficiency of material is measured using standard formulae.
Range: Material efficiency comprises three aspects: correct material for correct intended use, reduction of scrap, use of correct material for what it was not intended.
- 2.2 Utilisation of material is measured using standard formulae.
- 2.3 The impact of quantifiable factors on material productivity is assessed to determine the role they play

Specific outcome 3: Assess the qualitative factors that influence material productivity and establish the relative impact of each qualitative factor on material productivity.

Assessment criteria

- 3.1 The magnitude of each identified qualitative factor is established for the organisation in question.
- 3.2 The relative importance of each factor is determined by comparing them with each other.

Specific outcome 4: Assess material effectiveness

Assessment criteria

- 4.1 Quality specifications of output resulting from materials usage are identified and agreed upon by key stakeholders.
- 4.2 The extent of alignment of organisational systems and procedures with quality specifications of output resulting from materials usage is determined for the organisation.
- 4.4 All output deviations from quality specifications are recorded as per organisational requirements.

11. ACCREDITATION AND MODERATION:

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12. NOTES:

CRITICAL CROSS-FIELD OUTCOMES:

The following illustrates some of the ways in which this Unit Standard supports Critical Cross-Field Outcomes:

1. Identify and solve problems by using critical and creative thinking by, e.g.,
 - assessing the factors that influence material productivity and establish the impact.
2. Collect, analyse, organise and critically evaluate information by, e.g.,
 - designing a framework to collate data in an organisation related to factors influencing material productivity
3. Use science and technology effectively and critically by, e.g.,
 - measuring efficiency and utilisation of material.
4. Demonstrate an understanding of the world as a set of related systems by, e.g.,
 - designing a framework to collate data in an organisation related to factors influencing material productivity according.

EMBEDDED KNOWLEDGE:

This includes:

- Development of a framework to collate quantifiable and qualitative data related to material productivity
- Methods to measure efficiency, utilisation and effectiveness of materials
- Methods and techniques for identifying and assessing the influence of qualitative factors on material productivity
- The comparative assessment of the qualitative factors and their relative impact on material productivity

1. TITLE:	Measure and assess the factors that influence labour productivity and establish the relative impact of each factor.
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2. UNIT STANDARD NUMBER:

3. LEVEL ON NQF: 5

4. CREDIS: 8

5. FIELD: Business, Commerce and Management Studies
Sub-Field: Generic Management

6. ISSUE DATE:

7. REVIEW DATE:

8. PURPOSE:

This Unit Standard would be of use to persons who have responsibility for measuring, reporting and improving organisational labour productivity

People credited with this standard are able to:

- Design a framework to collate data on the quantifiable and qualitative factors influencing labour productivity in an organisation
- Measure the quantitative factors that influence labour productivity.
- Assess the qualitative factors that influence labour productivity and establish the relative impact of each of the quantitative and qualitative factor on labour productivity
- Assess labour effectiveness.

9. LEARNING ASSUMED TO BE IN PLACE:

Learners accessing this Unit Standard should be competent in:

- Communication at NQF Level 4
- Mathematical Literacy at NQF level 4.

10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA

Specific outcome 1:	Design a framework to collate data on identified quantifiable and qualitative factors influencing labour productivity in an organisation
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Assessment criteria

1.1 The quantifiable factors that influence labour productivity are correctly identified for inclusion in the framework

Range: Quantifiable factors include but are not limited to efficiency, utilisation, absenteeism, labour turnover.

- 1.2 Qualitative factors that influence labour productivity are correctly identified for inclusion in the framework.

Range: Qualitative factors include but are not limited to training; staff competencies; communication; motivation; systems and procedures; grievances; work organisation; quality of management; interpersonal relations; provision of data and information.

- 1.3 The sources of data related to labour productivity within the organisation are correctly identified for inclusion in the framework.
- 1.4 A framework is designed to facilitate the efficient and effective capture and interpretation of data and to enable comparable measurements to be made to improve decision making.

Specific outcome 2: Measure the quantifiable factors that influence labour productivity

Assessment criteria

- 2.1 Efficiency of labour is measured using standard formulae
- 2.2 Utilisation of labour is measured using standard formulae
- 2.3 Absenteeism is measured using standard formulae
- 2.4 Labour turnover is measured using standard formulae.

Specific outcome 3: Assess the qualitative factors that influence labour productivity and establish the relative influence of each factor on labour productivity.

Assessment criteria

- 3.1 The magnitude of each identified qualitative factor is correctly identified using generally accepted techniques and methods.
- 3.2 The importance of the qualitative factors is identified relative to each other.
- 3.3 Comparison of the impact of each factor on labour productivity is done based on its individual magnitude and relative impact on labour productivity.

Specific outcome 4: Assess labour effectiveness

Assessment criteria

- 4.1 Quality and productivity standards related to output resulting from the use of labour are identified and agreed upon by key stakeholders.
- 4.2 Labour effectiveness is established through the extent of alignment of organisational systems and procedures with quality and productivity standards related to labour output.
- 4.3 The extent of the gap between actual labour output and the agreed upon quality and productivity standards is established for the organisation.

- 4.4 All deviations from quality and productivity standards are recorded as per organisational requirements.

11. ACCREDITATION AND MODERATION

1. Anyone assessing a learner against this Unit Standard must be registered as an assessor with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA.
2. Any institution offering learning that will enable achievement of this Unit Standard or assessing this Unit Standard must be accredited as a provider with the relevant ETQA or with an ETQA that has a Memorandum of Understanding with the relevant ETQA
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12. NOTES:

CRITICAL CROSS-FIELD OUTCOMES:

The following illustrates the ways in which this Unit Standard supports Critical Cross-Field Outcomes:

1. Collect, analyse, organise and critically evaluate information by, e.g.,
 - Designing a framework to collate data in an organisation related to factors influencing labour productivity.
2. Use science and technology effectively and critically by, e.g.,
 - Measuring efficiency and utilisation of labour.
3. Demonstrate an understanding of the world as a set of related systems by, e.g.,
 - Designing a framework to collate data in an organisation related to factors influencing labour productivity.

EMBEDDED KNOWLEDGE:

This includes:

- Methods to measure efficiency, utilisation, absenteeism and turnover of labour
- Methods and techniques for identifying and assessing the influence of qualitative factors on labour productivity
- Qualitative factors that influence labour productivity and the comparative assessment of their relative impact on labour productivity

1. TITLE:	Measure value-added, multi factor and total factor productivity within an organisation		
2. UNIT STANDARD NUMBER:			
3. LEVEL ON THE NQF:	5		
4. CREDITS:	10		
5. FIELD:	Business, Commerce and Management Studies		
Sub-Field:	Generic Management		
6. ISSUE DATE:			
7. REVIEW DATE:			
8. PURPOSE:	<p>This Unit Standard is for persons who have responsibility for measuring, reporting and improving organisational productivity. People credited with this standard will be able to measure value added, multi-factor and total factor productivity in an organisation.</p> <ul style="list-style-type: none"> • Measure value-added productivity • Measure multi-factor productivity • Measure total factor productivity 		
9. LEARNING ASSUMED TO BE IN PLACE:	<p>It is assumed that learners are competent in:</p> <ul style="list-style-type: none"> • Mathematical Literacy at NQF level 4 • Communication at NQF level 4 		
10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA			
Specific outcome 1:	Measure value-added productivity		
	<p><i>Range: Various types of value added include but are not limited to value added per employee, per Rand of capital, labour cost competitiveness, capital per employee, sales per employee, profitability, profit per Rand of sales and profit to value added ratio.</i></p>		
	Assessment criteria		
1.1	Different methods of measuring value-added productivity are identified and explained in terms of the various types and their approaches and applications.		
	<p><i>Range: Methods include but are not limited to addition and subtraction methods.</i></p>		
1.2	Motivations are provided for the selection of a specific model in terms of the characteristics of the organisation.		
1.3	Measurement is carried out through a correct application of the chosen value added models.		

- 1.4 A report of the measurement is drawn up in the appropriate format for the organisation and the information to be conveyed.

Specific outcome 2: Measure multi-factor productivity

Assessment criteria

- 2.1 Methods of measuring multi-factor productivity are identified and explained in terms of the process and the various factors that influence them.

Range: Various factors include but are not limited to factors such as quality of inputs, technical progress, improvements in the workforce, improvements in management practises, economies of scale, variations in capacity utilisation and short to medium term factors such as weather.

- 2.2 A method of measurement is chosen and a motivation provided for its selection.
- 2.3 Measurement is carried out through the correct application of the chosen multi-factor productivity measurement method.
- 2.4 A report of the measurement is drawn up in the appropriate format for the organisation and the information to be conveyed.

Specific outcome 3: Measure total factor productivity.

Assessment criteria

- 3.1 Different methods of measuring total-factor productivity are identified and explained in terms of the various types, approaches and applications

Range: Various types and approaches include but are not limited to value added, output – input ratio.

- 3.2 A method of measurement is chosen and a motivation provided for its selection.
- 3.3 Measurement is carried out through a correct application of the chosen total factor productivity measurement method
- 3.4 A report of the measurement is drawn up in the appropriate format for the organisation and the information to be conveyed.

11. ACCREDITATION AND MODERATION:

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12. NOTES:

CRITICAL CROSS-FIELD OUTCOMES:

The following examples illustrate some of the ways in which this Unit Standard supports Critical Cross-Field Outcomes:

1. Organise and manage oneself and one's activities responsibly and effectively by, e.g.,
 - applying selected models to measure productivity.
2. Collect, analyse, organise and critically evaluate information by, e.g.,
 - identifying and selecting models to measure productivity.
3. Communicate effectively by, e.g.,
 - explaining and motivating my selection of models to measure productivity.
4. Use science and technology effectively and critically by, e.g.,
 - applying selected models to measure productivity.

EMBEDDED KNOWLEDGE:

This includes:

- Theories and methods to measure value added
- Theory and methods to measure multi-factor productivity
- Theories and methods to measure total factor productivity
- Relation between purpose for the measure and the method selected.
- Report writing.

1. TITLE: Prepare and communicate a productivity improvement plan for a functional unit.

2. UNIT STANDARD NUMBER:

3. LEVEL ON THE NQF: 5

4. CREDITS: 6

5. FIELD: Business, Commerce and Management Studies
Sub-Field: Generic Management

6. ISSUE DATE:

7. REVIEW DATE:

8. PURPOSE:

This Unit Standard is intended for managers of functional units.

People credited with this standard are able to:

- Analyse the productivity performance of all resources to identify productivity improvement constraints and opportunities.
- Formulate productivity improvement plans for a functional unit.
- Communicate outcomes of the productivity analysis and identified improvement opportunities to all stakeholders within the functional unit.

9. LEARNING ASSUMED TO BE IN PLACE:

It is assumed that learners accessing this Unit Standard are competent in:

- Mathematical Literacy at NQF Level 4
- Communicate at NQF level 4

10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA

Specific outcome 1: Analyse the productivity performance of all resources to identify productivity improvement constraints and opportunities

Assessment criteria

- 1.1 Stakeholders are identified and involved in the analysis and identification of constraints and opportunities for productivity improvement.
- 1.2 Reliable measurements of productivity of all resources are obtained and analysed so that a choice of the most suitable one can be made.
- 1.3 The gap between targeted quantitative factor improvements and the current measures of these factors is defined clearly.
- 1.4 Constraints on the functional unit's current productivity performance are correctly identified and defined clearly.

- 1.5 Productivity improvement opportunities are evaluated in terms of their alignment with the organisational productivity improvement strategy.

Specific outcome 2: Formulate productivity improvement plans for the functional unit.

Assessment criteria

- 2.1 Productivity improvement objectives are clearly articulated in such a way that they are achievable.
- 2.2 The objectives to improve quantitative factors that influence productivity are clearly articulated in such a way that they are achievable.
- 2.3 Tangible indicators relating to achievement of objectives are identified and are quantitative.
- 2.4 Activities are clearly defined within a specified time frame, and responsibilities are assigned in line with key individual competencies.
- 2.5 Required resources and support systems are identified and budgeted for according to organisational procedures.
- 2.6 Review measures are planned for the evaluation of the productivity improvement plan.

Specific outcome 3: Communicate outcomes of the productivity analysis and identified improvement opportunities to all stakeholders within the functional unit.

Assessment criteria

- 3.1 The results of the analysis are communicated to identified stakeholders.
- 3.3 Measures are put in place to analyse the reaction of stakeholders
- 3.4 Selected communication aids are used appropriately to enhance the understanding of identified stakeholders.

11. ACCREDITATION AND MODERATION:

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12. RANGE STATEMENT:

Functional unit comprises a 'full function' such as marketing, operations of a small, medium or micro enterprise.

13. NOTES

CRITICAL CROSS-FIELD OUTCOMES:

The following illustrates some of the ways in which this Unit Standard supports Critical Cross-Field Outcomes:

1. Identify and solve problems by using critical and creative thinking by, e.g.,
formulating productivity improvement plan.
2. Work effectively with others as a member of a team by, e.g.,
Communicate outcomes of the productivity analysis.
3. Organise and manage oneself and one's activities responsibly and effectively by, e.g.,
Formulating productivity improvement plan.
4. Collect, analyse, organise and critically evaluate information by, e.g.,
Analysing the productivity performance of all resources.
5. Communicate effectively by, e.g.,
Communicating outcomes of the productivity analysis.
6. Demonstrate an understanding of the world as a set of related systems by, e.g.,
Formulating productivity improvement plan

EMBEDDED KNOWLEDGE:

This includes:

- analysis of current and targeted single factor productivity measurements for identifying constraints and opportunities for productivity advancement within the function.
- analysis of current and targeted measures of quantifiable factors that influence productivity of all resources for the identification constraints and opportunities for productivity advancement within the function.
- Prioritisation of productivity improvement opportunities on the basis of impact and practicability.
- Developing a productivity improvement plan in line the strategic plan of the organisation.
- Identifying functional activities that will result in the achievement of plans
- Resource allocation for productivity improvement.
- Communication aids to enhance understanding of productivity improvement plans and measurement involved.

1. TITLE:	Develop holistic productivity improvement strategies and plans		
2. UNIT STANDARD NUMBER:			
3. LEVEL ON NQF:	5		
4. CREDITS:	10		
5. FIELD:	Business, Commerce and Management Studies		
Sub-Field:	Generic Management		
6. ISSUE DATE:			
7. REVIEW DATE:			
8. PURPOSE:	<p>People credited with this Standard are able to develop a holistic strategy and plans for improving productivity of the organisation on a sustainable basis in order to enhance the organisation's competitiveness, nationally and globally.</p> <p>In particular learners will be able to:</p> <ul style="list-style-type: none"> • Identify the causes for unacceptable levels of productivity within the organisation • Identify priority areas for productivity improvement • Develop a productivity improvement strategy • Develop plans for implementing the strategy in the identified priority areas 		
9. LEARNING ASSUMED TO BE PLACE:	<p>It is assumed that people starting to learn towards this standard are competent in communication at NQF level 4.</p>		
10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA			
Specific outcome 1:	Identify the root causes for unacceptable levels of productivity within the organisation.		
Assessment criteria			
1.1	Information obtained on all systems, resources, processes and procedures within the organisation is evaluated for accuracy, validity and relevance to productivity factors.		
1.2	Input is obtained from all stakeholders		
1.3	Appropriate analysis techniques are applied to the information to identify the root causes for unacceptable productivity levels.		
	<i>Range: Techniques include, but are not limited to value-added analysis, cost-benefit analysis, Pareto analysis.</i>		
1.4	Findings are based on the analysis and validated with stakeholders.		
1.5	Findings are documented clearly.		
Specific outcome 2:	Identify priority areas for productivity improvement		
Assessment criteria			
2.1	Areas where productivity can be improved are identified so that priorities can be set		

2.2 Priority areas are determined on the basis of cost-benefit and value-added analyses

Specific outcome 3: Develop a productivity improvement strategy.

Assessment criteria

- 3.1 Input is obtained from relevant stakeholders.
- 3.2 The identified root causes of unacceptable productivity levels are addressed adequately by the strategy
- 3.3 Specific and achievable objectives are identified and defined in quantitative terms.
- 3.4 The potential impact of the strategy is defined for the organisation
- 3.5 The strategy is clearly documented according to organisational practices.
- 3.6 Approval of the strategy is obtained from appropriate authority.

Specific outcome 4: Develop plans for implementing the strategy in the identified priority areas.

Assessment criteria

- 4.1 Appropriate input is obtained from relevant stakeholders.
- 4.2 Implementation plans for achieving identified objectives are drawn up according to project management practices
- 4.3 Plans are clearly documented, agreed to and communicated to relevant role-players.

11. ACCREDITATION AND MODERATION:

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12. RANGE STATEMENT:

“Holistic” refers to all resources, processes and systems that affect the performance of the organisation

13. NOTES:

CRITICAL CROSS-FIELD OUTCOMES:

The following illustrate some of the ways in which this Unit Standard supports Critical Cross-Field Outcomes:

- 1. Identify and solve problems by using critical and creative thinking by, e.g.,

- identifying the causes for unacceptable levels of productivity within the organisation.
- 2. Work effectively with others by e.g.,
 - Obtaining input from relevant stakeholders.
- 3. Collect, analyse, organise and critically evaluate information by, e.g.,
 - collecting and analysing information to identify the causes for unacceptable levels of productivity within the organisation.
- 4. Communicate effectively by, e.g.,
 - Develop plans for implementation
- 5. Demonstrate an understanding of the world as a set of related systems by, e.g.
 - Identify priority areas and develop plans accordingly

EMBEDDED KNOWLEDGE:

- the development of strategy for an organisation.
- macro productivity measures.

1. TITLE: **Promote a productivity improvement strategy.**

2. UNIT STANDARD NUMBER:

3. LEVEL ON THE NQF: 5

4. CREDITS: 10

5. FIELD: Business, Commerce and Management Studies
Sub-Field: Generic Management

6. ISSUE DATE:

7. REVIEW DATE:

8. PURPOSE:

This Unit Standard is intended for persons who are or seek to be responsible for promoting productivity in an organisation.

People credited with this standard are able to:

- Promote productivity improvement as a competitive strategy of the organisation.
- Nurture pro-active participation in the implementation of the organisational productivity improvement strategy and objectives.
- Monitor, evaluate and improve the impact of the organisational promotion strategy.

9. LEARNING ASSUMED TO BE IN PLACE:

It is assumed that learners accessing this Unit Standard are competent in Communication at NQF level 4.

10. SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:

Specific outcome 1: **Develop a strategy to promote productivity improvement within an organisation**

Assessment criteria

- 1.1 Current levels of productivity performance are identified within the organisation and industry
- 1.2 The different target populations within the organisation are identified so that their communication needs can be accommodated
- 1.3 The range of activities required to promote a productivity strategy effectively are listed with examples of each as they apply to the organisation.
Range: The range of activities include, but are not limited to, addresses by top management, focus groups, surveys, competitions, placards, productivity training sessions and departmental meetings
- 1.4 A strategy is drawn up giving explanations of productivity concepts, general symptoms of low productivity performance, how productivity can be improved in the organisation and the benefits of improved productivity to share-holders, workers, consumers and the economy.

Specific outcome 2: Implement the promotion strategy within the organisation.

Assessment criteria

- 2.1 The communication of the promotion strategy is allocated to individuals selected according to their ability to address specific target populations
Range: The target populations include, but are not limited to, different language groups, categories of employment or operations, levels of employment and location
- 2.2 The range of activities aimed at promoting productivity improvement within the organisation are planned to give effect to the strategy.
- 2.3 The activities are implemented according to the plan
- 2.4 Follow up meetings and forums are held to gather reaction towards the promotion strategy

Specific Outcome 3 Encourage and nurture participation in the implementation of the strategy and its objectives.

Assessment criteria

- 3.1 An environment conducive to participating in productivity improvement campaigns is created throughout the organisation
Range: An environment conducive to participating in productivity improvement includes, but is not limited to, a commitment to no loss of jobs due to productivity improvement, sharing of productivity improvement gains, participative management, safe and fair working conditions, little or no absenteeism.
- 3.2 Appropriate steps are taken to clarify group and individual responsibilities for productivity improvement
- 3.3 Regular meetings and forums are held with groups and individuals to provide feedback and encouragement on performance against agreed productivity improvement targets.
- 3.4 Note is taken of aspects of work that hinder productivity improvement, as raised by audiences
Range: Aspects of work that hinder productivity improvement include, but are not limited to, late delivery of materials and equipment to work area, ineffective management, frequent machine and equipment breakage, Ineffective communication; grievances and untrained staff.
- 3.5 Appropriate nurturing processes are planned , implemented and evaluated to ensure maximum participation and commitment.
Range: Nurturing processes can include but are not limited to information meetings, electronic communication, newsletters, posters, focus groups, induction, benchmarking, audio-visual presentations, award ceremonies and, suggestion schemes.

Specific outcome 4: Monitor, evaluate and improve the impact of the organisational promotion strategy.

Assessment criteria

- 3.1 Reactions to the promotion strategy are collected, analysed and evaluated in terms of its intended impact.
- 3.2 Appropriate steps are taken to modify the promotion strategy and its implementation in line with information gathered through the reaction assessment process

11. ACCREDITATION AND MODERATION:

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12. NOTES:

CRITICAL CROSS-FIELD OUTCOMES:

The following illustrates some of the ways in which this Unit Standard supports Critical Cross-Field Outcomes:

1. Identify and solve problems by using critical and creative thinking by, e.g.,
 - taking appropriate steps to address concerns about productivity concepts and responsibilities.
2. Work effectively with others as a member of a team by, e.g.,
 - developing promotion strategy in consultation with key stakeholders.
3. Organise and manage oneself and one's activities responsibly and effectively by, e.g.,
 - implementing promotion strategy according to plan
4. Demonstrate an understanding of the world as a set of related systems by, e.g.,
 - aligning productivity improvement strategy with the organisation's competitive strategy

EMBEDDED KNOWLEDGE:

. This includes:

- principles and processes to promote productivity including the relationship between productivity and other economic indices (e.g. competitiveness, standard of living, CPI, PPI, GDP, etc.)
- the target group segmentation (e.g. demographics, individual and organisational culture, value systems, human behaviour, etc.)
- How to develop and evaluate a promotion strategy
- application of productivity concepts
- quantitative and qualitative factors that influence productivity.
- How productivity is improved within an organisation.