



Improvement Practitioner L4 Apprenticeship Standard



'If you are looking to implement, drive and lead change and improve the leanness of the organisation, this standard adds value to not only your own personal CV but the organisation of which you work.'

At The Tess Group connecting business and learner needs is at the essence of all we do. The Improvement Practitioner Standard is multifaceted and provides coaching and learning in the vast world of 'improvement'. The standard will help a business strive forward through and develop their people's skillset.

Improvement Practitioners use a blend of Lean and Six Sigma, project and change management principles and tools to identify and lead the delivery of change across organisational functions and processes.

Typically Improvement Practitioners lead smaller projects and/or play a key supporting role in a larger programme – tackling issues that may require swift problem solving, or re-occurring challenges that require in-depth analysis and the implementation of a range of effective and sustainable countermeasures.

Typical activities include:

- Identifying potential opportunities, diagnosing issues, proposing solutions and implementing changes and controls
- Coaching teams and sharing best practice

Improvement Practitioners usage can be found across all industry sectors and functions.

Typical Job Roles:

- Business Improvement Practitioner
- Continuous Improvement Manager
- Process Excellence Manager
- Lean Six Sigma Green Belt
- Quality Control Senior Analyst.

Delivery Plan for Improvement Practitioner L4

Sessions - Every Month - Length of visits to be a minimum of 2 1/2 hours each month.

Monthly Milestone Topics - Including links to PDBW

Stretch & Challenge for experienced learners is expected to be planned by the individual trainers on their session plan & activities.

Enrolment including Skills Scan

- Enrolment Paperwork completed & fully compliant
- BKSB Initial Assessment and Diagnostic completed and reviewed for priority areas
- Skills Analysis completed & reviewed suitability of the programme
- Induction session fully completed

Month 1

Compliance/communication:

Interpersonal Skills

- Communication methods, barriers and strategies to overcome this
- Digital Communication
- Emotional Intelligence and the role this plays in communication
- Constructive feedback and the importance/impact of this on different staff
- Communication of Organisation Vision and the impact on the business/organisation
- Legislative and customer compliance requirements including health and safety Work in accordance with organisational controls and statutory regulations

Month 2

Progress Review Required

Leadership and Team formations:

- Decision-making techniques e.g. consensus, authority rule, majority rule
- Effective decision making
- Effect team formations
- Team development Identification & prioritisation:
- Selection and prioritisation matrix,
- Failure Mode and
- Effects Analysis

Month 3

Building Relationships;

- Collaborative working techniques
- Developing best practice strategies
- Conflict Management Techniques for all levels of staff
- Relationship Management Skills
- Negotiation and Influencing Skills
- Strategies and approaches to different relationships including those with partners, stakeholders and suppliers
- Different types of relationships including Customers and Stakeholders
- Emotional Intelligence and the role this plays in relationships

Month 4

Problem definition:

- Cost of Poor Quality,
- Problem analysis models such as Is/Is Not
- Process mapping & analysis:
- Swim lane,
- Value stream map,
- Performance metrics – continuous, Parameter diagram,
- Takt time,
- Overall Equipment Effectiveness,
- Theory of constraints principles,
- Kanban

Month 5

Progress Review Required

Finance;

- Business Finance overview
- Managing budgets including techniques/strategies
- Financial forecasting including techniques/strategies
- Barriers within finance
- Finance Legislation & processes
- Financial implications on budgets, projects, teams and the organisation
- The rule and role of law

Month 6

Project planning and setting up;

- Creating project plan $Y=f(x)$ equation
- (outputs are the result of inputs), business scorecard cascade
- Produce timeline for the expectations for the 6-month plan
- Updating all levels of staff on the project plan
- Staff roles/expectations
- Risk planning for the project
- Financial planning
- Planned review process
- Overall links to Strategic plan
- Outcome of the project
- Health and Safety

Month 7

Project Management;

- Project Management lifecycle/Stages
- Planning, delivering, managing and monitoring a project
- Creating project plans
- Project management techniques
- Process Management
- Risk management approaches and mitigation
- The impact of projects on teams, individual staff and the organisation
- Health and Safety

Month 8

Progress Review Required

Change Management:

- Stakeholder identification, analysis and management (RACI).
- Change curve,
- Resistance characteristics,
- Change sponsorship
- Compelling point of view Decision Making;
- Problem Solving Techniques
- Decision making techniques
- Data analysis approaches and tools
- Organisation values and the impact these have on decision making

Month 9

Principles & methods:

- Business value of Lean and Six Sigma improvement methods –
- Design for Six Sigma Problem definition:
- Cost of Poor Quality,
- Problem analysis models such as Is/Is Not Root cause analysis:
- Key principles including symptoms,
- Failure-mode, potential/verified cause,
- Critical inputs,
- Escape point.
- Graphical representation of data with dot, scatter and box plots
- Experimentation:
- Active versus passive analytics,
- Design of experiments,
- Experiment plan

Month 10	<p>Data analysis – basic tools:</p> <ul style="list-style-type: none"> • Spreadsheets and pivot table analysis, statistical analysis software • Measurement systems: Repeatability and Reproducibility principles • Basic statistics & measures: Control charts - attribute data, principles of normality • Data analysis - statistical methods: Measures of central tendency and spread • Process capability & performance: Capability analysis – continuous data for normal distribution
Month 11 Progress Review Required	<p>Reviewing Project;</p> <ul style="list-style-type: none"> • Review/Update project plan • Progress against original objectives • Review the management of the project • Review the finances/budgets of the project • Evaluate staff roles and expectations • Communication of the project • Impact on the Strategic plan, organisation and staff at all levels • Review changes/potential changes Presentation & reporting: • Reporting templates • Presentation templates, • Message mapping, • Case for change
Month 12	Recap subjects from Months 1-7
Month 13	Recap subjects from Months 7-14
Month 14	<p>Gateway Review</p> <ul style="list-style-type: none"> • Mock assessments to build confidence in preparation for End Point Assessment • Practice portfolio showcase • Complete Gateway review • Rule of Law • Democracy • Individual Liberty • Mutual Respect • Tolerance for those with different faiths and beliefs • Equality & Diversity • Health & Safety • Prevent/safeguarding
End Point Assessment Gain date for End point assessment	<ul style="list-style-type: none"> • Participate in Knowledge test using scenarios & question • Tructured competency-based interview • Assessment of portfolio evidence • Assessment of the Work based Project followed by a presentation on Work based Project • Professional Discussion relating to CPD <p>Grading System Fail - Less than 50 marks Pass - Between 50-59 marks Merit - Between 60-69 marks Distinction - 70 + marks</p>
Possible Assessment Methods	<p>This is a list of assessment methods that could possibly be used during the duration of delivery. This list is not exhaustive and may differ upon delivery. Trainers are expected to add additional assessment methods to their own copy alongside session plans. Session plans will detail planned assessment methods for specific delivery sessions. Observation, Professional Discussion, Question & Answer Session, Reflective account, Witness Testimony, Written Questions, Demonstrations, Project, Project Plans, Work Product, Performance Review, SWOT/PESTLE analysis, Analyse Case Studies, Journal Evidence, 180/360 Feedback, Customer Feedback/Review, Direct Reports, Presentation,, Self-Assessment, Peer Assessment, Mind Map, Video/Audio Evidence, Written Evidence including leaflet, report, story board, presentation, essay which will all in learners preferred choice, Photographic Evidence, CPD Log, Online Portfolio – One File.</p>

'This is a great standard for individuals that may eventually people manage or for colleagues in a management role and want to develop their skillset.'

Requirements

Knowledge, Skills and Behaviours

Following are examples of what the Level 4 Improvement Practitioner includes.

Knowledge

- Team formation and leadership – decision making techniques e.g. consensus, authority rule, majority rule
- Project management – e.g. business case, risk analysis and management, toll-gate reviews, work breakdown structure
- Presentation & reporting – presentation templates, message mapping, case for change
- Change management – e.g. stakeholder identification, analysis and management (RACI), change curve, Business value of Lean and Six Sigma improvement methods – 8D, practical problem solving, Define Measure Analyse Improve Control, Design for Six Sigma
- Project selection and scope – $Y=f(x)$ equation (outputs are the result of inputs), business scorecard and cascade
- Problem definition – Cost of Poor Quality, problem analysis models such as Is/Is Not
- Process mapping and analysis – swim lane, value stream map, performance metrics
- Data analysis – basic tools e.g. spreadsheets and pivot table analysis, statistical analysis software
- Process capability & performance – capability analysis – continuous data for normal distribution
- Root cause analysis – key principles e.g. symptoms, failure-mode, potential/verified cause
- Experimentation – active versus passive analytics, design of experiments, experiment plan
- Identification and prioritisation – selection and prioritisation matrix, Failure Mode and Effects Analysis

Skills

- Compliance – work in accordance with organisational controls and statutory regulations
- Communication – speak and write clearly, influence others, question effectively. Plan and deliver meetings presenting insight to engage audiences
- Coaching – observe, listen, use questioning, provide feedback and spot learning opportunities
- Project management – e.g. define, sequence, plan and schedule activities with phases and milestones
- Change management – sponsorship contract, surface and manage resistance, build compelling narratives for change, assess change impact
- Principles and methods – select and apply a structured method and appropriate improvement tools engaging with subject matter experts to deliver business benefits
- Project selection and scoping – support the identification of improvement opportunity and the scoping of these projects
- Problem definition – support development of problem/ opportunity statements
- Voice of the customer – e.g. support application of techniques to identify and prioritise customers
- Process mapping and analysis – e.g. process map to measure and analyse flow and value
- Lean tools – seek in-process waste through understanding of value within the value stream
- Measurement systems – plan, carry out and assess results of a measurement system study

Behaviours

- Drive for results – continuous drive for change and encourages others to deliver results across functional areas capturing and standardising best practice
- Team working – awareness of own and others' working styles. Creates high performing team
- Professionalism – promotes a moral, legal and socially appropriate working manner, aligns behaviours to the organisation's values. Maintains flexibility to needs of project
- Continuous development – proactively seeks and acts on feedback. Reflects on performance and has a desire for development. Adapts quickly to working with new situations/stakeholders/ challenges
- Safe working – ensures safety of self and others, speaks out to challenge safety issues

End Point Assessment

To successfully complete the apprenticeship, the learner needs to pass an independent End Point Assessment which consists of three distinct assessment methods:

- Multiple Choice examination – to assess knowledge elements of the standard
- Project report, presentation and questioning – to assess knowledge, skills and behaviours in the standard
- Professional discussion, underpinned by the log completed during the apprenticeship

Duration:

Typically 14-18 months

Entry requirements:

Individual employers will set their own entry requirements

Qualifications:

Either before or during the apprenticeship, apprentices will be required to achieve level 2 qualifications in English and mathematics prior to taking the end point assessment

Level:

Level 4





Why Choose TESS?

- 2017 Ofsted Visit gave us a Good rating.
- Investors in People rated us Gold
- Won Apprenticeship Provider of the Year 2016 at the Apprenticeships4England Awards.
- We stand out from the industry as being a Learning & Development Provider with an MD that is CIPD qualified so the focus is definitely on learning!
- Learner & Employer Portal which shows real-time course progress plus allows learners to work on outstanding actions and attend e-learning sessions
- Reporting & Communication - the business has a dedicated Account Manager who is there to help with any queries. We also provide customised 24/7 live reporting to keep you up to speed with value from the apprenticeships.
- Tailored Marketing - we offer bespoke brochures and an online portal where interested learners can find out more about the qualifications. This marketing would have your business logo and input to it, to make it fit for purpose.
- Diverse Qualifications and training solutions for each person & department

For more information, please call 01604 210 500

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