



# Improvement Practitioner Apprenticeship Standard – Level 4



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. Improvement Practitioners can be found across all sectors and functions including automotive, banking, engineering, food products, IT, property, retail, telecoms etc.

## How will Apprentices learn?

Our Personal Training Advisors will deliver high-quality face-to-face teaching and learning at the employer's premises. They will provide all the resources your Apprentices will need to progress.

Our intuitive learner management system, OneFile will really bring the subject to life through our online resources. We provide real-time learner information so that you will always know what is being taught and how learners are progressing.

## What will Apprentices learn?

This Apprenticeship has been designed to develop existing and new skills and to equip Apprentices with the knowledge, skills and behaviours required to support them in their role.

Our Apprenticeships provide highly effective teaching and learning tailored to meet individual business needs and to provide job-specific skills vital for peak business performance.

The Improvement Practitioner apprenticeship requires the development of following professional behaviours, knowledge and skills. Some are detailed below;

- **Compliance**
- **Presentation and reporting**
- **Measurement systems**
- **Root cause analysis**
- **Coaching**
- **Project management**

## Duration

The minimum timeframe for this qualification is 12 months. End Point Assessment will follow teaching and learning period and is estimated to take 3 months.

## Maths and English functional skills

Apprentices will be required to have or achieve level two English and Maths.

## Off the job (OJT)

The apprentice must receive off-the-job training for a minimum of 20% of the time that they are paid to work.

There are many activities that can be calculated towards the OJT hours such as;

- **Shadowing a colleague**
- **Online learning**
- **Internal training**
- **Team Meetings**
- **Appraisal/1-2-1 visits**

The full criteria can be found by visiting Institute for Apprenticeships website below;

[institute-for-apprenticeships.org/apprenticeshipstandards/improvement-practitioner/](https://institute-for-apprenticeships.org/apprenticeshipstandards/improvement-practitioner/)



# Improvement Practitioner Knowledge, Skills & Behaviours - Level 4



## Improvement Practitioners have the Knowledge and understanding of:

- Compliance: Legislative and customer compliance requirements including health and safety
- Team formation & leadership: Decision-making techniques e.g. consensus, authority rule, majority rule
- Project management: Business case, risk analysis and management, toll-gate reviews, work breakdown structure, lessons learned, pilot studies, project review, process management and measures, benefits tracking
- Presentation & reporting: Reporting templates, message mapping, case for change
- Change management: Stakeholder identification, analysis and management (RACI). Change curve, resistance characteristics, change sponsorship, compelling point of view
- Principles & methods: Business value of Lean and Six Sigma improvement methods - 8D, practical problem solving, Define Measure Analyse Improve Control, Design for Six Sigma
- Project selection & scope:  $Y=f(x)$  equation (outputs are the result of inputs), business scorecard cascade
- 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
- Data analysis – basic tools: 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
- 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
- Identification & prioritisation: Selection and prioritisation matrix, Failure Mode and Effects Analysis

## Improvement Practitioners have the Skills within the context of their own organisation to:

- 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: Define, sequence, plan and schedule activities with phases and milestones. Estimate effort and duration. Create and update project charter. Review progress
- Change management: Sponsorship contract, surface and manage resistance, build compelling narratives for change, assess change impact
- Principals 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



## Improvement Practitioner Knowledge, Skills & Behaviours - Level 4



### Improvement Practitioners have the Skills within the context of their own organisation to:

- Problem definition: Support development of problem/opportunity statements
- Voice of the customer: Support application of techniques to identify and prioritise customers, their requirements and ensure balance against the stated and unstated needs of the business (Voice of the Business)
- Process mapping & analysis: Process map to measure and analyse flow and value. Identify interfaces, functional responsibilities and ownership. Use insight to identify potential opportunities and map future state
- Lean tools: Seek in-process waste through understanding of value within the valuestream
- Measurements systems: Plan, carry out and assess results of a measurement system study
- Data acquisition for analysis: Develop a sampling strategy
- Basic statistics & measures: Use graphical analysis to understand distribution and stability
- Data analysis-statistical methods: Identify data-types and select analysis methods and tools. Assess time series data stability and analyse making relevant insight
- Process capability & performance: Select methods and metrics for analysis
- Root cause analysis: Select and apply the appropriate graphical tool dependent on the data type to identify patterns, trends and signals to establish hypothesis
- Experimentation & optimisation: Plan designed experiment with clear objectives, and appropriate levels of Measurement Systems Analysis, analyse experiment data and optimise
- Identification & prioritisation: Identify and prioritise factors, ideas and solutions
- Data analysis – SPC: Select and apply appropriate tools for ongoing monitoring and control. Analyse and interpret control charts
- Benchmarking: Conduct structured benchmarking to support target setting
- Sustainability & control: Identify failure modes and embed learning from improvements

### Improvement Practitioners demonstrate the following 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 organisations 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



# Improvement Practitioner End Point Assessment – Level 4



The end point assessment will only commence once the Employer, Apprentice and Smart Training Advisor are confident that the apprentice has developed all the knowledge, skills and behaviours defined in the apprenticeship standard and that these are clearly evidenced through the progress review meetings and records. The independent end point assessment ensures that all Apprentices consistently achieve the industry set professional standard. The EPA can commence at any point once the apprentice is competent and after the twelve-month minimum period of learning and development. Prior to independent end point assessment the functional skills English and maths components of the apprenticeship must be successfully completed.

### What does the EPA comprise for this apprenticeship?

Multiple choice examination	Project report, presentation and questioning	Professional discussion
This is to assess the knowledge elements of the standard.	This is to holistically assess KSBs across the standard –based on the apprentice’s improvement project(s) as contained in the project portfolio	This is underpinned by the apprentice’s log, to holistically assess KSBs across the standard
<b>Completion</b>		
<p style="text-align: center;">The Independent end point assessor confirms that each assessment element has been completed. The Apprenticeship includes both Pass and Distinction grades with the final grade based on the Apprentice’s combined performance in each assessment activity.</p> <p>In order to pass the Apprenticeship it is necessary to pass each of the assessment areas. Should an Apprentice be unsuccessful in passing one assessment activity this can be retaken as soon as the apprentice is ready and when practicable for the business.</p> <p>Should they be unsuccessful on two or more of the assessments a period of further training and development lasting between one and three months must take place before a resit. For more information on grading criteria please refer to the Apprenticeship standard assessment plan by searching via <a href="https://findapprenticeshiptraining.esfa.bis.gov.uk/">https://findapprenticeshiptraining.esfa.bis.gov.uk/</a></p>		