



Improvement Practitioner Level 4 Apprenticeship

Entry requirements

Set by employer.

Qualifications

Must have achieved Level 2 English and maths (equivalent to GCSEs 9 to 4 or A* to C) prior to completing apprenticeship.

Duration

Typically 14-18 months.

Progression

None specified.

Role

Identifying and leading the delivery of change across organisational functions and processes.

What apprentices will learn:

- Relevant regulations
- Identifying and prioritising new improvement methods
- Data analysis
- Investigating ways to measure and improve results
- Target setting and performance testing techniques.

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To discuss how MAXIMUS Training can add value to your business, contact us on:

www.maximusuk.co.uk/training @ training@maximusuk.co.uk 0116 281 9834

A bit more about the role

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

Typically, 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. They are the focal point for all stakeholders and responsible for communication throughout a project.

There are a variety of job titles associated with the occupation, these include, but are not limited to: Business Improvement Practitioner, Continuous Improvement Manager, Process Excellence Manager, Lean Six Sigma Green Belt and Quality Control Senior Analyst.

Knowledge	
Compliance	Legislative and customer compliance requirements including health and safety.
Team formation and leadership	Decision-making techniques eg. 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 and 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 and 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 and 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 and 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.

Knowledge	
Measurement systems	Repeatability and reproducibility principles.
Basic statistics and measures	Control charts - attribute data, principles of normality.
Data analysis – statistical methods	Measures of central tendency and spread.
Process capability and 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 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	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.
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.

Skills	
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 and 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 value stream.
Measurements systems	Plan, carry out and assess results of a measurement system study.
Data acquisition for analysis	Develop a sampling strategy.
Basic statistics and 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 and 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 and optimisation	Plan designed experiment with clear objectives, and appropriate levels of Measurement Systems Analysis, analyse experiment data and optimise.
Identification and 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 and control	Identify failure modes and embed learning from improvements.

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.

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