Improvement Practitioner Level 4 - Employer Fact Sheet

Improvement Practitioner Apprenticeship 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, IT, retail, 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.

The knowledge, skills and behaviours that the learner will develop as part of this progamme are detailed below.

Knowledge	
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.

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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.
Principals & Methods	Select and apply a structured method and appropriate improvement tools engaging with subject matter experts to deliver business benefits.
Project Selection & 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	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 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 & 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.

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Behaviours/Attitudes	
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.

Once the programme of learning is complete and the learner, employer and Intec agree the necessary **Knowledge**, **Skills** and **Behaviours/Attitudes** have been met, learners will be put forward to the **Assessment Gateway** and this will trigger the **End Point Assessment**. This Assessment will be carried out with an independent body to ensure the Apprentice can demonstrate they have achieved the required standard.

Assessment Method	Weighting	Merit	Distinction
Multiple Choice Examination	10%	50 - 79%	80% +
Project Report, Presentation & Q&A	60%	50 - 79%	80% +
Professional Discussion underpinned by Log	30%	50 - 79%	80% +

Duration: The Apprenticeship will take a minimum of 14-18 months to complete. Plus an addtional 3 months to complete the End Point Assessment.

Entry Requirements: Apprentices will be required to have or achieve level 2 English and maths tests prior to completion of their Apprenticeship.