



Lean Improvement Apprenticeships – Improvement practitioner– Level 4



Our People, Your People, Your Business...

Established in 2004, Complete Lean Solutions is a lean training and Specialist support organisation providing services to clients across the globe. With offices in England and Australia and clients globally, CLS provides a standardised, well-proven model that enables our customers to significantly improve their operations.

Our team of 35 lean experts, all with first-hand experience working at the home of lean, Toyota, develop tailored lean engagement programs to ensure maximum tangible benefits for our clients.



- ✓ **CLS only employs coaches who have “been there and done it.”**
- ✓ **Our coaches have extensive experience in implementing the Lean Tool Kit with people at all organisational levels, using a combination of simple examples, analogies, simulations and hands-on deployment, all done side-by-side with the process owner/operators.**
- ✓ **More importantly, our coaches understand how to communicate and reinforce the lean mindset – the key to successful, sustainable improvement.**
- ✓ **Lean Manufacturing has been derived from the Toyota Production System.**

We take the time up front to understand your business

Before starting any training programme, we need to understand what is important to your business –

- Your biggest challenges
- Your current understanding of business improvement / lean
- What good practice is already in place
- What lean tools are most applicable to yourselves
- What project areas we can focus on as part of the apprenticeship

It is important that we build on the good work you already have in place and keep a consistent message

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- ✓ We use the program to re-enforce important company information
- ✓ We plan the delivery method and support around your company needs
- ✓ We can dual brand the training material with your company logo
- ✓ We contextualise the delivery to be relevant to your type of work
- ✓ We incorporate your material and wording wherever possible

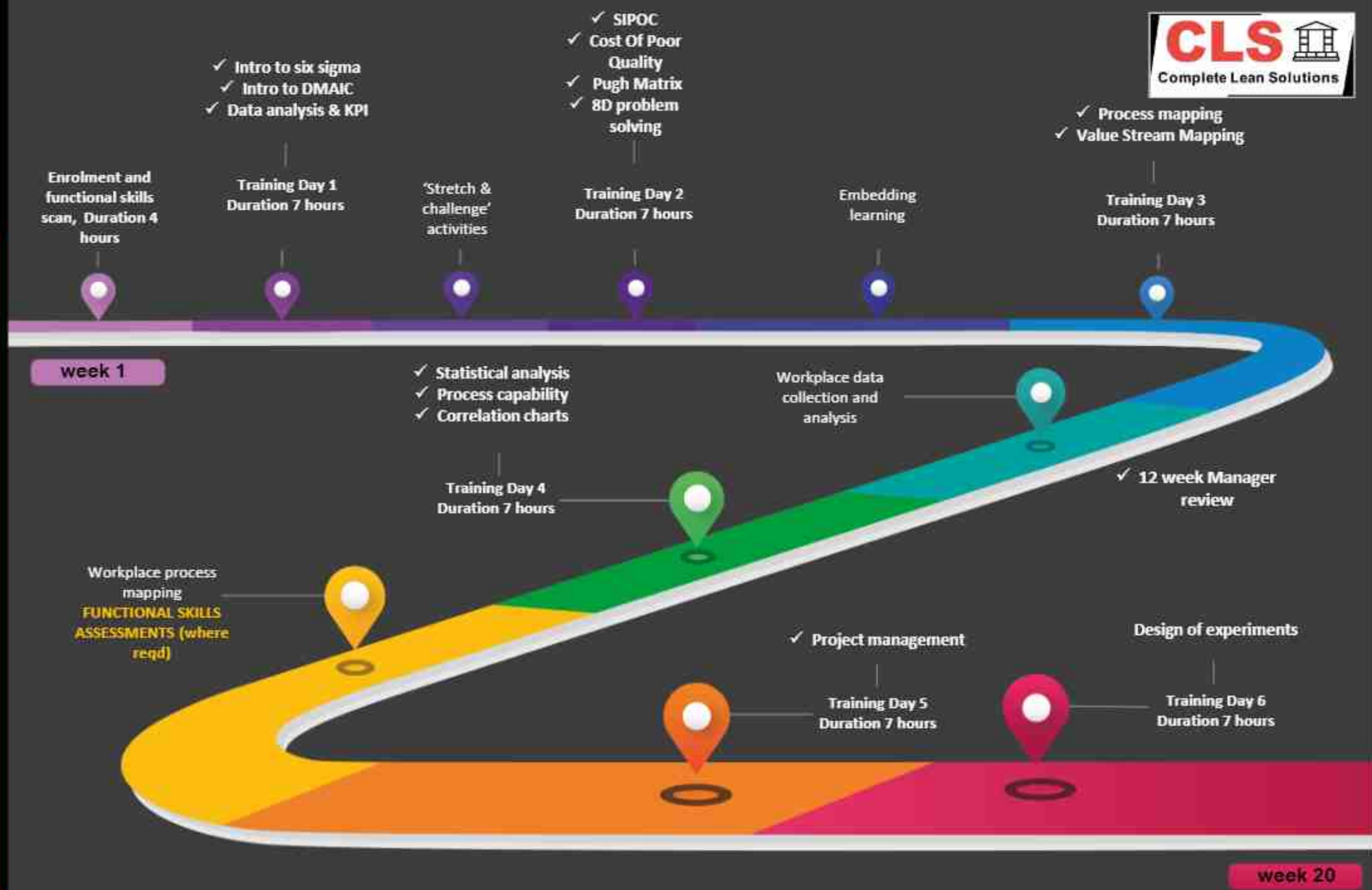
You can choose if you want to work on a specific project or just take an area and create a lean showcase utilising the programme



What is the Level 4 Improvement Practitioner Programme?

- The Improvement Practitioner Apprenticeship is ideal for anyone who may lead projects in line with organisational objectives. Learners will use detailed data for decision making.
- 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.

How the programme is delivered



→ **Five Month Underpinning Knowledge Training** - providing learners with the knowledge and skills to be able to lead improvement projects

→ Training room and workplace based at your facility

→ Each Lean Training Day is classroom based, and made up of interactive exercises, practical examples and an end day assessment to ensure underpinning knowledge has been understood

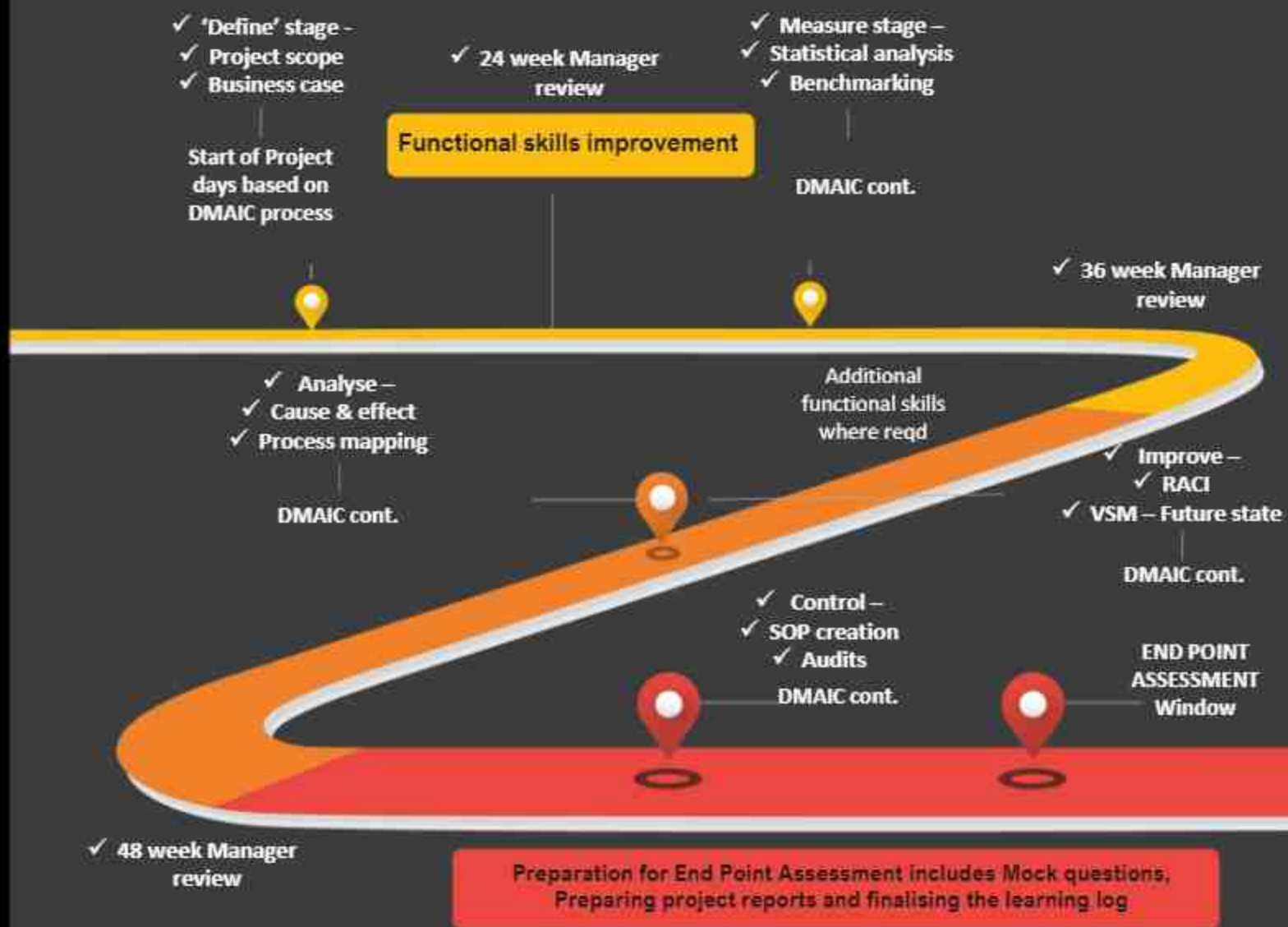
→ **The Lean Project Work is the bedrock of the whole apprenticeship** - This is where learners follow a set DMAIC process, creating a reflective learning log and final presentation of the improvement project/outcomes

The Practical Implementation

- Each learner will lead an improvement projects that gives the most benefit to you and the business.
- The CLS coach will be on site to support and guide each learner throughout the project phase.
- Where required Functional Skills in Maths and English will be completed. Initial and month 3 assessments determine support and tailored learning. Final exams at week 26. Some exemptions with GCSE certificates

Project details	Support days
<p>An Improvement Practitioner will lead projects such as improved quality outcomes, lead time reduction, or cost reduction. The A3 document that the project builds will be demonstrated at the End Point Assessment stage.</p>	<p>Support days will be made up of practical observations, project support, on the job training and question and answer sessions etc. Support days will be delivered to the project teams at the work site and support can also be given via Microsoft Teams or Zoom etc. where appropriate. Each learner will be given a specific set of SMART targets to achieve between each support session.</p>
<p>A learning log will be created which records the 'learning journey' and shows how the tools have been applied and the benefits.</p>	

The next 9 months -



Knowledge, skills and behaviours embedded into the programme.

The level 4 programme is mapped against a series of standards based on :

- **Knowledge – Improvement tools they will learn:**

- ✓ Examples include – Team formation & leadership, project selection and management, change management, process mapping and analysis.

- **Skills – Evidence of application of the knowledge:**

- ✓ Examples include – Problem definition, Voice Of The Customer, lean tools, benchmarking, sustainability and control

- **Behaviours – Personal development outcomes:**

- ✓ Examples include – Drive for results, continuous development, professionalism and safe working.

Completing the Qualification and passing the apprenticeship – from week 52

End-point assessment gateway:

EPA can only start once the employer is satisfied that the apprentice is consistently working at or above the level set out in the standard. Employers may wish to take advice from their apprentice's training provider(s).

Employers must ensure that the apprentice has met all the requirements prior to EPA taking place, and provide a signed declaration confirming this to the EPAO in order to trigger the EPA.

End-point assessment gateway:

The EPA consists of three distinct assessment methods:

1. Multiple choice examination to assess the knowledge elements of the standard
2. Project report, presentation & questioning to holistically assess KSBs across the standard –based on the apprentice's improvement project(s) as contained in the project portfolio
3. Professional discussion underpinned by the apprentice's log, to holistically assess KSBs across the standard

End-point assessment overview

Assessment Method	Area Assessed	Assessed by	Grading	Weighting
Multiple Choice Examination	<i>Knowledge elements</i>	<i>End Point Assessment Organisation</i>	<i>Fail/Pass/Merit/Distinction</i>	10%
Project Report, Presentation & Questioning	<i>Knowledge skill and behaviour elements</i>	<i>End Point Assessment Organisation</i>	<i>Fail/Pass/Merit/Distinction</i>	60%
Professional Discussion, underpinned by Log	<i>Knowledge, skill and behaviour elements</i>	<i>End Point Assessment Organisation</i>	<i>Fail/Pass/Merit/Distinction</i>	30%

What does the programme cost?

Level 4 – Improvement Practitioner:

The Level 4 Improvement Practitioner programme is fully-funded through the Levy pot, for any shortfall in the Levy pot, the company would pay a maximum of 5% (£300) per learner.

What is the commitment required from you?



Throughout the programme the learners need to have time to be able to work on the improvement projects that have been selected, attend training days and use the new tools and techniques that they are learning as part of the apprenticeship.

The government guidelines stipulate that this should include 6 hours / week of their time spent at work while on the programme. The way the programme is delivered by experienced manufacturing professionals recognises the need to maintain production and business activity while still improving the processes and people.

Therefore, all of our program is focused around improving not only the individuals understanding, but also improving the key business metrics that have been selected.

The key commitment from yourselves is to allow people the time, and give support, to help implement change. Our coaches will spend time with you discussing progress of the projects and individuals throughout the duration of the programme. We are flexible in our approach to support your business demands and individual circumstances and will plan our support and training days accordingly.

The Improvement practitioner programme is designed for multiple sectors, below are a few examples of project themes and improvement outcomes that have been realised through the programme:

Some examples of improvements made during the Programme.

- ❖ Fresh foods manufacturer reduced changeover time by 20% across their processing and packing lines resulting in savings of £174,800.**
- ❖ Specialist printing/coatings manufacturer reduced process waste by 300 tonnes annually, saving £76,000 in waste disposal costs.**
- ❖ Health service provider reduced theatre cancellations due to equipment availability by reviewing all supplier standards, developed new logistics routing and handling/storage procedures – saving £203,000 in cancellation fees.**
- ❖ Large fabrication facility carried out multiple projects utilising 100 staff on the Apprenticeship programme – They fully Value Stream Mapped the whole process, introduced a 'pull' system and created a visual factory, multiple improvement projects have returned savings of £762,000**



What does the company get from the programme?

- ✓ Employees that have a common understanding of how business improvement works and the steps to take to solve problems
- ✓ A clear cost benefit to the company through the projects that have been implemented
- ✓ A legacy framework to operate the business in a lean way
- ✓ Access to world class business improvement specialists – who get their hands dirty and pass their knowledge on by getting involved



What do the apprentices get from the programme?

- ✓ A nationally recognised Apprenticeship Certificate
- ✓ An opportunity to carry out improvement projects that directly affect themselves in their own workplace
- ✓ A structured platform to showcase to management their achievements
- ✓ 12- 14 months of access to world class business improvement specialists, who are real people and have “been there” and implemented lean activities in different environments all over the world

Summary



Tangible Improvements - Practical projects are carried out at the workplace based around your needs and priorities.



Flexible delivery – We fit in around the demands of your business and schedule the visits and / or remote contact accordingly.



Learn by doing – Only 6 days in a classroom over the 60 weeks of the program. The rest of the training and support is carried out by our coach in the workplace supporting and assessing the implementation of the projects either in person or remotely.



Level 4 accredited apprenticeship – The learners receive accreditation and recognition for the effort they put in to improving the business.



Cost Effective – For Levy paying companies the maximum you will be invoiced for is £300 / apprentice. And this is only if your levy pot is empty for the whole duration of the Programme.

Some of our clients....



Step 2

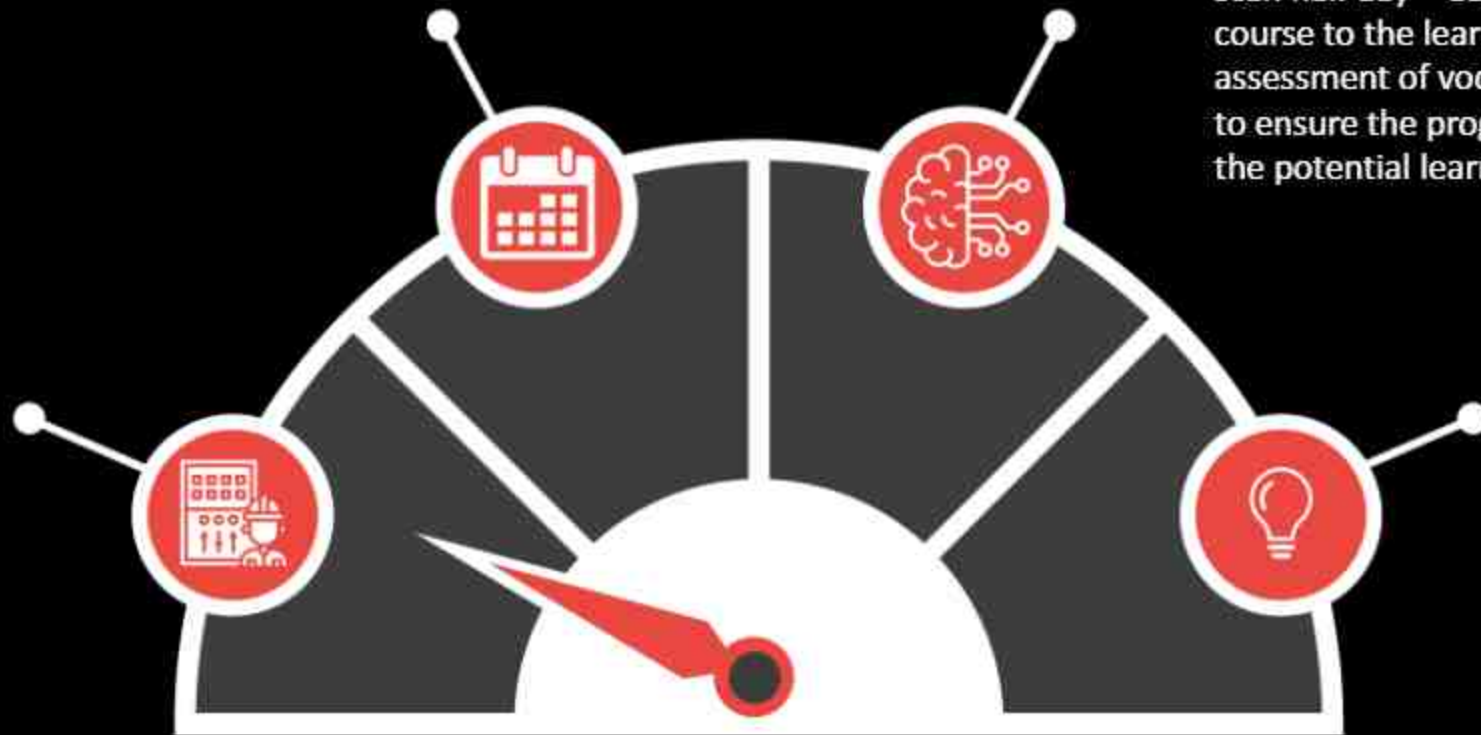
Agree a start date

Step 3

Apprentices undertake enrolment and skills scan half day – CLS are on site to explain the course to the learners and carry out an initial assessment of vocational and functional skills to ensure the programme is appropriate for the potential learners

Step 1

Select the group of people you would like to undertake the programme and pass their details to CLS (name, postcode, date of birth) – There is no maximum number. The more people involved the better!



Step 4

Typically, one week after the enrolment day, we commence the lean training Programme

Get in touch



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