




**Improving Operational Performance - Apprenticeship**



**CLS offers the very best in Lean training, specialist support and Apprenticeships in Improving Operational Performance.**

We are experts in removing waste from business that leads to reduced costs, shorter lead times, better quality and increased productivity. These processes can now be undertaken within the 'Improving Operational Performance' Apprenticeships Stage II.

We work as a team through upskilling learners from your business, to ensure that the knowledge, understanding and skill set is improved, so your company can experience the benefits of the programme through increased productivity, efficiencies and continuous improvement.

We believe through communicating, engaging, enabling and educating, the learners will succeed!



Since CLS was formed in 2004, we have trained over 15,000 people through project driven training in the Lean Leadership Academy.

CLS can now offer clients the award winning 'Lean Leadership Academy' within the 'Improving Operational Performance' Apprenticeship framework (see an example of programme opposite).

### **What makes us different?**

Our Project Managers & Trainers have all worked for a minimum of 10 years at Toyota, the home of lean, where identifying and removing waste is a way of life. They all have extensive experience of deploying lean in different environments from manufacturing to banking, offices to shipyards. Not only are our specialists experts in the Lean 'toolkit' they understand the lean mindset and how to deliver and engage with learners, which is key to a successful and sustainable programme.

## Example of 'Improving Operational Performance' Programme

**MODULE 1: Half day on site training in Lean mindset and Behaviours, 5s, Visual Factory and Waste Identification - followed by workplace project work**

5s	Visual Factory	7 wastes
Sort	Develop KPI's and SMART targets	Initial waste walk
Set	Develop Visual Displays	Raise ideas for approval
Shine	Implement Visual Displays	Implement improvement ideas
Standardise	Verify evidence is in binder	Regular review/update wastes
Sustain		

**MODULE 2: Half day on site training in Standardised Work, Creating Master Schedules, Policy Deployment and Working Menus - followed by workplace project work**

Standardised Work	Master Schedule	Working Menu
Identify Project	Setup review process	Develop menu of current activities
White standardised work	Identify lead person and targets	Review with manager
Review against actual	Rotate lead to review progress	Implement use of working menu
Review benefit of standardised work		

**MODULE 3: Half day on site training in Understanding and Improving Output, Value Stream Mapping, Total Productive Maintenance and Quick change Over - followed by workplace project work**

Capacity Analysis/Value Stream Mapping	TPM	QCO
Develop KPI's for project areas	Set up breakdown KPI's	Observe QCO and Measure
Set up Capacity Analysis Display	Review current PM activities	Separate internals/convert to external
Set up Concerns and Countermeasures and VSM's	Identify potential TPM activities	Kaizen
Set up review process	Set up visual controls for TPM	Standardise Change Over Process
	Standardise checks for TPM	

**MODULE 4: Half day on site training in Practical Problem Solving and Workflow Systems - followed by workplace project work**

Practical Problem Solving	Pull System
Identify Project	Identify pull system to implement
PPS Exercise + Poka Yoka	Design pull system
Document PPS A3 Report	Install pull system
	Train users how to use
	Review new method
	Implement permanent system

A CLS specialist will undertake approximately 4 hours of classroom activity per module, per group, every 3 months. In addition, the Project Manager will visit the site a number of times between each training session to support the deployment of skills in workplace based project areas.

All learners are provided with evidence files and are requested to complete their learning portfolio, which contributes to the overall accreditation.

The 'Improving Operational Performance' Apprenticeship is delivered over 53 weeks and comprises of four modules.

The objective is to implement lean across your business through classroom training, but mainly through the implementation of improvement projects and upskilling personnel, so that people "learn by doing". Our specialists will be on site supporting the project groups on a regular basis during the program roll out. Typically this may be one day per week or more frequently depending on the size and structure of the groups and what is appropriate to your business.



### **What Does The Apprentice Get From The Programme?**

- A nationally recognised Level 2 Apprenticeship Certificate awarded by City and Guilds
- 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 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

### **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
- The focus of the program is on physical the improvement to the business, to ensure success and sustainability.





### Some of the benefits you can expect:

- An upskilled workforce, who are engaged and motivated.
- A clear platform that everyone in the business can use to improve their work.
- Measurable improvements to your business in chosen project areas.
- Partnership (internal and external).
- Tangible, bottom-line improvements.
- A team of waste identifiers and improvement specialists in your business.
- A culture of continuous improvement.

## **The New Training Levy - Make it work for you**

Are you an employer with an annual wage of over £3m?

If you are, then you will be contributing to the recently introduced Training Levy.

Let us help you get the most value for your business, through delivering bespoke 'Improving Operational Performance' Apprenticeship programmes.

There's never been a better time to 'upskill' your workforce and experience the benefits of greater productivity and efficiency!

For more information, contact us on the details below.



**“CLS - delivering tomorrow's excellence today”**



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