

Level 6 Improvement Leader

New Apprenticeship Standard

At Skills Training UK we go further in fully understanding what it is that our employer clients want to achieve from their training. We work as their partner in delivering on that vision, developing stronger employees who work well as individual and as part of a team.



Improvement Leaders are responsible for developing improvement strategy, providing leadership in improvement for the business and coaching and supporting Improvement Specialists. They work closely with all functions of the business to support the setting and achievement of business goals, often accountable for Improvement activities within the highest priority programmes of work.

Typical Activities Include:

- Developing processes and resources to support improvement strategy deployment such as guidance for structured project reviews
- Training, coaching and mentoring and managing Improvement Specialists and senior stakeholders

Typical Job Roles: Improvement Leader, Lean master, Senior Lean Leader, Senior Navigator, Lean Six Sigma Master Black Belt, Senior Consultant

Employer Commitment

The employer must be prepared to provide the learner with the opportunity to carry out work and be part of projects which will enable them to produce the substantial evidence required for completion. In order to ensure successful progression we request that employers participate in joint reviews of the learner's progress at regular intervals throughout the apprenticeship and have some involvement with the project(s) being undertaken.

Duration

Typically this apprenticeship will take 18 to 24 months to complete.

Training and Support from Skills Training UK

During the apprenticeship the learner will have a dedicated trainer-assessor who will visit them within the work place at least once per month in order to support their learning, development of competency and generation of evidence. The knowledge modules will require formal teaching sessions which may take place within an appropriate area within the workplace or off site. This will also be supported between visits by off-site information, advice, guidance and academic progress support. The trainer-assessor will work with the learner and the employer in order to ensure that all learning needs are being met for both parties.

Eligibility

The entry requirement for this apprenticeship will be decided by each employer. It is typically Improvement Specialist Level 5 or equivalent.



<< Requirements: Knowledge, Skills and Behaviours

Below are examples of what's required for Level 6 Improvement Leader

Knowledge

- **Strategy development** – Policy deployment principles and Hoshin Kanri Porter's 5 forces, SWOT, PESTLE, Ansoff's growth matrix, GE-McKinsey matrix
- **Business benefits** – Net present value, activity based costing
- **Team formation & leadership** – Team types and constraints, dysfunctional teams, emotional intelligence, Neuro-linguistic programming techniques, reinforcement strategies
- **Self-development** – Single page reporting – A3 thinking
- **Presentation and reporting** – e.g. practical problem solving, Define-Measure-Analyse-Improve-Control, 8-Disciplines
- **Project selection and scoping** – Business performance metrics
- **Measurement systems** – Audit Measurement System
- **Data analysis** – statistical methods: Regression (multiple & binary logistic), forecasting and queuing theory
- **Experimentation and optimisation** – Monte Carlo and Discrete Event simulation. Balanced and unbalanced designs, General Linear Model

Skills

- **Strategic deployment of continuous improvement** – Contribute to the business planning cycle and lead the development of improvement strategy.
- **Business benefits** – Identify, quantify and communicate financial and non-financial benefits
- **Team formation and leadership** – Use appropriate tools and techniques to identify, diagnose and resolve sources of under-performance and conflict within teams
- **Capability Development** – Design, source and evaluate learning interventions. Facilitate multi-functional workshops. Advise on selection of individuals for different levels of training
- **Project planning** – Plan and manage an improvement programme with appropriate levels of governance.
- **Reviewing projects and coaching others** – Provide guidance for structured project reviews. Identify, diagnose and resolve project performance issues
- **Change management** – Assess the effectiveness of change and identify opportunities to improve outcomes
- **Principles and methods** – Clearly communicate the importance of appropriate method-selection to others, enabling the appropriate decision making through learning and tools

Training in a different class

- **Project selection and scoping** – Establish guidelines for project identification and prioritisation. Engage leadership team to identify improvement opportunities
- **Process mapping and analysis** – Apply process thinking to identify opportunities to improve business and process performance
- **Lean concepts and tools** – Easily translate and communicate fundamental Lean concepts for application to a wide range of business functions
- **Process capability and performance** – Make recommendations on how an organisation can drive improvement through the selection of tools and metrics
- **Root cause analysis** – Guide and coach others in planning to ensure efficiency of approach
- **Data analysis** – Statistical Process Control: Make recommendation on how an organisation can drive sustained improvement through the application of Statistical Process Control
- **Benchmarking** – Develop a benchmarking strategy to support an improvement programme

Behaviours

- **Drive for results** – Be a primary advocate for Improvement and Operational Excellence acting as a role model for others, focused on improving customer experience and delivering benefits
- **Team working** – Actively seeks opportunities for improving team performance and coaches others to resolve under-performance issues
- **Professionalism** – Demonstrates personal resilience. Challenge, influence & engage seniors
- **Strategic Thinking** – Drives future thinking for themselves and others. Actively seeks out new ideas, opportunities methods and tools.
- **Safe working** – Recognises opportunities to improve safe working practices

Independent End Point Assessment

To successfully complete the apprenticeship, the learner needs to pass an independent End Point Assessment which consists of three distinct assessment methods:

- Professional discussion, underpinned by portfolio of evidence
- Dissertation, presentation and questioning
- Design and deliver a training session to achieve a level 5 outcome