

**Paper Code: M-EPA-IMT3005****Level 3**

# Improvement Technician - Mock Multiple Choice Exam

## Information for registered centres

The seal on this examination paper must only be broken by the candidate at the time of the examination.  
Under no circumstances should a candidate use an unsealed examination paper.

## Information for candidates

**Under no circumstances should you, the candidate, use an unsealed examination paper.**

This examination consists of **40 multiple-choice** questions.

The exam is worth **40 marks**, with a Pass being **25 marks**, Merit **30 marks**, and Distinction **36 marks**.

The duration of this examination is **40 minutes**.

You are **NOT** allowed any assistance to complete the answers.

You must use a pencil to complete the answer sheet - pens must **NOT** be used.

When completed, please leave the **examination answer sheet (EAS)** on the desk.

### EXAMINATION ANSWER SHEET (EAS) INSTRUCTIONS:

For each question, fill in **ONE** answer **ONLY**.

If you make a mistake, ensure you erase it thoroughly.

You must mark your choice of answer by shading in **ONE** answer circle only.

Please mark each choice like this:

01 ☐ A ☐ B ☐ C ☒ **ANSWER COMPLETED CORRECTLY**

**Examples of how NOT to mark your examination answer sheet (EAS). These will not be recorded.**

01 ☐ A ☐ B ☐ C ☐ **DO NOT** partially shade the answer circle  
**ANSWER COMPLETED INCORRECTLY**

01 ☐ A ☐ B ☒ ☒ **DO NOT** use ticks or crosses  
**ANSWER COMPLETED INCORRECTLY**

01 ☐ A ☐ B ☐ C ☐ **DO NOT** use circles  
**ANSWER COMPLETED INCORRECTLY**

01 ☐ A ☐ B ☒ ☒ **DO NOT** shade over more than one answer circle  
**ANSWER COMPLETED INCORRECTLY**

All candidates **MUST** sign the Examination Answer Sheet (EAS) in the bottom right-hand corner of the page before leaving the examination room.

1

In which of the following scenarios is it appropriate to apply the Plan Do Check Act approach?

- A. A business needs to close an underperforming department
- B. A company wants to test a small change before full implementation
- C. A manager is hiring a new member of staff for the team
- D. An organisation is finalising annual financial statements

2

What is included within the 5 principles of Lean to help reduce waste?

- A. Efficiency
- B. Performance
- C. Push production
- D. Value stream

3

Which of the following approaches helps to address a skill gap that is slowing down the adoption of change?

- A. Assigning additional tasks to current staff roles
- B. Communicating through brief updates in team meetings
- C. Offering support tailored to the new requirements
- D. Promoting long-serving staff to leadership positions

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How does affinity grouping help when dealing with large amounts of information?

- A. It clusters data into categories that simplify complex ideas
- B. It converts data into numerical summaries
- C. It ensures that only management-approved ideas are reviewed
- D. It filters out ideas that lack supporting evidence

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How does the DMAIC approach support effective problem-solving in Six Sigma?

- A. It encourages staff to rely on instinct and previous experience to solve issues
- B. It promotes quick fixes through informal discussion and temporary solutions
- C. It provides a step-by-step method to identify and address problems at their root
- D. It replaces the need for structured and regimented data collection

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Which of the following is an example of continuous data?

- A. The amount of customer complaints received
- B. The length of time taken to complete a task
- C. The number of defective products in a batch
- D. The number of late deliveries in a week

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What is the **main** purpose of using a histogram in data analysis?

- A. To compare productivity between departments
- B. To display the relationship between two continuous variables
- C. To show how frequently values occur within specific ranges
- D. To track the sequence of steps within a process

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How does a SIPOC diagram support the early stages of process mapping?

- A. By detailing every staff member's task within a process
- B. By eliminating the need for visual tools in process analysis
- C. By focusing solely on customer satisfaction processes
- D. By offering a high-level overview of the boundaries in a process

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How is discrete data commonly used in monitoring quality?

- A. To capture opinions using free-text comments
- B. To estimate the cost of process delays
- C. To record numerical counts of process failures or defects
- D. To track continuous trends in customer feedback

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A **key** benefit of using a process map during a project is it:

- A. helps scope the project by outlining current steps
- B. limits the number of team members involved in improvement
- C. prevents the need to use customer feedback in the project
- D. replaces the need to document staff training

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What is the **main** purpose of an operational definition in a process or study?

- A. To allow different teams to interpret the data in their own way
- B. To ensure all stakeholders follow the same process
- C. To give a clear way of measuring or observing a specific concept
- D. To make the results easier to present in a report

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Why **must** potential risks be evaluated before starting an improvement project?

- A. To decide whether to increase team size and scope before launch
- B. To eliminate all possible objections to the project
- C. To prepare internal communications about the project
- D. To understand possible issues and their effect on success

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How can coaching help to reduce resistance to organisational change?

- A. By empowering members of staff to contribute
- B. By limiting communication to prevent confusion
- C. By replacing formal training sessions
- D. By suspending performance targets

14

Which of the following is a **key** benefit of using active analysis over 'one factor at a time' (OFAT)?

- A. It allows for faster testing of multiple variables at once
- B. It avoids the need for detailed planning or preparation
- C. It reduces the risk of human error in manual experiments
- D. It simplifies the process by avoiding the use of statistical tools

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What makes continuous data particularly useful for detecting subtle process shifts?

- A. It captures descriptive feedback from members of staff
- B. It converts data into simple categories for faster review
- C. It reduces the volume of data that needs to be analysed
- D. It tracks small changes over time with measurable precision

16

How can an organisation ensure that a change becomes part of day-to-day operations?

- A. By adding it to the workflows of relevant staff members
- B. By assigning it as a short-term project to a working group
- C. By including it in team discussions without formalising it
- D. By only communicating it to staff who are directly involved

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How does a scoping tree support effective resource management?

- A. By assigning budgets to each project phase
- B. By estimating the final return on investment
- C. By helping to prioritise efforts based on potential benefits
- D. By measuring the overall team performance across departments

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How does data stratification improve the effectiveness of statistical analysis?

- A. By adjusting measurement tools used across all categories
- B. By averaging and summarising all data into a single summary result
- C. By combining unrelated datasets to maximise insights
- D. By identifying and isolating variation within specific subgroups

19

Why is a control chart useful for decision-making?

- A. It helps to track individual staff performance
- B. It identifies shifts or trends that suggest a need for action
- C. It replaces the need for other types of data collection
- D. It shows changes in customer requirements

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How does the confidence level in a sample affect the number of samples needed?

- A. A higher confidence level allows for more flexible sampling methods
- B. A higher confidence level increases the sample size to improve accuracy
- C. A lower confidence level means results are more likely to be unreliable
- D. A lower confidence level reduces the number of samples required

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Why is process-capability analysis **key** for customer satisfaction?

- A. It allows teams to reduce the number of staff on shift at any point
- B. It ensures staff follow the same routine each day
- C. It focuses only on reducing the cost of raw materials
- D. It shows if products or services consistently meet expectations

22

Which of the following methods addresses low trust in leadership during a change initiative?

- A. Increasing technical training for frontline staff during the change
- B. Involving staff in the decision-making process
- C. Pausing performance reviews during the change period
- D. Reassigning staff members to different departments

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Which of the following is a potential consequence of failing to plan data collection effectively?

- A. Analysis of data will be faster but less accurate
- B. Data may be duplicated automatically across systems
- C. Results may be based on incomplete or irrelevant data
- D. Staff will focus solely on qualitative data methods

24

Which of the following qualities ensures that a process produces consistent results over time?

- A. Adaptability
- B. Resilience
- C. Scalability
- D. Standardisation

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Which of the following is a common outcome of exploratory data analysis when assessing a new dataset?

- A. Confirming the accuracy of previously tested hypotheses
- B. Developing a standardised format for all future data collection
- C. Identifying irregular patterns that need further investigation
- D. Replacing raw data with predictive models for future use



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Why is it useful to measure both inputs and outputs in a process?

- A. To compare salaries and processes between departments
- B. To ensure everyone agrees on team responsibilities
- C. To reduce the number of reports that need to be seen by management
- D. To understand what influences the process and what results it produces

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In what way does team building help during periods of change?

- A. It ensures better financial control
- B. It increases compliance with health and safety
- C. It simplifies reporting requirements
- D. It strengthens group trust and co-operation

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Which of the following features is typically associated with a control chart as a control mechanism?

- A. It compares individual staff output against performance reviews
- B. It scores new ideas from recent brainstorming sessions
- C. It tracks financial data across several departments
- D. It uses visual limits to identify different process behaviours

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Which of the following is a **key** limitation of interim containment actions (ICAs) in the 8D framework?

- A. They make future analysis of a problem more difficult
- B. They only treat the symptoms and do not resolve the root cause
- C. They replace the need for a structured problem-solving method
- D. They require significant time and investment to implement

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Which of the following describes a value-added activity?

- A. A compliance check unrelated to the final product or service
- B. A process step that increases cost but does not affect delivery time
- C. A task required internally but invisible to the customers
- D. An action that directly contributes to meeting customer requirements

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Which of the following skills enables a leader to clearly share their ideas and updates during change initiatives?

- A. Active communication
- B. Emotional control
- C. Financial planning
- D. Technical proficiency

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Why is reducing variation **key** in Six Sigma?

- A. It allows processes to be more flexible and informal
- B. It enables teams to operate independently without co-ordination
- C. It increases variation to handle multiple customer needs
- D. It supports predictable and reliable outcomes to processes

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How does brainstorming support continuous improvement?

- A. By generating ideas that challenge current ways of working
- B. By introducing standard operating procedures across the team
- C. By replacing formal improvement tools with group discussion
- D. By reviewing previous audit results in heavier detail

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How does a selection matrix help teams to reach better decisions when multiple options are available?

- A. It always chooses the cheapest option without further analysis
- B. It eliminates options automatically based on past results
- C. It ranks options based on the most senior team member's opinion
- D. It scores each option against agreed criteria to compare choices fairly

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What is included in a Service Level Agreement (SLA)?

- A. Service description, service levels and responsibilities
- B. Service levels, terms and conditions, and payment details
- C. Service milestones, service objectives and timelines
- D. Services provided, conclusion and appendices

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Which of the following data collection methods is appropriate to use when gathering data on how a process is performed?

- A. Asking suppliers to complete a satisfaction form
- B. Direct observation during task completion
- C. Reviewing last year's customer survey results
- D. Sending a company-wide email for opinions

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What aspect of a problem is typically defined within a problem statement?

- A. The gap between the current situation and the desired outcome
- B. The level of risk associated with financial planning
- C. The marketing strategy for communicating project results
- D. The proposed benefits of long-term investment and solutions

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How does the 'one factor at a time' (OFAT) method support decision-making?

- A. It attributes process changes to multiple causes at once
- B. It clearly links individual changes to specific results
- C. It reduces the number of trials needed for full analysis
- D. It simplifies data collection by avoiding control groups

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Under the current Health and Safety at Work etc. Act, all employers **must**:

- A. provide a secure place to work
- B. provide inclusivity training during induction
- C. provide manual handling training
- D. provide reasonable adjustments for staff

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Why do goal statements typically include a measurable target?

- A. To allow flexible interpretation and implementation of the intended outcome
- B. To avoid limiting creativity when developing solutions to problems
- C. To encourage team members to develop their own improvement methods
- D. To track progress and determine when the objective has been met

# Level 3

## Highfield Qualifications

Highfield ICON  
First Point  
Balby Carr Bank  
Doncaster  
South Yorkshire  
DN4 5JQ  
United Kingdom

01302 363277  
info@highfield.co.uk  
www.highfieldqualifications.com