



Highfield Level 4 End-Point Assessment for ST0192 Improvement Practitioner

End-Point Assessment Kit



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EPA Kit

Contents

Please click on the headings below to navigate to the associated section of the EPA Kit.

Introduction	4
The Highfield approach	8
Gateway	9
The improvement practitioner apprenticeship standard	11
Assessment summary	30
Assessing the multiple-choice examination	33
Assessing the project report, presentation and questioning	37
Assessing the professional discussion underpinned by log	43

How to use this EPA kit

Welcome to the Highfield end-point assessment kit for the level 4 improvement practitioner apprenticeship standard.

Highfield is an independent end-point assessment organisation that has been approved to offer and carry out the independent end-point assessments for the level 4 improvement practitioner apprenticeship standard. Highfield internally quality assures all end-point assessments in accordance with its IQA process, and additionally, all end-point assessments are externally quality assured by the relevant EQA organisation.

The EPA kit is designed to outline all you need to know about the end-point assessments for this standard and will also provide an overview of the on-programme delivery requirements. In addition, advice and guidance for trainers on how to prepare apprentices for the end-point assessment is included. The approaches suggested are not the only way in which an apprentice may be prepared for their assessments, but trainers may find them helpful as a starting point.

Key facts

Apprenticeship standard:	Improvement practitioner
Level:	4
On Programme Duration:	Typically 14-18 months
End-Point Assessment Window:	2 months
Grading:	Pass/merit/distinction
End-Point Assessment methods:	Multiple-choice examination Project report, presentation and questioning Professional discussion underpinned by log

In this kit, you will find:

- an overview of the standard and any on-programme requirements
- a section focused on delivery, where the standard and assessment criteria are presented in a suggested format that is suitable for delivery
- guidance on how to prepare the apprentice for gateway
- detailed information on which part of the standard is assessed by which assessment method
- suggestions on how to prepare the apprentice for each part of the end-point assessment
- a section focused on the end-point assessment method where the assessment criteria are presented in a format suitable for carrying out 'mock' assessments

Introduction

Standard overview

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, food products, IT, property, retail, telecoms, etc.

Typically, practitioners lead smaller projects and/or play a key supporting role in a larger programme. They tackle issues that may require swift problem solving or recurring 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. Typical activities include:

- identifying potential opportunities, diagnosing issues, proposing solutions and implementing changes and controls
- coaching teams and sharing best practice
- leading projects and managing small teams, ensuring motivation and momentum, and being responsible for the successful completion of the projects

There are a variety of job titles associated with the occupation, these include, but are not limited to: business improvement practitioner, continuous improvement manager, process excellence manager, Lean Six Sigma Green Belt and quality control senior analyst.

On-programme requirements

Although learning, development and on-programme assessment is flexible, and the process is not prescribed, the following is the recommended baseline expectation for an apprentice to achieve full competence in line with the Improvement Technician apprenticeship standard.

The on-programme assessment approach will be agreed between the training provider and employer. The assessment will give an ongoing indication of an apprentice's performance against the final outcomes defined in the standard. The training provider will need to prepare the apprentice for the end-point assessment, including preparation for the professional discussion and collation of the log of evidence (such as a provision of recordings of professional discussions or workplace evidence).

The training programme leading to end-point assessment should cover the breadth and depth of the standard using suggested on-programme assessment methods that integrate the knowledge, skills and behaviour components, and which ensure that the apprentice is

sufficiently prepared to undertake the end-point assessment. Training, development and ongoing review activities should include:

- the achievement of level 2 English and maths. If the apprentice began their apprenticeship training before their 19th birthday, they will still be subject to the mandatory requirement to study towards and achieve English and maths. The requirements for English and maths are optional for apprentices aged 19+ at the start of their apprenticeship training.
- completion of a log to be used to underpin the professional discussion
- completion of a project portfolio to evidence completion of an improvement project(s)

Log

The apprentice must complete a log that will be used to underpin the EPA professional discussion. The log will typically include 1 piece of evidence for each KSB that is assessed in the professional discussion.

The log will typically reference between **13 and 15** pieces of evidence and must be holistically mapped against the KSBs. For example, the apprentice may write up a meeting held with stakeholders to demonstrate team working and communication.

The log **must** be accompanied by a log evidence matrix. This can be downloaded from our website. The log matrix **must** be fully completed, including a declaration by the employer and the apprentice to confirm that the log is valid and attributable to the apprentice.

The log of evidence **must** be submitted to Highfield at gateway. It is **not** directly assessed but underpins the professional discussion.

Project portfolio

The apprentice **must** complete a project portfolio to evidence completion of an improvement project(s). The improvement project(s) will be the subject of a project report to be produced during the end-point assessment period and the subject of the presentation and questioning component.

The improvement project **must**:

- clearly demonstrate delivery of a business improvement benefit(s) as confirmed in writing by the apprentice's employer
- be completed in the apprentice's workplace
- address substantive business problem(s)
- follow each step of one of the recognised improvement methodologies

Use of artificial intelligence (AI) in the EPA

Where AI has been used as part of the apprentice's day-to-day work and forms part of a project report, presentation, or artefact, it should be referenced as such within the work. AI must not be used to produce the report or portfolio.

Where AI has been used as part of a portfolio that underpins an interview or professional discussion or any other assessment method, it should be fully referenced within the portfolio.

Additional, relevant on-programme qualification

There are no mandatory qualifications for this standard, however, employers may wish to include relevant qualifications to help structure the on-programme delivery.

Readiness for end-point assessment

In order for an apprentice to be ready for the end-point assessments:

- the employer must be satisfied that the apprentice is consistently working at or above the level set out in the standard. To ensure this, the apprentice must attend a formal meeting with their employer to complete the gateway readiness report.
- the apprentice must have completed the **log of all training**, learning and workshops they have attended. The log will typically include one piece of evidence for each to cover each one of the required standards.
- the apprentice must have completed a **project portfolio** to evidence completion of an improvement project(s)
- the apprentice must have achieved level 2 English and mathematics. The requirements for English and maths are mandatory for all apprentices aged between 16-18 at the start of their apprenticeship training. The requirements for English and maths are optional for apprentices aged 19+ at the start of their apprenticeship training.
- the above must be completed, the apprentice and the employer should then engage with Highfield to agree a plan and schedule for each assessment activity to ensure all components can be completed within a 2-month end-point assessment window. Further information about the gateway process is covered later in this kit.

If you have any queries regarding the gateway requirements, please contact your EPA Customer Engagement Manager at Highfield Assessment.

Order of end-point assessments

Both the presentation and questioning around the project report and the professional discussion underpinned by log will take place on the same day during month **two** of the end-point assessment window with a minimum of two weeks' notice period given to the employer.

The multiple-choice examination can take place at any point during the end-point assessment window.

[Click here to return to contents](#)

The Highfield approach

This section describes the approach Highfield has adopted in the development of this end-point assessment, in terms of its interpretation of the requirements of the end-point assessment plan and other relevant documents.

Documents used in developing this end-point assessment

IMP (2023)

[Improvement Practitioner / Institute for Apprenticeships and Technical Education](#)

End-point assessment plan (ST0192/v1.2)

https://www.instituteforapprenticeships.org/media/vvxf5sri/st0192_improvement-practitioner_l4.pdf

Specific considerations

In accordance with the improvement practitioner assessment plan, Highfield has noted that where assessment criteria are not present these have had to be created based on the Standard. The assessment criteria have been written based on the Standard and the grading criteria taken from the assessment plan.

For the presentation and questioning and professional discussion, Highfield has taken the decision to allow apprentices the maximum allocated time as stated in the assessment plan.

For the multiple-choice exam, the assessment plan states that 40 questions should be drawn at random for every test. Highfield has created a bank of questions for the Improvement Practitioner EPA and questions are drawn from this bank in order to create examination papers that ensure full and comparable coverage of the required knowledge criteria in every test.

The log of evidence must be submitted at gateway to Highfield and must be accompanied by the log evidence matrix. The matrix must be fully completed and signed by both the apprentice and the employer.

[Click here to return to contents](#)

Gateway

How to prepare for gateway

After apprentices have completed their on-programme learning, they should be ready to pass through 'gateway' to their end-point assessment.

Gateway is a meeting that should be arranged between the apprentice, their employer and training provider to determine that the apprentice is ready to undertake their end-point assessment.

The apprentice should prepare for this meeting by bringing along work-based evidence, including the completed:

- log of 13 to 15 pieces of evidence, detailing:
 - one piece of evidence holistically mapped to each knowledge, skill and behaviour that is assessed in the professional discussion
 - all training, learning and workshops attended

For example, an apprentice may write up a meeting with stakeholders to demonstrate working in a team and communication.

- project portfolio to evidence completion of an improvement project or projects

In advance of gateway, apprentices will need to have completed the following. The requirements for English and maths listed below are mandatory for all apprentices aged between 16-18 at the start of their apprenticeship training. The requirements for English and maths listed below are optional for apprentices aged 19+ at the start of their apprenticeship training.

- Level 2 English
- Level 2 maths

Therefore, apprentices should be advised by employers and providers to gather this evidence and undertake these qualifications during their on-programme training. It is recommended that employers and providers complete regular checks and reviews of this evidence to ensure the apprentice is progressing and achieving the standards before the formal gateway meeting is arranged.

The gateway meeting

The gateway meeting should last around an hour and must be completed on or after the apprenticeship on-programme end date. It should be attended by the apprentice and the relevant people who have worked with the apprentice on-programme, such as the line manager/employer or mentor, the on-programme trainer/training provider and/or a senior manager (as appropriate to the business).

During the meeting, the apprentice, employer and training provider will discuss the apprentice's progress to date and confirm if the apprentice has met the full criteria of the apprenticeship standard during their on-programme training. The **gateway readiness report** should be used to log the outcomes of the meeting and should be agreed by all 3 parties. This report is available to download from the Highfield Assessment website.

The report should then be submitted to Highfield to initiate the end-point assessment process. If you require any support completing the gateway readiness report, please contact your EPA Customer Engagement Manager at Highfield Assessment.

Please note: a copy of the standard should be available to all attendees during the gateway meeting.

Reasonable adjustments and special considerations

Highfield Assessment has measures in place for apprentices who require additional support. Please refer to the Highfield Assessment Reasonable Adjustments Policy for further information/guidance.

ID requirements

All employers are required to ensure that each apprentice has their identification with them on the day of assessment so the end-point assessor/Highfield Assessment can check that the person undertaking the assessment is indeed the person they are claiming to be.

Highfield Assessment will accept the following as proof of an apprentice's identity:

- a valid passport (any nationality)
- a signed UK photocard driving license
- a valid warrant card issued by HM forces or the Police
- another photographic ID card, such as an employee ID card or travel card

[Click here to return to contents](#)

The Level 4 Improvement Practitioner apprenticeship standard

The following pages contain the Level 4 Improvement Practitioner Apprenticeship Standard and the assessment criteria in a format that is suitable for delivery.

Compliance	
Multiple-choice examination	
Knowledge	
K1 Legislative and customer compliance requirements including health and safety	
Assessment criteria	
E1	Explain the employer's main duties under the Health and Safety at Work Act 1974 (K1)
E2	Critically evaluate the customer compliance requirements of the business (K1)
Amplification	
<ul style="list-style-type: none"> • Employer's main duties under the Health and Safety at Work Act 1974 could include: <ul style="list-style-type: none"> ○ creating a safe system or way of performing work ○ providing a safe place to work in ○ providing safe equipment/machinery to work with ○ ensuring workers are competent in their roles ○ carrying out risk assessments where relevant • Customer compliance is the managed relationship between a business and its customers. These can range from formal contractual compliance agreements to service level agreements. The effects of meeting customer compliance requirements are important to consider when managing this relationship. 	

Project management	
Multiple-choice examination	
Knowledge	
K3 Business case, risk analysis and management, toll-gate reviews, work breakdown structure , lessons learned, pilot studies, project review, process management and measures, benefits tracking	
Assessment criteria	
E3	Clarify the business case through risk analysis and management (K3)
E4	Describe the toll-gate review process (K3)
E5	Identify the purpose of creating a work breakdown structure (K3)
E6	Evaluate the use of benefits tracking in project management (K3)
E7	Explain the purpose of process management when managing projects (K3)
Amplification	
<ul style="list-style-type: none"> • Risk analysis risk analysis is a process of risk identification, ranking and providing associated mitigation actions, usually within a defined governance framework. • Work breakdown structure is a 'deliverable-oriented' breakdown of a project into smaller components that organises the team's work into manageable sections. It breaks down the project into a visual and hierarchical structure and keeps team members focused. • Process management is a systemic approach to managing the process of a project through the agreed methodology and review process, providing governance and a programme management plan for all stakeholders. • Benefits tracking is a process established to ensure predicted/potential benefits of a project are monitored throughout the project. Tracking this can help to provide a good indication of the projects performance and is important as it shows how outcomes can be/are achieved. This in turn creates 'little wins' throughout the project to help keep the team motivated. • Toll-gate review process using the Six Sigma DMAIC methodology, toll-gate reviews occur at the end of each phase. This is a formal process that sequentially reviews and assesses the project progress against set deliverables or activities. 	

Change management	
Multiple-choice examination	
Knowledge	
K5 Stakeholder identification, analysis and management (RACI). Change curve, resistance characteristics, change sponsorship, compelling point of view	
Assessment criteria	
E8 Identify a key benefit of applying the RACI model to managing change (K5) E9 Summarise typical responses to organisational and personal change as outlined in change curve theory (K5) E10 Outline the role of the sponsor in managing change (K5) E11 Explain how the compelling point of view can support organisational change (K5)	
Amplification	
<ul style="list-style-type: none"> • Compelling point of view is used to influence and connect organisational strategy and values to improvement projects. • RACI model also known as a matrix, is used to establish who is Responsible, Accountable, Consulted and Informed in project activities or as a decision-making tool. These need to be defined and clarified in cross-functional projects. • Change Curve Theory is a model commonly used to reference individual experience and transition through organisational change, a commonly used model includes Kotter's 8-Step Model and Kubler-Ross' 5 stages of grief model. <ul style="list-style-type: none"> ○ Kotter's 8-step Model: <ul style="list-style-type: none"> ▪ create urgency. Demonstrate the need for the change to key stakeholders and management within your organisation. ▪ form a powerful coalition. Identify the leaders that can help form a dedicated team to build on the urgency and momentum surrounding the change that is needed. ▪ create a vision for change. Create an overall vision that is easy to remember, and that other ideas and concepts can be linked to. ▪ communicate the vision. Talk about your change whenever possible, calm those who have anxieties and apply your vision to all aspects of operations that it will benefit. ▪ remove obstacles. Create a structure for change and review any barriers that occur to both the process and those trying to implement it. ▪ create short-term wins. Create short-term targets that your team and stakeholders can see and achieve with little chance of failure. These will help with morale and to deter those who oppose the change. 	

- build on the change. Capitalise on the success of your wins, analyse what went right and use this in other areas to continue to inspire change. Bring in fresh ideas by involving other members of the organisation.
 - anchor the changes in corporate culture. Ensure the progress of your change is discussed widely and that key members of your organisation do not lose sight of your changes and their benefits to the business.
- Kubler-Ross 5 stages of grief:
 - denial
 - anger
 - bargaining
 - depression
 - acceptance
- **Sponsor** the sponsor will often produce the business case for a project and be involved in the initiation and check in regularly, so they are able to report to possible stakeholders of the project. They may offer advice to the team on occasion.
- **Compelling point of view** is used to influence and connect organisational strategy and values to improvement projects.
- **Organisational change** is delivered through portfolios, programmes and projects this is the process of embedding change to a new normal state within an organisation. Barriers to organisational change could include:
 - no involvement from employees
 - unclear goals
 - poor leadership or leadership strategy
 - ineffective communication
 - negative attitude/resistance to change from employees

Principles and methods
Multiple-choice examination
Knowledge
K6 Business value of Lean and Six Sigma improvement methods - 8D , practical problem solving, Define Measure Analyse Improve Control, Design for Six Sigma
Assessment criteria
E12 Explain the business value of Six Sigma methodology (K6) E13 Evaluate the importance of DMAIC phases in Lean Six Sigma problem-solving (K6) E14 Summarise the purpose of the 8D approach to problem solving (K6) E15 Explain the main principles and business value of Lean (K6)
Amplification
<ul style="list-style-type: none"> • Lean is an improvement methodology that focuses on efficiency through minimising waste, errors and delays. Lean has 5 key principles which look at improving workplace efficiency. Lean methodology commonly uses improvement tools such as 5S, Kanban, Value Stream Mapping and PDCA. • Six Sigma is a disciplined, data-driven approach and methodology for eliminating defects or solving problems in any process. That focuses on quality and consistency, through process improvement and variation reduction which can have positive long-term effects for the organisation or business. • 8D Eight Disciplines Methodology is a team-oriented problem-solving methodology. Identifies the root cause of a problem, finds a short-term fix, and then puts in place corrective solutions to eliminate the recurring problem permanently. 8D framework consists of: <ul style="list-style-type: none"> ○ D0 – plan and prepare ○ D1 – create a team ○ D2 – define and describe the problem ○ D3 – contain the problem; develop an interim containment plan and actions ○ D4 – identify, describe and verify root causes and escape points ○ D5 – choose corrective actions, to provide a permanent solution to the problem ○ D6 – implement and validate corrective actions ○ D7 – take preventive measures

- D8 – congratulate your team
- **DMAIC** is the roadmap for Six Sigma: Define, Measure, Analyse, Improve, Control are the consecutive stages of all Six Sigma improvement projects.
- **Lean Six Sigma** is a combination of Six Sigma and Lean methodology that focuses on delivery of customer value through efficient operations and quality standards.

Project selection and scope
Multiple-choice examination
Knowledge
K7 $Y=f(x)$ equation (outputs are the result of inputs), business scorecard cascade
Assessment criteria
E16 Interpret the use of $Y=f(x)$ equation in determining project selection (K7)
E17 Explain the benefits of cascading the balanced scorecard through the business through teams, and to individuals. (K7)
Amplification
<ul style="list-style-type: none"> • $Y=f(x)$ otherwise known as the breakthrough equation when used in conjunction with six sigma. Y= the outcomes, X= the inputs, F= the function. This can be used to measure current performance to find areas for improvement. • Balanced scorecard in Six Sigma terms this is a model that summarises strategic goals, initiatives to meet those goals, using metrics or key performance indicators, that monitor success over time.

Problem definition
Multiple-choice examination
Knowledge
K8 Cost of Poor Quality, problem analysis models such as Is/Is Not
Assessment criteria
E18 Define the meaning of cost of poor quality (K8)
E19 Evaluate different problem analysis models, for example, Is/Is Not (K8)
Amplification
<ul style="list-style-type: none"> Is/Is Not is a method of root cause analysis, what is the problem and what is not the problem, followed by gathering data to establish possible causes versus non-possible causes. Using 'is/is not' is beneficial as it helps to clarify and define a problem and can help teams to share an understanding of a project. Teams and/or individuals can also benefit from this technique as it helps to find contributing factors in a problem and can define a project's scope. Cost of poor quality is the total financial loss associated with poor quality services, processes, or goods, for example, repetition of work, scrap, rework, repair and warranty failure.

Process mapping and analysis
Multiple-choice examination
Knowledge
K9 Swim lane , value stream map, performance metrics – continuous, Parameter diagram , Takt time , Overall Equipment Effectiveness , theory of constraints principles, Kanban
Assessment criteria
E20 Explain the purpose of 'swim lanes' in flow diagrams (K9)
E21 Identify the objectives of value stream mapping (K9)
E22 Summarise the information shown in a Parameter Diagram (K9)

- E23** Explain how **Takt time** is calculated (K9)
- E24** Identify the three factors in **Overall Equipment Effectiveness** (K9)
- E25** Evaluate the **Theory of Constraints** methodology in analysing processes (K9)
- E26** Explain the use of the **Kanban** system in the manufacturing process (K9)

Amplification

- **Swim lane** a swim lane shows who is responsible for each part of a process. It shows who communicates with who, handoffs between team members, etc. Used in process flow diagrams to show a process from start to finish. Visually distinguishes job sharing and responsibilities for each part of the process.
- **Parameter Diagram** known as a P-Diagram. This is a pictorial tool that represents the design of a system, subsystem, or component. It highlights inputs and unintended outputs, noise factors and control factors.
- **Takt time** is the speed at which a product needs to be created to satisfy the needs of the customer. This ensures that each step of the process works in the most efficient manner.
- **Overall Equipment Effectiveness** is a measure of how well a system or process is utilised. In manufacturing, this is broken down into availability, the percentage of time that the operation is available to run. Performance speed at which it runs as a percentage of its designed speed. Quality the number of acceptable units produced of the total units started. Availability, Performance, Quality= OEE overall equipment effectiveness.
- **Theory of constraints** is a methodology for identifying the most important limitation to a business/product or service (i.e. constraint) that stands in the way of achieving a goal and then systematically improving that constraint until there are no more limitations. In manufacturing, the constraint is often referred to as a bottleneck.
- **Kanban** is a visual process used to illustrate workflow, usually sorted into three columns, 'To Do, Doing, Done'.
- **Value stream mapping** is a lean-management method for analysing the current state of a process and designing a future state for that process. The purpose of value stream mapping is to identify and remove, or reduce, 'waste' in value streams, thereby increasing the efficiency. Waste removal is intended to create leaner operations which in turn make waste and quality problems easier to identify.

Data analysis
Multiple-choice examination
Knowledge
K10 Spreadsheets and pivot table analysis, statistical analysis software
Assessment criteria
E27 Explain the importance of spreadsheets and pivot table analysis (K10)
E28 Evaluate different statistical analysis software (K10)
Amplification
<ul style="list-style-type: none"> • Pivot table is a summary of data presented in a chart that allows reports to be made and explores trends based on the information. • Statistical analysis software is a great tool when reviewing data and identifying patterns. These can use many different methods of analysis to find even the smallest correlation between data points. This software could include: <ul style="list-style-type: none"> ○ SPSS Statistics ○ MiniTab ○ JMP ○ SAS ○ SigmaXL

Measurement systems
Multiple-choice examination
Knowledge
K11 Repeatability and Reproducibility principles
Assessment criteria
E29 Define the difference between repeatability and reproducibility when appraising measurement systems (K11)

Amplification
<ul style="list-style-type: none"> • Repeatability needs to generate similar results for many preparations of the same sample, for example, the same location, the same measurement procedure, the same observer, etc. but can all be done by a single person. • Reproducibility is a range of independent investigators can extract the same results from an experiment by following information gained from the original investigators. Different people will conduct the same experiment. • Measurement systems is analysis of measurement systems is an understanding of the variability observed to determine the viability of the chosen measurement system.

Basic statistics and measures
Multiple-choice examination
Knowledge
K12 Control charts - attribute data, principles of normality
Assessment criteria
E30 Explain the outputs of a control chart (K12)
Amplification
<ul style="list-style-type: none"> • Control chart is a graph used to evaluate the stability of a process over time. This chart always has a central line which establishes the requirement, an upper line for the upper control limit and a lower line for the lower control limit. These upper and lower control limits establish an acceptable range of variance.

Data analysis – statistical methods
Multiple-choice examination
Knowledge
K13 Measures of central tendency and spread

Assessment criteria
E31 Identify the three main measures of central tendency (K13)
E32 Evaluate the relationship between the measure of spread and the measure of central tendency in data analysis (K13)
Amplification
<ul style="list-style-type: none"> • Central tendency is a central or typical value for a dataset and provides information about the representative value in the distribution of data. Measures of central tendency are often called averages such as mean (average value), median (middle value when placed in ascending/descending order) and mode (most common result). • Spread also known as dispersion, describes the measure of the spread of data, whether it is spread out or clustered together. Measures of spread include range, deviation and variance.

Process capability and performance
Multiple-choice examination
Knowledge
K14 Capability analysis – continuous data for normal distribution
Assessment criteria
E33 Explain the purpose of a process capability analysis (K14)
E34 Explain why continuous data is used in capability analysis (K14)
Amplification
<ul style="list-style-type: none"> • Continuous data is data that can be measured that is not fixed and have an infinite number of possible values. This is used in capability analysis to assess whether a system is statistically capable of meeting the requirements or specification. • Process capability analysis is an important technique used to determine how well a process meets a set of specification limits. It is based on a sample of data taken from a process and usually produces an estimate of the DPMO (defects per million opportunities), and therefore an estimate of the Sigma Quality Level at which the process operates.

Root cause analysis
Multiple-choice examination
Knowledge
K15 Key principles including symptoms, failure-mode, potential/verified cause, critical inputs, escape point . Graphical representation of data with dot, scatter and box plots
Assessment criteria
E35 Explain the difference between failure mode, failure cause and failure effect (K15) E36 Explain the objective of verifying potential root causes of a problem (K15) E37 Evaluate the importance of understanding the critical inputs of a process (K15) E38 Define the term ' escape point ' in a control system (K15) E39 Identify the advantages of visually representing data in graphical form (K15)
Amplification
<ul style="list-style-type: none"> • Escape point is the earliest control point in a system following the root cause of the problem that should have detected that problem but failed to do so. • Failure mode, failure cause and failure effect failure mode refers to what has failed and the ways something might fail. Failure cause refers to the reason why it's failed. Failure effect refers to the consequences of the failure. • Root causes root cause is the core issue or highest cause that sets off a chain reaction of cause and effect that results in the overall problem. Root cause analysis is a wide range of approaches, tools and techniques that are then used to uncover the causes of the problem. Root cause validation entails checking if the root causes are true, accurate and relevant to the problem that needs solving. • Critical inputs of a process critical input takes a simple approach to allow an organisation's individuals and organisational processes to improve activities. • Visually representing data in graphical form could include: <ul style="list-style-type: none"> ○ charts ○ tables

- graphs
- maps
- advantages could include:
 - easily understandable
 - enhance collaboration
 - enhance communication
 - reduce imprecision

Experimentation
Multiple-choice examination
Knowledge
K16 Active versus passive analytics, design of experiments , experiment plan
Assessment criteria
E40 Explain the difference between active and passive analytics (K16)
E41 Describe the purpose of design of experiments (K16)
E42 Evaluate the purpose of designing an experiment plan (K16)
Amplification
<ul style="list-style-type: none"> • Design of experiments is a systematic method to determine the relationship between variable factors affecting a process and the output of that process. It is used to understand cause-and-effect relationships and testing hypotheses. • Active and passive analytics active data is requested from an individual who actively provides this data. Passive data is gathered without the involvement of the data provider. • Purpose of designing an experiment plan is to establish the effect that an independent variable has on a dependent variable or to test a hypothesis or prediction of the impact changing some variables will have on the outcome.

Identification and prioritisation
Multiple-choice examination
Knowledge
K17 Selection and prioritisation matrix, Failure Mode and Effects Analysis
Assessment criteria
E43 Identify factors to consider when selecting improvement projects (K17)
E44 Summarise the purpose of Failure Mode and Effects Analysis (K17)
Amplification
<ul style="list-style-type: none"> • Prioritisation matrix is a tool that a company will use to prioritise the projects they are working on. • Failure Mode and Effects Analysis is a proactive systemic tool used to help anticipate what could fail in a system or process. It evaluates a process to identify where and how it might fail along with the relative impact of these identified failures. • Selecting improvement projects considerations should be around management goals, business strategy/aims and current strategy. Some use matrices such as a Pugh matrix which will give scores to each project based on how it will affect selected parameters that may need to be improved. This may include factors as well such as: <ul style="list-style-type: none"> ○ cost ○ time frame ○ potential improvement ○ team size ○ business requirement ○ methodologies to improvement projects could include: <ul style="list-style-type: none"> ▪ Six Sigma/DMAIC ▪ Lean Manufacturing ▪ Plan Do Act Check

Project report, presentation and questioning		
Knowledge	Skills	Behaviours
<p>K2 Decision-making techniques e.g. consensus, authority rule, majority rule</p> <p>K4 Reporting templates, message mapping, case for change</p>	<p>S1 Work in accordance with organisational controls and statutory regulations</p> <p>S4 Define, sequence, plan and schedule activities with phases and milestones. Estimate effort and duration. Create and update project charter. Review progress</p> <p>S5 Sponsorship contract, surface and manage resistance, build compelling narratives for change, assess change impact</p> <p>S6 Select and apply a structured method and appropriate improvement tools engaging with subject matter experts to deliver business benefits</p> <p>S7 Support the identification of improvement opportunity and the scoping of these projects</p> <p>S8 Support development of problem/opportunity statements</p> <p>S9 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)</p> <p>S10 Process map to measure and analyse flow and value. Identify interfaces, functional responsibilities and ownership. Use insight to</p>	<p>B1 Continuous drive for change and encourages others to deliver results across functional areas capturing and standardising best practice</p> <p>B4 Proactively seeks and acts on feedback. Reflects on performance and has a desire for development. Adapts quickly to working with new situations/stakeholders/challenges</p>

	<p>identify potential opportunities and map future state</p> <p>S11 Seek in-process waste through understanding of value within the value stream</p> <p>S12 Plan, carry out and assess results of a measurement system study</p> <p>S13 Develop a sampling strategy</p> <p>S14 Use graphical analysis to understand distribution and stability</p> <p>S15 Identify data-types and select analysis methods and tools. Assess time series data stability and analyse making relevant insight</p> <p>S16 Select methods and metrics for analysis</p> <p>S17 Select and apply the appropriate graphical tool dependent on the data type to identify patterns, trends and signals to establish hypothesis</p> <p>S18 Plan designed experiment with clear objectives, and appropriate levels of Measurement Systems Analysis, analyse experiment data and optimise</p> <p>S19 Identify and prioritise factors, ideas and solutions</p> <p>S20 Select and apply appropriate tools for ongoing monitoring and control. Analyse and interpret control charts</p>	
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	S22 Identify failure modes and embed learning from improvements	
In order to gain a pass, a learner must:		
PR1	Show business benefit to the apprentice’s employer (S22)	
PR2	Follow the steps of a recognised problem-solving methodology (e.g. PPS, DMAIC, 8D) with a clear flow from one step to another and supported by the application/interpretation of appropriate Lean, Six Sigma, project management and change management tools (S1, S4, S5, S6, S7, S8, S9, S10, S11, S19, S22)	
PR3	Demonstrate data-backed decision making to support definition, measurement, analysis and improvement (S12, S13, S14, S15, S16, S17, S18, S20)	
PR4	Explanation of how they chose and scoped the project (S7)	
PR5	How they used each tool (S6)	
PR6	How they led a cross-functional team during the project (K2, K4)	
PR7	How they coached colleagues in the application of improvement tools (S3)	
In order to gain a merit, a learner must:		
PR8	Clearly explains how the outputs of each tool are used to inform the next step (S7, S8, S9, S10, S11, S12, S13, S14, S15, S16, S17, S18, S19, S20, S22)	
PR9	Identifies and takes the opportunity to share and/or replicate the improvements made to one other area/system, where there are differences in the solutions/controls required to deliver successful outcomes (B1)	
In order to gain a distinction, a learner must:		
PR10	Identify and take the opportunity to share and/or replicate the improvements made to one other area/system, where there are differences in baseline metrics (B1)	
PR11	Seeks opportunities to apply Lean, Six Sigma, project and change management tools in daily work (B4)	
Amplification		
<ul style="list-style-type: none">• Business benefit is a measurable outcome following a decision or action. Often measured in financial terms, qualitative measures are also used to show business benefit, staff satisfaction for example.• Steps of a recognised problem-solving methodology must be followed, such as:<ul style="list-style-type: none">○ PPS:<ul style="list-style-type: none">▪ the eight-step approach to practical problem solving. At each stage appropriate project management tools are used according to the complexity of the problem, the root cause, and the countermeasures required.		

- DMAIC:
 - the interconnected phases of a six-sigma project: Define, Measure, Analyse, Improve, and Control. Each step in the DMAIC Process is required to ensure the best possible results and uses a variety of tools and techniques at each stage appropriate to the problem or project.
- 8D:
 - Eight Disciplines Problem Solving is a method to approach and to resolve problems. It focusses on product and process improvement to identify, correct, and eliminate recurring problems. It establishes a permanent corrective action based on statistical analysis of the problem and on the origin of the problem by determining the root causes.
- **Data-backed decision making** are decisions made as a response to data analysis such as, problem definition, capability analysis, strategic objectives, project selection, key performance indicators. This data analysis can be descriptive, predictive or prescriptive.
- **Cross-functional team** is a team made of members from different functional areas of the business such as sales, finance, human resources, production, who come together to form a project team.

Professional discussion underpinned by log		
Knowledge	Skills	Behaviours
K2 Decision-making techniques e.g. consensus, authority rule, majority rule	S2 Speak and write clearly. Influence others, question effectively. Plan and deliver meetings presenting insight to engage audiences S3 Observe, listen, use questioning, provide feedback and spot learning opportunities S4 Define, sequence, plan and schedule activities with phases and milestones. Estimate effort and duration. Create and update project charter. Review progress	B1 Continuous drive for change and encourages others to deliver results across functional areas capturing and standardising best practice B2 Awareness of own and others' working styles. Creates high performing team B3 Promotes a moral, legal and socially appropriate working manner, aligns behaviours to the organisations values. Maintains flexibility to needs of project

	<p>S5 Sponsorship contract, surface and manage resistance, build compelling narratives for change, assess change impact</p> <p>S18 Plan designed experiment with clear objectives, and appropriate levels of Measurement Systems Analysis, analyse experiment data and optimise</p> <p>S21 Conduct structured benchmarking to support target setting</p>	<p>B4 Proactively seeks and acts on feedback. Reflects on performance and has a desire for development. Adapts quickly to working with new situations/stakeholders/challenges</p> <p>B5 Ensures safety of self and others, speaks out to challenge safety issues</p>
In order to gain a pass, a learner must:		
PD1	Continuously drives for change and encourages others to deliver results across functional areas (B1)	
PD2	Standardises best practice (B1)	
PD3	Demonstrate awareness of their own and others' working styles to create a high performing team (B2)	
PD4	Promote a moral, legal and socially appropriate working manner, aligned to the organisation's values (B3)	
PD5	Maintain flexibility to the needs of the project (B3)	
PD6	Critically evaluates own improvement journey and identifies the recommendations for improvement/change (B4)	
PD7	Proactively seek and act on feedback (B4)	
PD8	Reflect on performance and demonstrate the desire for development (B4)	
PD9	Adapt quickly to working with new situations, stakeholders and challenges (B4)	
PD10	Ensures the safety of themselves and others and speaks out to challenge safety issues (B5)	
PD11	Clearly explain methods used for making decisions in the project team (K2)	
PD12	Clearly explain how they engaged and influenced others (S2)	
PD13	Clearly explain their coaching skills by observing, listening, using questioning, providing feedback and spotting learning opportunities (s3)	
PD14	Clearly explain their approach to project management (S4)	
PD15	Clearly explain their approach to change management (S5)	
PD16	Design an experiment with clear objectives to optimise a process or improve a product (S18)	
PD17	Conduct a measurement system analysis to ensure the integrity of data collected under the experiment (S18)	
PD18	Analyse the results of the experiment data to identify opportunities to optimise processes or improve products (S18)	

PD19	Clearly explain their use of benchmarking to inform target setting and improvement options (S21)
In order to gain a merit, a learner must:	
PD20	Identifies opportunities for cross-functional improvement (B1)
PD21	Supports delivery of business-wide improvement projects led by improvement experts (B4)
In order to gain a distinction, a learner must:	
PD22	Takes the opportunity to prepare and/or deliver training to upskill colleagues (B1)
PD23	Seeks opportunities to involve others in building a continuous improvement culture (B4)
Amplification	
<ul style="list-style-type: none"> • Change management is a systemic approach to managing a transition from one state to another within an organisation. There are many management models in place to reference such as Kotter's 8-Step Theory, Kubler-Ross change curve and Lewin's Change Management Model, etc. • Measurement system analysis seeks to show the accuracy/inaccuracy of the measurement system used in experiments or other data collection processes. MSA is focused on finding the amount of variation in a process, examining repeatability, reproducibility, precision and stability. Examples would be Gage Repeatability & Reproducibility Study (Gage R&R). • Benchmarking is used to select suitable metrics and targets for improvement, establishes a baseline for the project and where applicable, identifies key performance indicators at an organisational level. 	

[Click here to return to contents](#)

Assessment summary

The end-point assessment for the Level 4 Improvement Practitioner apprenticeship standard is made up of 3 components.

1. 40-minute multiple-choice examination
2. Report, 40-minute presentation and 35 minutes questioning based on an improvement project
3. 60-minute professional discussion underpinned by log

The presentation and questioning around the project report and the professional discussion underpinned by log can take place on the same day. They must take place during month 2 of the end-point assessment window with a minimum of 2 weeks' notice period given to the employer.

The multiple-choice examination can take place at any point during the end-point assessment window.

As an employer/training provider, you should agree a plan and schedule with the apprentice to ensure all assessment components can be completed effectively.

Multiple-choice examination

The multiple-choice examination will contain 40 knowledge-based questions and have a time limit of 40 minutes.

The multiple-choice examination is an open book exam. Reference books can be used but access to the internet is prohibited.

Multiple-choice examination		
Pass	Merit	Distinction
25-29 marks	30-35 marks	36-40 marks

Project report, presentation and questioning

The project report, presentation and questioning is weighted at 60% of the end-point assessment.

- To achieve a **pass**, apprentices must achieve all the pass criteria
- To achieve a **merit**, apprentices must achieve all the pass criteria and all the merit criteria
- To achieve a **distinction**, apprentices must achieve all the pass criteria, all the merit criteria and all the distinction criteria

The project report, presentation and questioning can be conducted face to face or remotely, as long as fair assessment conditions are maintained.

Professional discussion underpinned by log

The professional discussion underpinned by log is weighted at 30% of the end-point assessment.

- To achieve a **pass**, apprentices must achieve all the pass criteria
- To achieve a **merit**, apprentices must achieve all the pass criteria and all the merit criteria
- To achieve a **distinction**, apprentices must achieve all the pass criteria, all the merit criteria and all the distinction criteria

The professional discussion can be conducted face to face or remotely, as long as fair assessment conditions can be maintained.

Grading

Each assessment method will be individually graded in line with the conditions outlined above as fail, pass, merit or distinction.

Points will be awarded for each grade achieved in each individual assessment component using the table below.

Assessment component	Points awarded		
	Pass	Merit	Distinction
Multiple-choice test	10	20	30
Project report, presentation and questioning	60	120	180
Professional discussion underpinned by log	30	60	90

Points for each assessment component will be added together to determine the overall grade using the table below:

Total points achieved	Overall grade
Below 100	Fail
100 or above	Pass
200 or above	Merit
260+	Distinction

Apprentices **must** achieve a minimum of a pass in each assessment component to pass the EPA overall.

Retake and resit information

Apprentices that fail the EPA will have the opportunity to resit/retake. A resit does not require further learning, whereas a retake does.

Apprentices who fail one or more EPA method will be offered the opportunity to take a resit or retake at the employer's discretion. The apprentice's employer needs to agree that a resit or retake is appropriate.

A resit is typically taken within 3 months of the end-point assessment outcome notification. The timescale for a retake is dependent on how much retraining is required and is typically taken within 6 months of the end-point assessment outcome notification. Failed assessment methods must be resat or retaken within a 6-month period from the end-point assessment outcome notification, otherwise the entire end-point assessment will need to be resat or retaken in full.

If the apprentice fails the project assessment method, they must amend the project output in line with the assessor's feedback. The apprentice will be given 4 weeks to rework and submit the amended report.

The apprentice will get a maximum EPA grade of a pass for a resit or retake, unless Highfield determines there are exceptional circumstances.

Resits and retakes are not available to apprentices wishing to move from pass to a higher grade, or from a merit to a distinction.

When the apprentice is ready to complete their resit or retake, please contact the Highfield scheduling team to discuss this further. Feedback will be provided on the areas of failure and a retake checklist will need to be submitted when the professional review has taken place.

When the apprentice is undertaking their resit or retake, the assessment method(s) will need to be re-attempted in full, regardless of individual assessment criteria that were passed on any prior attempt. The EPA report will contain feedback on which areas there are for development along with resit or retake guidance.

[Click here to return to contents](#)

Assessing the multiple-choice examination

The multiple-choice test will contain 40 knowledge-based questions and have a time limit of 40 minutes. The pass mark for this exam is 25 out of 40.

Multiple choice examination		
Pass	Merit	Distinction
25-29 marks	30-35 marks	36-40 marks

The apprentice may refer to training material/reference books but may not access computer search engines or similar.

A maximum of 12 apprentices per administrator/invigilator is allowed.

Please refer to the Highfield Examination and Invigilation policy for further information regarding the ID verification process and details regarding the set-up of end-point assessments.

Before the assessment

- While on-programme, the employer/training provider should brief the apprentice on the areas to be assessed by the multiple-choice examination.
- In readiness for the end-point assessment, the apprentice should complete a sample examination.
- A sample assessment can be found as a separate download on the Highfield Assessment website.

Multiple-choice examination criteria

Compliance	
K1 Legislative and customer compliance requirements including health and safety	E1 Explain the employers' main duties under the Health and Safety at Work Act 1974 E2 Critically evaluate the customer compliance requirements of the business

Project management	
K3 Business case, risk analysis and management, toll-gate reviews, work breakdown structure, lessons learned, pilot studies, project review, process management and measures, benefits tracking	E3 Clarify the business case through risk analysis and management E4 Describe the toll-gate review process E5 Identify the purpose of creating a work breakdown structure E6 Evaluate the use of benefits tracking in project management E7 Explain the purpose of process management when managing projects

Change management	
K5 Stakeholder identification, analysis and management (RACI). Change curve, resistance characteristics, change sponsorship, compelling point of view	E8 Identify a key benefit of applying the RACI model to managing change E9 Summarise typical responses to organisational and personal change as outlined in change curve theory E10 Outline the role of the sponsor in managing change E11 Explain how the compelling point of view can support organisational change

Principles and methods	
K6 Business value of Lean and Six Sigma improvement methods - 8D, practical problem solving, Define Measure Analyse Improve Control, Design for Six Sigma	E12 Explain the business value of Six Sigma methodology E13 Evaluate the importance of DMAIC phases in Lean Six Sigma problem solving E14 Summarise the purpose of the 8D approach to problem-solving E15 Explain the main principles and business value of Lean

Project selection and scope	
K7 Y=f(x) equation (outputs are the result of inputs), business scorecard cascade	E16 Interpret the use of Y=f(x) equation in determining project selection E17 Explain the benefits of cascading the balanced scorecard through the business through teams, and to individuals.

Problem definition	
K8 Cost of poor quality, problem analysis models such as Is/Is Not	E18 Define the meaning of cost of poor quality E19 Evaluate different problem analysis models, for example, Is/Is Not

Process mapping and analysis	
K9 Swim lane, value stream map, performance metrics – continuous, Parameter Diagram, Takt time, Overall Equipment Effectiveness, Theory of Constraints principles, Kanban	E20 Explain the purpose of 'swim lanes' in flow diagrams E21 Identify the objectives of value stream mapping E22 Summarise the information shown in a Parameter Diagram E23 Explain how Takt time is calculated E24 Identify the three factors in Overall Equipment Effectiveness E25 Evaluate the Theory of Constraints methodology in analysing processes E26 Explain the use of the Kanban system in the manufacturing process

Data analysis	
K10 Spreadsheets and pivot table analysis, statistical analysis software	E27 Explain the importance of spreadsheets and pivot table analysis E28 Evaluate different statistical analysis software

Measurement systems	
K11 Repeatability and Reproducibility principles	E29 Define the difference between repeatability and reproducibility when appraising measurement systems

Basic statistics and measures	
K12 Control charts - attribute data, principles of normality	E30 Explain the outputs of a control chart

Data analysis - statistical methods	
K13 Measures of central tendency and spread	E31 Identify the three main measures of central tendency E32 Evaluate the relationship between the measure of spread and the measure of central tendency in data analysis

Process capability and performance	
K14 Capability analysis – continuous data for normal distribution	E33 Explain the purpose of a process-capability analysis E34 Explain why continuous data is used in capability analysis

Root cause analysis	
K15 Key principles including symptoms, failure-mode, potential/verified cause, critical inputs, escape point. Graphical representation of data with dot, scatter and box plots.	E35 Explain the difference between failure mode, failure cause and failure effect E36 Explain the objective of verifying potential root causes of a problem E37 Evaluate the importance of understanding the critical inputs of a process E38 Define the term 'escape point' in a control system E39 Identify the advantages of visually representing data in graphical form

Experimentation	
K16 Active versus passive analytics, design of experiments, experiment plan	E40 Explain the difference between active and passive analytics E41 Describe the purpose of design of experiments E42 Evaluate the purpose of designing an experiment plan

Identification and prioritisation	
K17 Selection and prioritisation matrix, Failure Mode and Effects Analysis	E43 Identify factors to consider when selecting improvement projects E44 Summarise the purpose of Failure Mode and Effects Analysis

[Click here to return to contents](#)

Assessing the project report, presentation and questioning

During the 14-18 months leading up to the EPA, the apprentice should have been working on improvement projects and as such, should have produced a project portfolio that details the projects they have been part of.

The project portfolio will then be used by the apprentice to assist them in writing and producing a project report about the improvement project(s) they have been involved with.

The project report is to be submitted to Highfield by the apprentice within one month following gateway.

The improvement project **must**:

- **clearly** demonstrate delivery of a business improvement benefit
- the report will be authorised with a signed statement from the line manager to confirm the project's authenticity and business benefit
- follow each step of **one** of the recognised improvement methodologies
- have been completed in the apprentice's workplace
- address a fundamental business problem

Project brief

The apprentice should be involved in a substantive improvement project that allows them to meet the assessment criteria assigned to this assessment component. The project should involve collaborating with others to identify and analyse failure modes, for example, the way the failure occurs and its impact. From this, the apprentice should generate appropriate corrective actions for reducing the occurrence of failure modes or improving their detection and continue to work with others to determine the effectiveness of the corrective actions taken.

The project should be suitably planned, in accordance with the sector statutory regulations and organisational policies and controls regarding decision making, finance and legal compliance. A project plan should be developed, as should a project charter, based on initial analysis and lessons learned to meet the project deliverables.

The apprentice should select and make use of recognised tools and models to obtain and use data and information, and make use of appropriate techniques (failure mode, effects analysis, affinity grouping and selection and prioritisation matrix) to identify and prioritise factors, ideas and solutions.

The project should demonstrate application of appropriate lean techniques (e.g. 5S, standard work, Kaizen, error proofing tools and value stream mapping) to analyse processes and their value to the customer, and identify and categorise waste in the process.

The apprentice should prepare for, plan and run a controlled analysis to check the repeatability/reproducibility, and analyse the results of the study and determine the root cause of any problems. There should be clear demonstration of data-backed decision making to support experimentation and optimisation.

This assessment component is made up of **3** parts:

1. Project report

The project report must be produced during the end-point assessment period and submitted to Highfield within 1 month of the gateway meeting, detailing a substantive improvement project they were part of during the on-programme time, which will be confirmed in writing by their employer. The end-point assessor will read the project report prior to the presentation and questioning.

The report **must** follow each step of **one** of the recognised problem-solving methodologies e.g. 'Define, Measure, Analyse, Improve, Control' (DMAIC), '8 Disciplines' (8D), 'Practical Problem Solving', etc.

The report should:

- be a concise, visual summary
- follow the principles of 'A3 Thinking'
- convey key points in a way that enables messages to be grasped 'within 3 seconds'
- be typically 1 to 3 sides of A3
- include any support documents in an annexe which **must** be submitted with the report and which **must** be distinct from documents included in the project portfolio

The apprentice should clearly explain:

- the reasons for project selection
- how each improvement tool was used
- the business benefit of the project including a key performance indicator measure (for example, hours saved or money saved)
- how the apprentice worked with a team of people during this project

The project report **must** be authorised by the means of a signed authenticity document from the apprentice's line manager to confirm authenticity and business benefit.

The written submission sheet that is available to download on the Highfield website **must** be completed and signed by the apprentice and the employer. This submission sheet must accompany the project report when it is submitted. The assessment component cannot proceed without the written submission sheet being signed.

2. Presentation

The apprentice will have to produce a presentation based on the project report and deliver this to the end-point assessor who will then be able to question the apprentice based upon the information contained in the presentation.

There is no word or content restriction in the presentation but, it must follow each step of one of the recognised problem-solving methodologies.

The presentation **must** also be authorised by means of a signature from the apprentice's line manager confirming authenticity and business benefit.

The presentation must last for no more than 40 minutes.

A representative of the apprentice's employer must be present during the presentation but only for the purpose of confirming the validity of the information provided. The assessment component cannot proceed if a representative of the employer is not present.

The employer representative can also provide guidance to the assessor regarding company policy and practice where requested. Internal or external quality assurance staff may also be present.

Presentation format

It is up to the apprentice how this information is presented. It can be presented in any format; acceptable forms of presenting include:

- PowerPoint
- a large copy of the project 'A3' report
- images
- charts

3. Questioning

The apprentice **must** bring their project portfolio of evidence and all necessary materials to the presentation and questioning. If the apprentice does not bring their project portfolio of evidence to the questioning element of this assessment, then the assessment would need to be rescheduled.

For each of the required criteria that are not naturally evidenced through the report and presentation, the end-point assessor will need to ask follow-up questions to elicit evidence that the criteria have been attained.

The questioning will last for no more than 35 minutes.

Example questions:

- Team formation and leadership

- how would you lead a cross-functional team undertaking an improvement project
- Coaching
 - how have you coached colleagues to apply improvement tools
- Change management
 - tell me about possible barriers to change and how Force Field analysis affects this

Before the assessment

- The apprentice must complete a project report based on the improvement project they have been a part of during their time on-programme
- The project report must be submitted to Highfield Assessment within one month following the gateway meeting. The presentation will take place within month 2 and the apprentice will be given a minimum of 2 weeks' notice of when the presentation will be.
- The apprentice must create a presentation around the content contained in the project report
- Employers/training providers should discuss any relevant improvement projects that have been implemented within the business over the on-programme duration that the apprentice has been present

Employers/training providers should:

- ensure the apprentice knows the date, time and location of the end-point assessment
- encourage the apprentice to reflect on their experience and learning on-programme to understand what is required to meet the standard
- inform Highfield of the apprentice's selected method of presentation
- prepare/check any/all equipment necessary to enable to apprentice to present

Project report, presentation and questioning mock assessment

It is the employer/training provider's responsibility to prepare apprentices for their end-point assessment, and Highfield recommends that the apprentice completes a mock presentation and experiences the mock questioning in preparation for the real thing. The most appropriate form of mock assessment will depend on the resources available and the industry the apprentice has been working on improvement projects on. The apprentice should be encouraged to practice their improvement project presentation with the employer/training provider before the end-point assessment.

In designing a mock assessment, the employer/training provider should consider the following elements in its planning:

- the subject of the mock presentation should be a real improvement project that the apprentice has been a part of
- the report must show a clear business benefit to the employer
- the presentation can be in any format but must be a concise visual summary
- the key points of the presentation must be grasped within 3 seconds
- apprentices must clearly explain the reasons why they chose the selected project, how each improvement tool was used, the business benefit of the project including a key performance indicator measure (hours saved, money saved, efficiency increase) and how the apprentice worked with a team of people during the project
- the project must follow one of the recognised problem-solving methodologies
- a 75-minute time slot should be made available for the complete presentation and questioning (maximum of 40 minutes for the presentation and maximum of 35 minutes for questioning) if it is intended to be a complete mock observation covering all relevant standards. However, this time may be split up to allow for progressive learning.
- consider a video recording of the mock assessment, and allow it to be observed by other apprentices, especially if it is not practicable for the employer/training provider to carry out a separate mock assessment with each apprentice
- ensure that the apprentice's performance is assessed by a competent trainer/assessor, and that feedback is shared with the apprentice to complete the learning experience; the mock assessment sheets found on the Highfield Assessment website can be used for this purpose

Project report, presentation and questioning criteria

The presentation and questioning will last for a total of 75 minutes, during which the following standards should be evidenced. Apprentices should prepare for this by ensuring their project report covers the criteria below and that they can speak comfortably for up to 40 minutes about this in the presentation.

Project report, presentation and questioning	
To pass, the following must be evidenced	
PR1	Show business benefit to the apprentice's employer (S22)
PR2	Follow the steps of a recognised problem-solving methodology (e.g. PPS, DMAIC, 8D) with a clear flow from one step to another and supported by the application/interpretation of appropriate Lean, Six Sigma, project management and change management tools (S1, S4, S5, S6, S7, S8, S9, S10, S11, S19, S22)
PR3	Demonstrate data-backed decision making to support definition, measurement, analysis and improvement (S12, S13, S14, S15, S16, S17, S18, S20)
PR4	Explanation of how they chose and scoped the project (S7)
PR5	How they used each tool (S6)
PR6	How they led a cross-functional team during the project (K2, K4)
PR7	How they coached colleagues in the application of improvement tools (S3)
To gain a merit, the following must be evidenced	
PR8	Clearly explains how the outputs of each tool are used to inform the next step (S7, S8, S9, S10, S11, S12, S13, S14, S15, S16, S17, S18, S19, S20, S22)
PR9	Identifies and takes the opportunity to share and/or replicate the improvements made to one other area/system, where there are differences in the solutions/controls required to deliver successful outcomes (B1)
To gain a distinction, the following must be evidenced	
PR10	<i>Identify and take the opportunity to share and/or replicate the improvements made to one other area/system, where there are differences in baseline metrics (B1)</i>
PR11	<i>Seeks opportunities to apply Lean, Six Sigma, project and change management tools in daily work (B4)</i>

[Click here to return to contents](#)

Assessing the professional discussion underpinned by log

The apprentice must complete a log that details all of the training, learning and workshops they have attended. This log will be completed during the on-programme part of the apprenticeship.

The log **must** be submitted to Highfield at Gateway. The log is reviewed by the end-point assessor before the professional discussion takes place.

The apprentice must bring a copy of their log to the professional discussion to show the assessor extracts if necessary.

The assessment component **cannot** proceed if the apprentice does not bring their log to the discussion.

The evidence produced is mapped holistically so that one piece of evidence may cover more than one standard set for the professional discussion.

The log will typically reference between 13 and 15 pieces of evidence. The log will then be used as the focal point of the professional discussion and as such will not be assessed in itself as a separate assessment method.

The independent assessor will ask the apprentice between 13 and 15 open questions relating to the log and can if deemed necessary, ask further follow-up questions for clarification to elicit evidence that all the required standards have been attained.

The apprentice will be asked, with reference to their log to explain how the criteria set out below were practically achieved.

Example open questions that might be used could include:

- describe your role in the improvement team
- give me an example of where best practice was shared with others
- what was the objective of working independently
- how did you identify own your strengths and areas for improvement

The professional discussion must not last any longer than 60 minutes.

A representative of the apprentice's employer must be present during the presentation but only for the purpose of confirming the validity of the information provided. Internal or external quality assurance staff may also be present.

The assessment component **cannot** proceed if a representative of the employer is not present.

Before the assessment

The log must be submitted to Highfield at the gateway meeting and will be reviewed but not assessed by the end-point assessor before the professional discussion.

Employers/training providers should ensure:

- the availability of quiet and private rooms suitable for all of the end-point assessments to take place with chairs and a standard or larger sized desk available for each apprentice
- that appropriate reasonable adjustments are made with Highfield if an apprentice is declared to the employer as having special needs
- that the apprentice is encouraged to reflect upon their experiences from their on-programme time and how this is relevant to the criteria
- the apprentice is aware of the date/time and location of the assessment
- the apprentice knows which assessment criteria they will be assessed on

It is suggested that a mock assessment is carried out by the apprentice in advance of the end-point assessment with the training provider/employer giving feedback on any areas for improvement.

Professional discussion underpinned by log mock assessment

It is the employer/training providers responsibility to prepare apprentices for their end-point assessment, and Highfield recommends that the apprentice completes a mock professional discussion in preparation for the real thing. The most appropriate form of mock assessment will depend on the resources available and the industry the apprentice has been working on improvement projects.

When planning a mock assessment, the employer/training provider should include the following elements:

- a 60-minute time slot must be made available for the professional discussion
- make sure the mock professional discussion takes place in a suitable location
- consider audio or video recording of the mock professional discussion and allow it to be available to other apprentices, especially if it is not practicable for the employer/training provider to carry out a separate mock assessment with each apprentice
- ensure that the apprentice's performance is assessed by a competent trainer/assessor and that feedback is shared with the apprentice to complete the learning experience; the mock assessment sheets found on the Highfield Assessment website can be used for this purpose

The employer/training provider can ask up to 15 open questions and can ask follow-up questions if necessary, for clarification to elicit evidence that the criteria have been attained.

The apprentice must be asked open questions with reference to their log to explain how the criteria have been achieved. For example:

- explain what methods you used to help you make decisions in the team
- what did you consider in the creation and subsequent review of the project charter
- what approach did you make use of when managing the project
- in what ways does your project management differ to that of your colleagues
- how did benchmarking provide you with improvement options
- why was the benchmarking process important in target setting
- how did benchmarking help you

The apprentice will discuss and present the evidence of their training, learning and workshops undertaken.

The log should:

- clearly demonstrate the completion of any training, learning, and workshops attended
- ensure that there is a minimum of one piece of evidence for each required criteria

Professional discussion underpinned by log criteria

During the professional discussion, which will last for 60 minutes, the following standards should be evidenced. Apprentices should prepare for the professional discussion by considering how the criteria can be met and by reviewing the evidence contained within their log.

Professional discussion underpinned by log	
To pass, the following must be evidenced	
PD1	Continuously drives for change and encourages others to deliver results across functional areas (B1)
PD2	Standardises best practice (B1)
PD3	Demonstrate awareness of their own and others' working styles to create a high performing team (B2)
PD4	Promote a moral, legal and socially appropriate working manner, aligned to the organisation's values (B3)
PD5	Maintain flexibility to the needs of the project (B3)
PD6	Critically evaluates own improvement journey and identifies the recommendations for improvement/change (B4)
PD7	Proactively seek and act on feedback (B4)
PD8	Reflect on performance and demonstrate the desire for development (B4)
PD9	Adapt quickly to working with new situations, stakeholders and challenges (B4)
PD10	Ensures the safety of themselves and others and speaks out to challenge safety issues (B5)
PD11	Clearly explain methods used for making decisions in the project team (K2)
PD12	Clearly explain how they engaged and influenced others (S2)
PD13	Clearly explain their coaching skills by observing, listening, using questioning, providing feedback and spotting learning opportunities (S3)
PD14	Clearly explain their approach to project management (S4)
PD15	Clearly explain their approach to change management (S5)
PD16	Design an experiment with clear objectives to optimise a process or improve a product (S18)
PD17	Conduct a measurement system analysis to ensure the integrity of data collected under the experiment (S18)
PD18	Analyse the results of the experiment data to identify opportunities to optimise processes or improve products (S18)
PD19	Clearly explain their use of benchmarking to inform target setting and improvement options (S21)
To gain a merit, the following must be evidenced	
PD20	Identifies opportunities for cross-functional improvement (B1)

PD21	Supports delivery of business-wide improvement projects led by improvement experts (B4)
<i>To gain a distinction, the following must be evidenced</i>	
PD22	<i>Takes the opportunity to prepare and/or deliver training to upskill colleagues (B1)</i>
PD23	<i>Seeks opportunities to involve others in building a continuous improvement culture (B4)</i>

[Click here to return to contents](#)