



Business-Improvement Techniques

Qualification Structure

The Business-Improvement Techniques Qualifications are available at Levels 2, 3 and 4 and may be achieved by following one of the following pathways:

- Process Improvement
- Quality Improvement

Candidates are required to complete Mandatory Units and then have a choice of Optional Units.

Document detail:

Business Improvement Techniques	Level 2	Process Improvement	NVQ
Business Improvement Techniques	Level 2	Quality Improvement	NVQ
Business Improvement Techniques	Level 3	Process Improvement	NVQ
Business Improvement Techniques	Level 3	Quality Improvement	NVQ
Business Improvement Techniques	Level 4	Process Improvement	NVQ
Business Improvement Techniques	Level 4	Quality Improvement	NVQ

Qualification Summary:

The Business-Improvement Techniques Standards have been produced to assist organisations in improving their business activities by applying the tools and techniques of continuous improvement. The implementation of a continuous improvement policy requires the organisation to focus its attention on improving its processes by the elimination of all forms of waste, (which is defined as anything that does not add value for the customer) reduced variation, and defect prevention. The improvements must then be maintained through the standardisation and continuous monitoring of the operations.

By ensuring that all activities add value and are standardised a robust quality system is created that; eliminates the risk of defective products reaching the customer, reduces manufacturing costs and improves profitability and competitiveness.

Who is the Qualification for:

The Level 2 Award has been designed to cover those people who are:

- workers involved in business improvement within a team who wish to have their business improvement competencies assessed for certification purposes.
- new employees who have undertaken some business improvement training and are now acquiring experience within a team and wish to demonstrate their competencies for assessment purposes
- other people involved in the business at all levels who require a fundamental understanding of business improvement practices

The Level 3 Award has been designed to cover those people who are:

- employed as supervisors, team leaders or facilitators and are responsible for carrying out business improvement activities
- people who through Continuous Professional Development are being prepared to take on staff responsibilities in a business improvement environment
- other people involved in the business at all levels who require a more in-depth understanding of business improvement practices

The Level 4 Award has been designed to cover those people who are:

- people who have overall responsibilities for business improvements and will probably be middle management with specific responsibilities for achieving business objectives
- people who through Continuous Professional Development are being prepared to take on management responsibilities in a business improvement environment
- full time facilitators on business improvement delivering improvement training across the business. They may not have specific day to day people responsibilities
- other people involved in the business who require an in depth understanding of business improvement practices

Business-Improvement Techniques Level 2
(Process Improvement Pathway) 500/3042/5 (NVQ)
Last Registration Date 31st December 2010
Last Certification Date 31st December 2012

Total Number of Units Required: 6

Mandatory Units

- 1 Complying with Statutory Regulations and Organisational Safety Requirements
- 2 Contributing to Effective Team Working
- 4 Applying Workplace Organisation Techniques
- 5 Applying Continuous Improvement Techniques (Kaizen)
- 9 Creating Visual Management Systems

Optional Units

1 unit required which could come from the Quality Improvement pathway:

- 7 Analysing and Selecting Parts for Improvements
- 8 Carrying Out Lead Time Analysis
- 11 Applying Set-up Reduction Techniques
- 12 Applying Total Productive Maintenance (TPM)
- 13 Applying Problem Solving Techniques
- 14 Carrying Out Statistical Process Control Procedures (SPC)
- 15 Applying Flow Process Analysis
- 21 Carrying Out Potential Failure Modes and Effects Analysis (FMEA)
- 24 Carrying Out Measurement Systems Analysis (MSA)
- 29 Carrying Out Mistake/Error Proofing (POKA YOKE)
- 36 Creating Standard Operating Procedures

Business-Improvement Techniques Level 2
(Quality Improvement Pathway) 500/3042/5 (NVQ)
Last Registration Date 31st December 2010
Last Certification Date 31st December 2012

Total Number of Units Required: 7

Mandatory Units

- 1 Complying with Statutory Regulations and Organisational Safety Requirements
- 2 Contributing to Effective Team Working
- 18 Applying Six Sigma Methodology to a Project
- 19 Carrying Out Six Sigma Process Mapping
- 20 Applying Basic Statistics

Optional Units

2 units required where 1 of these could come from the Process Improvement pathway:

- 14 Carrying Out Statistical Process Control Procedures (SPC)
- 21 Carrying Out Potential Failure Modes and Effects Analysis (FMEA)
- 24 Carrying Out Measurement Systems Analysis (MSA)
- 29 Carrying Out Mistake/Error Proofing (POKA YOKE)

Business-Improvement Techniques Level 3
 (Process Improvement Pathway) 500/3041/3 (NVQ)
Last Registration Date 31st December 2010
Last Certification Date 31st December 2013

Total Number of Units Required: 9

Mandatory Units

- 1 Complying with Statutory Regulations and Organisational Safety Requirements
- 2 Contributing to Effective Team Working
- 3 Leading Effective Teams
- 4 Applying Workplace Organisation Techniques
- 5 Applying Continuous Improvement Techniques (Kaizen)
- 9 Creating Visual Management Systems

Optional Units

Group A - 1 unit required:

- 6 Creating Flexible Production and Manpower Systems
- 37 Carrying Out Problem Solving Activities

Group B - 2 units required which can be selected from the Quality Improvement pathway:

- 6 Creating Flexible Production and Manpower Systems
- 7 Analysing and Selecting Parts for Improvements
- 8 Carrying Out Lead Time Analysis
- 10 Carrying Out Value Stream Mapping (VSM)
- 11 Applying Set-up Reduction Techniques
- 12 Applying Total Productive Maintenance (TPM)
- 14 Carrying Out Statistical Process Control Procedures (SPC)
- 15 Applying Flow Process Analysis
- 16 Applying Policy Deployment (HOSHIN KANRI)
- 17 Applying Value Management (Value Engineering and Value Analysis)
- 21 Carrying Out Potential Failure Modes and Effects Analysis (FMEA)
- 24 Carrying Out Measurement Systems Analysis (MSA)
- 29 Carrying Out Mistake/Error Proofing (POKA YOKE)
- 36 Creating Standard Operating Procedures
- 37 Carrying Out Problem Solving Activities

NB. Units 6 and 37 can only be selected from either Group A or Group B

Business-Improvement Techniques Level 3
 (Quality Improvement Pathway) 500/3041/3 (NVQ)
Last Registration Date 31st December 2010
Last Certification Date 31st December 2013

Total Number of Units Required: 10

Mandatory Units

- 1 Complying with Statutory Regulations and Organisational Safety Requirements
- 2 Contributing to Effective Team Working
- 3 Leading Effective Teams
- 18 Applying Six Sigma Methodology to a Project
- 19 Carrying Out Six Sigma Process Mapping
- 20 Applying Basic Statistics
- 21 Carrying Out Potential Failure Modes and Effects Analysis (FMEA)

Optional Units

3 units required where 2 of these can be selected from the Process Improvement pathway:

- 14 Carrying Out Statistical Process Control Procedures (SPC)
- 22 Applying Six Sigma Metrics to a Project
- 23 Producing a Characteristic Selection Matrix
- 24 Carrying Out Measurement Systems Analysis (MSA)
- 25 Carrying Out Capability Studies
- 26 Producing Multi Variance Charts
- 27 Applying Hypothesis Testing
- 29 Carrying Out Mistake/Error Proofing (POKA YOKE)

Business-Improvement Techniques (Process Improvement Pathway)	Level 4 500/3125/9 (NVQ)	Business-Improvement Techniques (Quality Improvement Pathway)	Level 4 500/3125/9 (NVQ)
Last Registration Date	31 st March 2011	Last Registration Date	31 st March 2011
Last Certification Date	31 st March 2014	Last Certification Date	31 st March 2014
Total Number of Units Required:	13	Total Number of Units Required:	14
Mandatory Units	<ul style="list-style-type: none"> 1 Complying with Statutory Regulations and Organisational Safety Requirements 2 Contributing to Effective Team Working 3 Leading Effective Teams 4 Applying Workplace Organisation Techniques 5 Applying Continuous Improvement Techniques (Kaizen) 9 Creating Visual Management Systems 35 Carrying Out Project Management Activities 	Mandatory Units	<ul style="list-style-type: none"> 1 Complying with Statutory Regulations and Organisational Safety Requirements 2 Contributing to Effective Team Working 3 Leading Effective Teams 14 Carrying Out Statistical Process Control Procedures (SPC) 18 Applying Six Sigma Methodology to a Project 19 Carrying Out Six Sigma Process Mapping 20 Applying Basic Statistics 21 Carrying Out Potential Failure Modes and Effects Analysis (FMEA) 35 Carrying Out Project Management Activities
Optional Units (NB. Units 6 and 37 can only be selected from either Group A <u>or</u> Group B)	<p><i>Group A - 1 unit required:</i></p> <ul style="list-style-type: none"> 6 Creating Flexible Production and Manpower Systems 37 Carrying Out Problem Solving Activities <p><i>Group B - 5 units where 3 of these could come from the Quality Improvement pathway:</i></p> <ul style="list-style-type: none"> 6 Creating Flexible Production and Manpower Systems 7 Analysing and Selecting Parts for Improvements 8 Carrying Out Lead Time Analysis 10 Carrying Out Value Stream Mapping (VSM) 11 Applying Set-up Reduction Techniques 12 Applying Total Productive Maintenance (TPM) 14 Carrying Out Statistical Process Control Procedures (SPC) 15 Applying Flow Process Analysis 16 Applying Policy Deployment (HOSHIN KANRI) 17 Applying Value Management (Value Engineering and Value Analysis) 21 Carrying Out Potential Failure Modes and Effects Analysis (FMEA) 24 Carrying Out Measurement Systems Analysis (MSA) 28 Carrying Out Design of Experiments (DOE) 29 Carrying Out Mistake/Error Proofing (POKA YOKE) 34 Applying Quality Function Deployment (QFD) 36 Creating Standard Operating Procedures 37 Carrying Out Problem Solving Activities 	Optional Units	<p><i>Group A - 3 units where 2 of these could come from the Process Improvement pathway:</i></p> <ul style="list-style-type: none"> 22 Applying Six Sigma Metrics to a Project 23 Producing a Characteristic Selection Matrix 24 Carrying Out Measurement Systems Analysis (MSA) 25 Carrying Out Capability Studies 26 Producing Multi Variance Charts 27 Applying Hypothesis Testing 28 Carrying Out Design of Experiments (DOE) 29 Carrying Out Mistake/Error Proofing (POKA YOKE) <p><i>Group B - 2 units where 1 of these could come from the Process Improvement pathway:</i></p> <ul style="list-style-type: none"> 30 Carrying Out Evolutionary Operations (EVOP) 31 Applying Central Limit Theorem and Confidence Intervals 32 Producing Taguchi Linear Graphs 33 Applying Response Surface Methodology 34 Applying Quality Function Deployment (QFD)