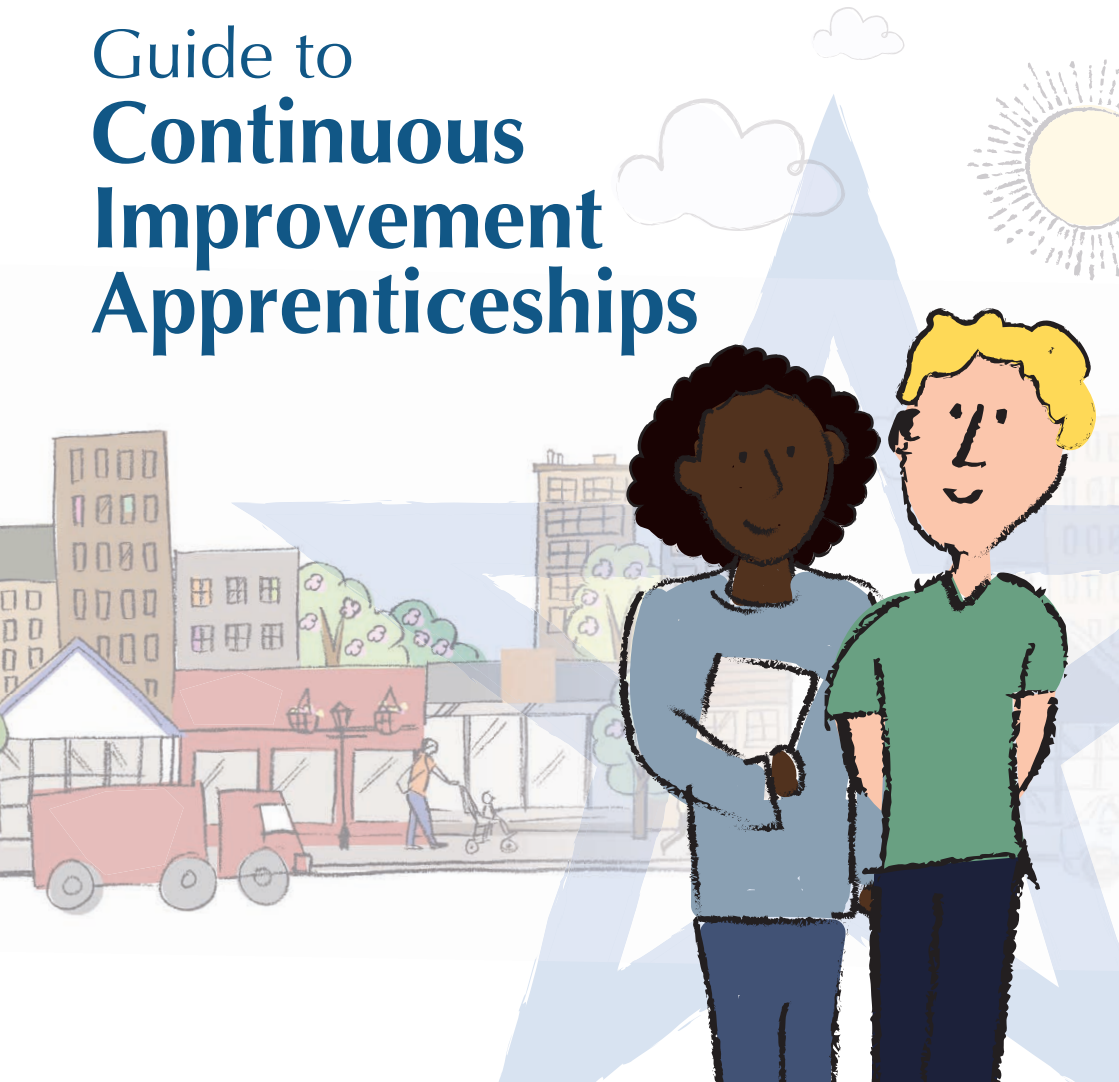




making good people great

Guide to Continuous Improvement Apprenticeships





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making good people great

Introducing Capella's Continuous Improvement Apprenticeships

We love nothing more than making good people great! That's why we're committed to providing learning and development programmes that enable every person and every organisation to be the best they can be.

Capella is a specialist training provider with extensive technical and practical expertise in Problem Solving and Process Improvement, including world best-in-class methods, tools and techniques linked to Lean and Six Sigma. We supported the Employer Development Group that created the new standards and so you can be confident that our programmes fully meet your needs.

Improving processes as well as operating them is everyone's responsibility and doing a great job everyday means we can all go home from work feeling proud of what we've achieved. This suite of programmes builds the knowledge, skills and behaviours to meet objectives at all levels through data-driven decision making, robust root cause analysis and customer-focused improvements.

As apprentices, you also get the opportunity to meet and work with others, increase your employability and you can apply for an NUS card!

Sound good? Then this guide will explain everything you need to know about these apprenticeships, including how to find out if you're eligible and how you can register your interest.

"Data has shown us that the problem wasn't what we thought and we can now finally fix it!"

"We're already seeing benefits...people are leading improvements now, not just waiting to be asked to take part"

"We're seeing great results from the projects and we're already planning our next cohort"

"Our learners are really enjoying the programme and managers are seeing a positive change in behaviour"



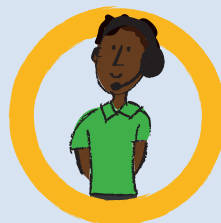
What's an apprenticeship?

- ☆ Building role-relevant knowledge, skills and behaviours
- ☆ Nationally recognised
- ☆ On average, it takes 12-18 months to complete (depending on the programme)
- ☆ Apprentices must complete 20% off-the-job development during work hours
- ☆ Includes Functional Skills in maths and English
- ☆ Achieved on completion of a final end-point assessment, where apprentices will be required to demonstrate the knowledge, skills and behaviours they've learnt to an independent assessor

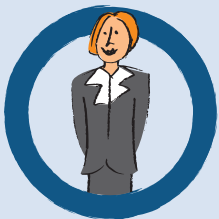
Now for some myths about apprenticeships...



There are **NO age limits** on who can apply to do an apprenticeship



Both **existing and newly recruited** staff members can complete an apprenticeship



People with a **higher-level qualification** can still do an apprenticeship, providing they are gaining new skills. For example, if they have a degree in music or history, they can apply for one of our programmes

Adding value to your business...

Apprenticeships can add huge value to your business by:

- ☆ Providing the knowledge, skills and behaviours to solve problems and deliver improvements...faster and better
- ☆ Developing Improvement Leadership capability
- ☆ Investing in your team and developing a Continuous Improvement culture
- ☆ Providing clear development routes aligned with career pathways
- ☆ Growing talent at all levels, supporting succession planning
- ☆ Increasing motivation and job satisfaction, which, in turn, makes sure your customers receive the very best experience
- ☆ Supporting retention
- ☆ Rewarding and recognising your team

How will team members benefit?

- ☆ Earn while they learn - fully funded high-quality apprenticeship training
- ☆ Achieve a nationally-recognised level of capability
- ☆ Enjoy a fantastic opportunity to develop the skills they need to further their career
- ☆ Build confidence and improve performance

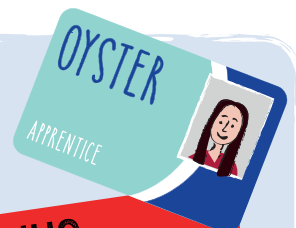
Added extras!

Apprentices will be eligible to apply for an Apprentice Extra card and receive discounts in-store and online from some of their favourite brands.

www.apprenticeextra.co.uk

On top of all that, they could save 30% on adult-rate travel cards, bus and tram season tickets with an Apprentice Oyster Card!

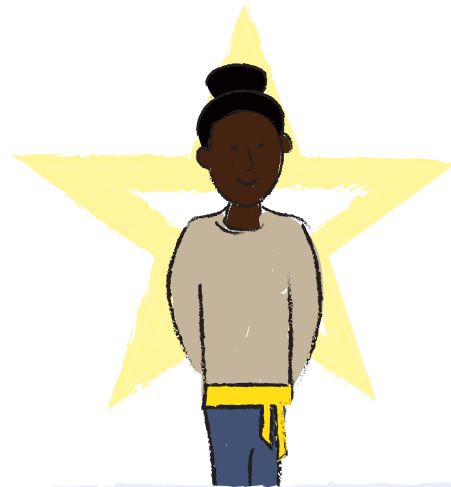
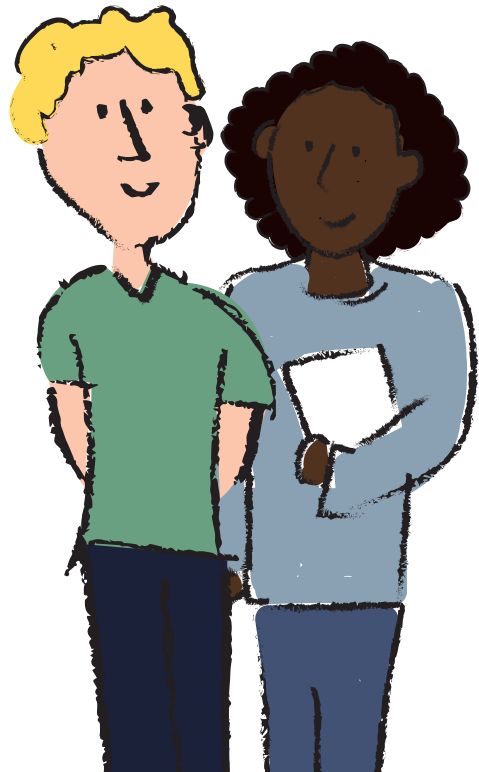
www.photocard.tfl.gov.uk



amazonPrime

Capella Continuous Improvement Apprenticeships

Let's take a closer look at our Continuous Improvement apprenticeship programmes...They all include world-class "thinking" and tools in Problem Solving and Process Improvement from Lean and Six Sigma plus Project/Programme Management, Change Management and Leadership. You can start at Yellow or Green Belt level without any previous qualifications – just start at the level that suits your role and personal development needs!



Yellow Belt

Improvement Technician Level 3

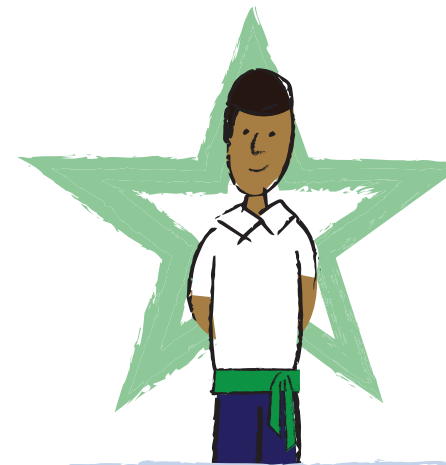
Suitable for: Operators, members, team workers and First Line Team Leaders

Suitable for all disciplines in all organisations

Key Topics covered:

- Facilitating improvement activities
- Engaging team members
- Understanding customers, processes and data
- Implementing improvements

Duration:
12 months



Green Belt

Improvement Technician Level 4

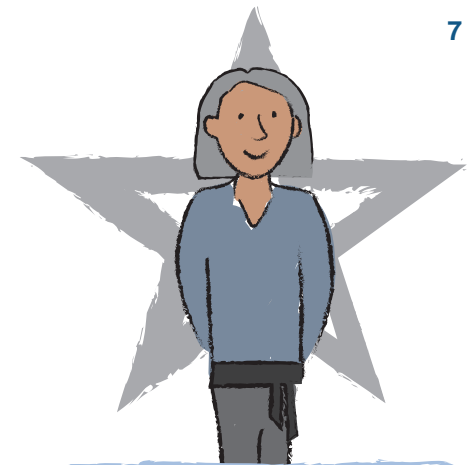
Suitable for: Specialists such as Project Controllers, professionals such as Accountants and Engineers as well as First Line Team Leaders in technical roles and Second Line Leaders/Managers

Suitable for all disciplines in all organisations

Key Topics covered:

- Managing improvement projects
- Coaching teams
- Analysing customers, processes and data
- Implementing changes

Duration:
13 months



Black Belt

Improvement Specialist Level 5

Suitable for: Senior Managers (especially if you want to drive a Continuous Improvement culture), Team Leaders, Specialists such as Project Controllers and Quality Engineers as well as Professionals such as Accountants

Suitable for all disciplines in all organisations

Key Topics covered:

- Leading complex improvements
- Coaching Practitioners
- Analysis and experimentation
- Failure avoidance

Duration:
15 months

Master Black Belt

Improvement Leader Level 6

Suitable for: Leaders who want to develop a strategic approach to continuous improvement.

Key Topics covered:

- Developing Continuous Improvement strategy
- Change Management
- Coaching Specialists
- Leading Improvement programmes

Duration:
16 months



How are the programmes delivered?

Training for each of the levels is delivered via face to face classroom sessions led by an expert Capella tutor. All programmes include:

- ★ Launch session for the apprentice and their line manager
- ★ Classroom learning/workshops
- ★ Online learning
- ★ One-to-one coaching sessions with the tutor and the apprentice's line manager to help apply learning to improvement projects and activities chosen by you and scoped with our support
- ★ Mid and Gateway Reviews including an opportunity to experience all elements of the End Point Assessment so there'll be no surprises!

End-Point Assessment

Towards the end of the programme, apprentices will showcase the knowledge, skills and behaviours they've developed to an independent assessor (who will have worked with Capella during the programme to ensure standardisation of assessment practices). The assessor will usually come to your workplace for the assessment and they will then confirm the final grade, which could be a pass, merit or distinction! If an apprentice doesn't pass their end-point assessment first time, they don't need to worry because they'll receive further training and will have the opportunity to take it again.

Here's a look at the end-point assessments for each programme:

Level 3 End-Point Assessment:

- Multiple-choice test (40 mins)
- Project summary, presentation & questioning (35 mins)
- Professional discussion (30 mins)

Level 4 End-Point Assessment:

- Multiple-choice test (40 mins)
- Project summary, presentation & questioning (35 mins)
- Professional discussion (30 mins)

Level 5 End-Point Assessment:

- Examination (4 hrs)
- Professional discussion (2 hrs)

Level 6 End-Point Assessment:

- Professional discussion (2 hrs)
- Dissertation presentation and questioning (1.5 hrs)

What Maths and English requirements are there for our apprenticeships?

As part of their programme, apprentices need to achieve qualifications in Maths and English – these are known as Functional Skills. However, if the apprentice has completed these qualifications before, they'll be exempt so long as they meet the necessary requirements*.

Those who don't have the required level will be supported by Capella so they can achieve these during their programme. They'll just need to make sure they're in place before they take their end-point assessment. Level 2 in maths and English is required for all 4 Improvement apprenticeships.

*To qualify for an exemption, team members need to present original copies of the certificates that meet/exceed the requirement during their enrolment.

Examples include:

- GCSE Grade A*-C / 9-4
- CSE Grade 1
- Functional Skills Level 2



What support will be expected from a line manager?

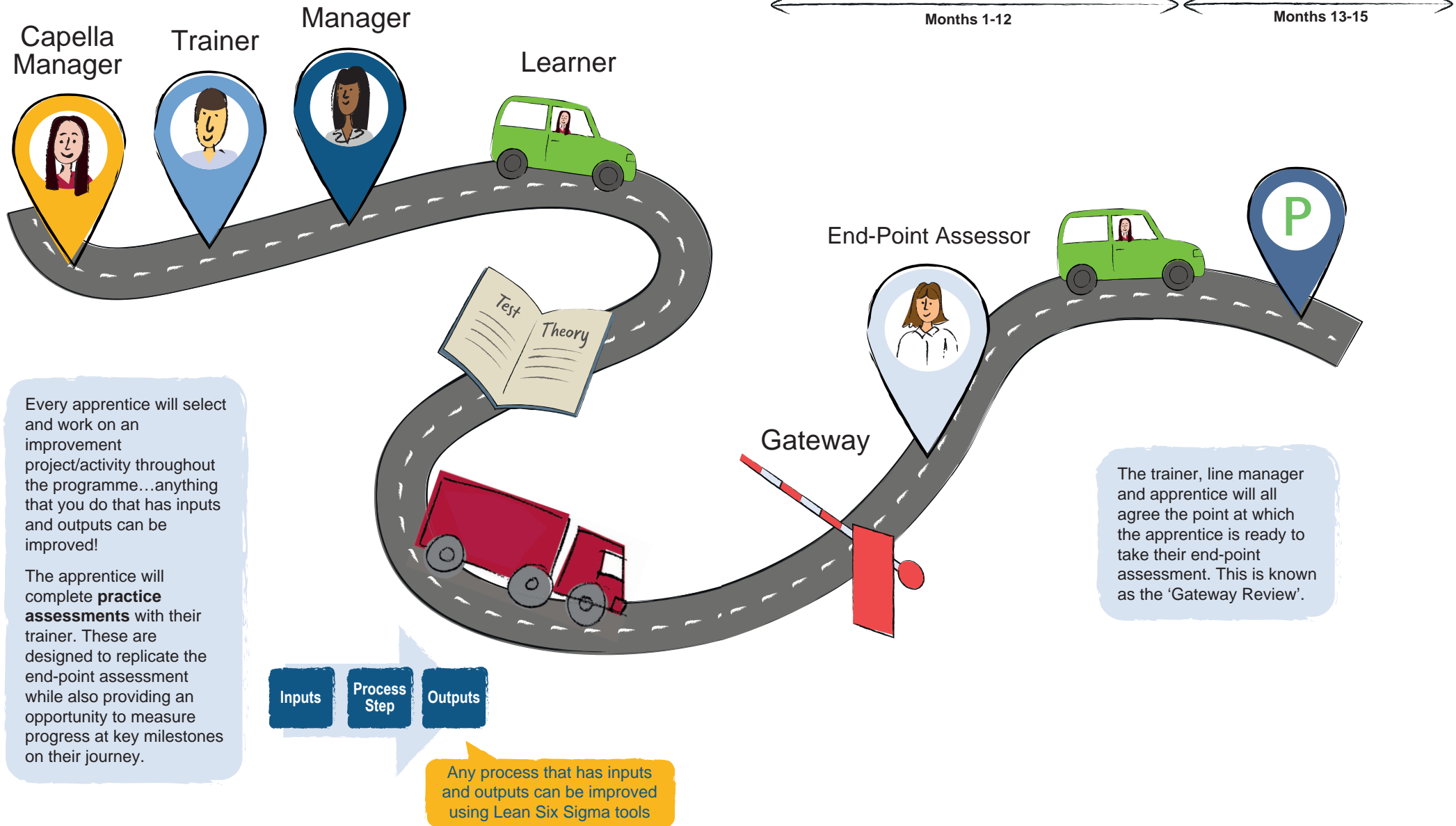
Learning should be a truly collaborative approach. That's why line managers who have a team member enrolled on an apprenticeship will play an important role in their development. The time commitment doesn't have to be huge, but the more active support a line manager gives, the more the team member will flourish.

As a minimum, line managers should:

- ★ Take part in the launch alongside their apprentice so that they can work together on the activities that are essential for building a strong foundation for the programme
- ★ Guide the selection of an improvement project and approve the Project Charter
- ★ Ensure apprentices have adequate time to work on building their knowledge, skills and behaviours
- ★ Ensure delegates are well-supported by the wider organisation
- ★ Actively review projects and development progress, taking actions as required to maintain progress
- ★ Support coaching sessions and/or review progress following every coaching session
- ★ Take part in the mid review to formally assess progress and confirm plans for next steps
- ★ Take part in the final Gateway review to confirm that apprentices are consistently meeting the requirements of the standard
- ★ Support the End Point Assessment by confirming business benefits have been delivered and validity of evidence provided
- ★ Celebrate and share successes

Illustrative learner journey

Think about the apprenticeship like learning to drive. The trainer and line manager will support the apprentice as they build up their confidence and competency for the end-point assessment. Once they're ready to take their test, this will be conducted and graded by an independent end-point assessor.



Off-the-job training explained

All apprentices on a funded apprenticeship programme must be allocated time for off-the-job training so they can complete their programme during paid working hours, so line managers must ensure they get this time.

What is off-the-job training?

It's defined as 'learning that's undertaken outside of the normal day-to-day working environment and leads towards the achievement of an apprenticeship'. Anything you do that helps build your knowledge, skills and behaviours (as set out in the Apprenticeship Standard for your programme) counts towards this. Here are some examples...

- ★ Training, coaching and review sessions led by Capella or you
- ★ E-learning or completing a project or assignment in working hours
- ★ Working on problem solving and/or improvement activities in the workplace...and remember that most of us regularly work on problems...applying your new knowledge, skills and behaviours to understand and resolve these is all off-the-job time!
- ★ Working through training and learning resources which are aligned with the apprenticeship
- ★ Engaging in work-based activity projects and reflection exercises that are completed in the workplace
- ★ Shadowing an experienced colleague or manager as they work
- ★ Building the knowledge, skills and behaviours set out in the standard

The following outlines an estimate of the total off-the-job hours per week for the duration of each Continuous Improvement apprenticeship. However, this may vary for each team member.

Level 3	Week
Team member off-the-job time (hours)	6
Team member time with trainer (hours)	2
Line manager time (hours)	0.5

Level 4	Week
Team member off-the-job time (hours)	5
Team member time with trainer (hours)	3
Line manager time (hours)	0.5

Level 5	Week
Team member off-the-job time (hours)	5
Team member time with trainer (hours)	3
Line manager time (hours)	0.5

Level 6	Week
Team member off-the-job time (hours)	6
Team member time with trainer (hours)	2
Line manager time (hours)	0.5

What online resources and extra support are available?

We use technology and e-learning to make sure our apprentices receive the very best learning experience.

Smart Assessor

All apprentices will get a Smart Assessor account which gives access to a cloud-based Learning Management System. This is designed specifically for learners to collate evidence of their knowledge, skills and behaviours which is then assessed by their trainer against the national standard. It's great for storing electronic files including videos, photos and voice recordings.

- ★ Ensures evidence is always available, both offline and securely on the web
- ★ Apprentices and trainers can track progress dynamically to ensure timely completions
- ★ Provides additional learning resources as bite-size topics
- ★ Provides a management dashboard to review and monitor progress
- ★ The Mobile app allows use of Smart Assessor offline and "on the go"

Glossary App

Capella has developed a glossary app that gives a concise definition of key terms. This is great for checking definitions when you're out and about so you can be confident every step of the way.



Right person – Right training

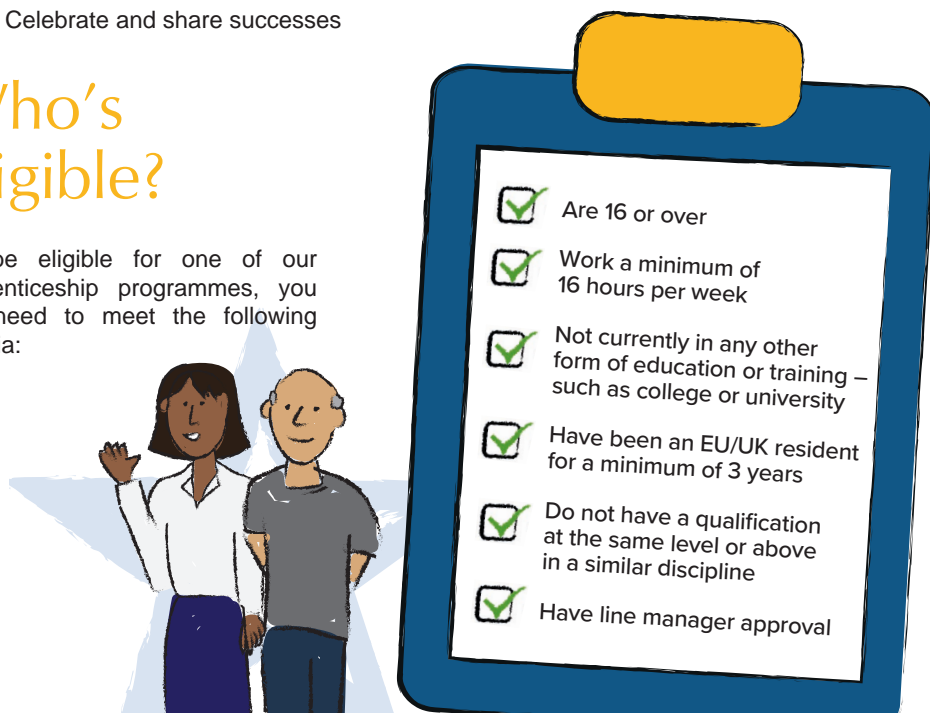
We want each and every person who's embarking on our apprenticeship programmes to succeed. In order to do this, they must be prepared for the challenge and be ready to commit to pushing forward with their career development.

The commitment from apprentice includes:

- ☆ Understanding that these apprenticeship programmes take, on average, 12-18 months to complete
- ☆ Signing a Learner Agreement form which confirms their commitment to the apprenticeship
- ☆ Being motivated to learn, develop and implement their new knowledge, skills and behaviours
- ☆ Committing to the work time that's needed to carry out off-the-job training and independent self-study, within the agreed timescales
- ☆ Attending all scheduled training, coaching and review sessions with their trainer
- ☆ Working on improvement projects/activities and collating evidence of their development so that they can share this with their manager, trainer and end-point assessor
- ☆ Monitoring their own progress and keeping key stakeholders informed throughout
- ☆ Celebrate and share successes

Who's eligible?

To be eligible for one of our apprenticeship programmes, you will need to meet the following criteria:



- ☒ Are 16 or over
- ☒ Work a minimum of 16 hours per week
- ☒ Not currently in any other form of education or training – such as college or university
- ☒ Have been an EU/UK resident for a minimum of 3 years
- ☒ Do not have a qualification at the same level or above in a similar discipline
- ☒ Have line manager approval

How can you nominate a team member?

Employers and Managers

Contact us to discuss your plans and requirements. We'll want to take time to understand your strategic aims so we can make sure the programme fully meets your needs.

We've got extensive expertise and experience in designing Continuous Improvement Strategy (as well as training programmes) so we'd be delighted to talk to you about how we could support you in developing a Continuous Improvement culture where everyone improves processes as well as operates them and everyone can all go home from work feeling proud of what's been achieved!

Apprentices

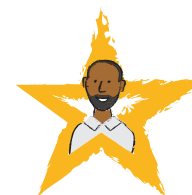
Start off by...

- ☆ Checking you meet the eligibility criteria
- ☆ Getting support from your line manager
- ☆ Contacting us to check suitability and ask any questions so you can decide whether it's something you really want to do

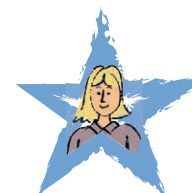
Here to help you

We have a dedicated team to support our apprenticeship programmes. So if you have any queries or would like to get in touch, please do not hesitate to contact us:

Key Contacts



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