



Level 2 NVQ Diploma In
BUSINESS IMPROVEMENT TECHNIQUES

Evidence Logbook

Qualification recognition number: 601/4342/3

Qualification Reference: L2NVQDBIT

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Assessment Principles

1. Assessment Principles

1.1 Assessment decisions for competence based learning outcomes (e.g. those beginning with 'to be able to') must be made in a real work environment by an occupationally competent assessor. Any knowledge evidence integral to these learning outcomes may be generated outside of the work environment but the final assessment decision must be within the real work environment.

1.2 Assessment decisions for competence based learning outcomes must be made by an assessor qualified to make assessment decisions.

1.3 Competence based assessment must include direct observation as the main source of evidence.

1.4 Simulation may only be utilised as an assessment method for competence based learning outcomes if specified in the assessment requirements of the component.

1.5 Expert witnesses can be used for direct observation if they have occupational expertise for specialist areas or, if the observation is of a particularly sensitive nature. The use of expert witnesses should be determined and agreed by the assessor.

1.6 Assessment of knowledge based learning outcomes (e.g. those beginning with 'know' or 'understand') may take place in or outside of a real work environment.

1.7 Assessment decisions for knowledge based learning outcomes must be made by an occupationally knowledgeable assessor.

1.8 Assessment decisions for knowledge based learning outcomes must be made by an assessor qualified to make assessment decisions. Where assessment is electronic or undertaken according to a set grid, the assessment decisions are made by the person who has set the answers.

2. Internal Quality Assurance

2.1 Internal quality assurance is key to ensuring that the assessment of evidence for component is of a consistent and appropriate quality. Those carrying out internal quality assurance must be occupationally knowledgeable in the area they are assuring and be qualified to make quality assurance decisions.

3. Definitions

3.1 Occupationally competent:

This means that each assessor must be capable of carrying out the full requirements within the competency components they are assessing. Being occupationally competent means they are also occupationally knowledgeable. This occupational competence should be maintained annually through clearly demonstrable continued learning and professional development.

3.2 Occupationally knowledgeable:

This means that each assessor should possess relevant knowledge and understanding and be able to assess this in components designed to test knowledge and understanding. This occupational

knowledge should be maintained annually through clearly demonstrable continued learning and professional development.

3.3 Qualified to make assessment decisions:

This means that each assessor must hold a qualification suitable to support the making of appropriate and consistent assessment decisions. Awarding organisations will determine what qualifies those making assessment decisions according to the competency components under assessment. In any case of significant uncertainty, the Sector Skills Council will be consulted.

3.4 Qualified to make quality assurance decisions:

Awarding organisations will determine what qualifies an assessor undertaking internal quality assurance to make decisions about quality assurance.

3.5 Expert witness:

An expert witness must:

- have a working knowledge of the components on which their expertise is based
- be occupationally competent in their area of expertise
- have EITHER any qualification in assessment of workplace performance OR a professional work role which involves evaluating the everyday practice of staff

Evidence Requirements for the Level 2 NVQ Diploma in Business Improvement Techniques – Process Improvement

You must meet all the learning outcomes and assessment criteria identified in each component to achieve the full component. Evidence should be developed over a period of time using diverse assessment methods.

How Your Evidence is Checked

After your Assessor has assessed your work, another member of staff - the Internal Quality Assurer - will review it. An External Quality Assurer from Future (Awards and Qualifications) will visit your assessment centre.

Certificate Claims

Once you've built up your portfolio of evidence, your assessor will sign off your component declaration and present your portfolio to the Internal Quality Assurer. Once the portfolio has passed the internal quality assurance process, the centre can claim your certificate.

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Component 1: Complying with Statutory Regulations and Organisational Safety Requirements

Component Reference Number: A/601/5013

Level: 2

Credit: 5

GL: 35

	Assessment Method	Evidence Ref. Page number, Method	Assessor Decision Sign and Date
You must be able to:			
1 Comply with statutory regulations and organisational safety requirements			
1.1 Comply with their duties and obligations as defined in the Health and Safety at Work Act			
1.2 Demonstrate their understanding of their duties and obligations to health and safety by: <ul style="list-style-type: none"> • applying in principle their duties and responsibilities as an individual under the Health and Safety at Work Act • identifying, within their organisation, appropriate sources of information and guidance on health and safety issues, such as: <ul style="list-style-type: none"> - eye protection and personal protective equipment (PPE) - COSHH regulations - Risk assessments • identifying the warning signs and labels of the main groups of hazardous or dangerous substances • complying with the appropriate statutory regulations at all times 			
1.3 Present themselves in the workplace suitably prepared for the activities to be undertaken			

1.4 Follow organisational accident and emergency procedures			
1.5 Comply with emergency requirements, to include: <ul style="list-style-type: none"> • identifying the appropriate qualified first aiders and the location of first aid facilities • identifying the procedures to be followed in the event of injury to themselves or others • following organisational procedures in the event of fire and the evacuation of premises • identifying the procedures to be followed in the event of dangerous occurrences or hazardous malfunctions of equipment 			
1.6 Recognise and control hazards in the workplace			
1.7 Identify the hazards and risks that are associated with the following: <ul style="list-style-type: none"> • their working environment • the equipment that they use • materials and substances (where appropriate) that they use • working practices that do not follow laid-down procedures 			
1.8 Use correct manual lifting and carrying techniques			

<p>1.9 Demonstrate one of the following methods of manual lifting and carrying:</p> <ul style="list-style-type: none"> • lifting alone • with assistance of others • with mechanical assistance 			
<p>1.10 Apply safe working practices and procedures to include:</p> <ul style="list-style-type: none"> • maintaining a tidy workplace, with exits and gangways free from obstruction • using equipment safely and only for the purpose intended • observing organisational safety rules, signs and hazard warnings • taking measures to protect others from any harm resulting from the work that they are carrying out 			
2 Know how to comply with statutory regulations and organisational safety requirements			
<p>2.1 Describe the roles and responsibilities of themselves and others under the Health and Safety at Work Act, and other current legislation (such as The Management of Health and Safety at Work Regulations, Workplace Health and Safety and Welfare Regulations, Personal Protective Equipment at Work Regulations, Manual Handling Operations Regulations, Provision and Use of Work Equipment Regulations, Display Screen at Work Regulations, Reporting of Injuries,</p>			

Diseases and Dangerous Occurrences Regulations)			
2.2 Describe the specific regulations and safe working practices and procedures that apply to their work activities			
2.3 Describe the warning signs for the seven main groups of hazardous substances defined by Classification, Packaging and Labelling of Dangerous Substances Regulations			
2.4 Explain how to locate relevant health and safety information for their tasks, and the sources of expert assistance when help is needed			
2.5 Explain what constitutes a hazard in the workplace (such as moving parts of machinery, electricity, slippery and uneven surfaces, poorly placed equipment, dust and fumes, handling and transporting, contaminants and irritants, material ejection, fire, working at height, environment, pressure/stored energy systems, volatile, flammable or toxic materials, unshielded processes, working in confined spaces)			
2.6 Describe their responsibilities for identifying and dealing with hazards and reducing risks in the workplace			

<p>2.7 Describe the risks associated with their working environment (such as the tools, materials and equipment that they use, spillages of oil, chemicals and other substances, not reporting accidental breakages of tools or equipment and not following laid-down working practices and procedures)</p>			
<p>2.8 Describe the processes and procedures that are used to identify and rate the level of risk (such as safety inspections, the use of hazard checklists, carrying out risk assessments, COSHH assessments)</p>			
<p>2.9 Describe the first aid facilities that exist within their work area and within the organisation in general; the procedures to be followed in the case of accidents involving injury</p>			
<p>2.10 Explain what constitute dangerous occurrences and hazardous malfunctions, and why these must be reported even if no-one is injured</p>			
<p>2.11 Describe the procedures for sounding the emergency alarms, evacuation procedures and escape routes to be used, and the need to report their presence at the appropriate assembly point</p>			
<p>2.12 Describe the organisational policy with regard to firefighting procedures; the common causes of fire and what they can do to help prevent them</p>			

2.13 Describe the protective clothing and equipment that is available for their areas of activity			
2.14 Explain how to safely lift and carry loads, and the manual and mechanical aids available			
2.15 Explain how to prepare and maintain safe working areas; the standards and procedures to ensure good housekeeping			
2.16 Describe the importance of safe storage of tools, equipment, materials and products			
2.17 Describe the extent of their own authority, and to whom they should report in the event of problems that they cannot resolve			

Learner declaration of authenticity:

I declare that the work presented for this component is entirely my own work.

Learner signature:

Date:

Assessor sign off of completed component:

I confirm that the learner has met the requirements for all assessment criteria demonstrating knowledge and skills for this component.

Assessor name:

Signature:

Date:

Component 2: Contributing to Effective Team Working

Component Reference Number: J/600/2491

Level: 2

Credit: 7

GL: 26

	Assessment Method	Evidence Ref. Page number, Method	Assessor Decision Sign and Date
You must be able to:			
1 Contribute to effective team working			
1.1 Establish and maintain productive working relationships, using the key performance measures and communication processes available to them			
1.2 Establish and maintain good working relationships with three of the following: <ul style="list-style-type: none"> • colleagues within their own workgroup • colleagues in other workgroups • immediate line management • those for whom they have responsibility • external contacts 			
1.3 Deal with disagreements in an amicable and constructive way, using relevant information and data to support views and arguments			
1.4 Provide ideas and solutions to find ways of resolving issues that cause concern and disagreement			

<p>1.5 Use all relevant information available to them to keep others informed about work plans or activities which affect them</p>			
<p>1.6 Communicate orally by three of the following:</p> <ul style="list-style-type: none"> • question and answer sessions • team briefings • brainstorming sessions • problem resolution processes 			
<p>1.7 Communicate in writing and/or electronically, to include three from the following:</p> <ul style="list-style-type: none"> • maintaining up-to-date key performance indicators for the work area • adding ideas and actions to team boards • processing information • communicating via e-mail/internal network services • producing briefs or updates 			
<p>1.8 Seek assistance from others in a polite, courteous way, without disturbing normal work activities</p>			
<p>1.9 Respond in a timely and positive way, using data and information available when others ask for help or information</p>			
<p>2 Know how to contribute to effective team working</p>			

2.1 Describe the importance of creating and maintaining effective working relationships			
2.2 Describe the types of problem that can occur with working relationships			
2.3 Explain how their own behaviour, dress and language can affect working relationships			
2.4 Describe the actions that can be taken to deal with specific difficulties in working relationships			
2.5 Describe the importance of challenging fixed ideas within the team			
2.6 Explain how to challenge fixed ideas without causing problems with working relationships			
2.7 Explain how to use data and information to help resolve concerns and disagreements			
2.8 Describe from whom they should seek assistance when they have difficulties with working relationships			
2.9 Describe the importance of sharing their knowledge, information and performance measures with other people in their team and with other groups			
2.10 Explain how to use the data and information available to them to communicate their performance effectively to others			

2.11 Describe the types of information and data available in their area (such as key performance measures for RFT, quality, target versus actual, scrap, OEE, SPC)			
2.12 Describe the use of problem resolution processes and action planning; continuous improvement, brainstorming and the trialling of new ideas			
2.13 Describe the mixture of skills and experience available in their team to support them or the process when problems occur (team skills matrix)			
2.14 Explain why they need to keep others involved in any plans or activities that they may be doing			
2.15 Describe the types of support or assistance that they might need from others			
2.16 Describe the importance of being polite when requesting assistance			
2.17 Describe the types of disruption that can be caused by inopportune requests for assistance			

<p>2.18 Describe the methods used in their area for effective communication (such as team briefings covering team performance, quality, cost, delivery, people; team boards for general information; process performance boards covering measures, graphs, action plans)</p>			
<p>2.19 Describe the extent of their own authority, and to whom they should report in the event of problems that they cannot resolve</p>			

Learner declaration of authenticity:

I declare that the work presented for this component is entirely my own work.

Learner signature:

Date:

Assessor sign off of completed component:

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Assessor name:

Signature:

Date:

M1 (Process Improvement Mandatory Components) Pathway 1 (P1)

Component 3: Contributing to the Application of Workplace Organisation Techniques

Component Reference Number: L/600/2492

Level: 2

Credit: 12

GL: 51

	Assessment Method	Evidence Ref. Page number, Method	Assessor Decision Sign and Date
You must be able to:			
1 Contribute to the application of workplace organisation techniques			
1.1 Work safely at all times, complying with health and safety and other relevant regulations and guidelines			
1.2 Use workplace organisation techniques within the chosen work area and establish and agree the area score			
1.3 Identify where information, resources or equipment is missing or is in surplus and where improvements can be made			
1.4 Make recommendations for the creation of, or changes to, standard operating procedures (SOPs), and visual controls that everyone works to within the area			

<p>1.5 Recommend the creation of or changes to standard operating procedures which cover two of the following:</p> <ul style="list-style-type: none"> • cleaning of equipment/work area • maintenance of equipment • health and safety • process procedures • manufacturing operations/working processes • quality systems • regulatory compliance system 			
<p>1.6 Recommend the creation of changes to visual controls, which cover two of the following:</p> <ul style="list-style-type: none"> • shadow boards or an alternative (such a labelled racking and storage systems), to standardise the storage and location of area resources and/or equipment • colour coding • line status systems (such as line process system) • skills matrix • performance measures • process control boards • improvement systems • planning systems 			

1.7 Make agreed improvements to the workplace organisation and establish and agree the new improved area score			
2 Know how to contribute to the application of workplace organisation techniques			
2.1 Describe the health and safety requirements of the area in which they are carrying out the workplace organisation activity			
2.2 Describe the factors to be considered when selecting a work area for an activity (such as: cleanliness, health and safety product quality)			
2.3 Describe the procedure used to identify and address surplus or missing equipment or resources (such as carrying out a 'red tagging' exercise)			
2.4 Explain how to arrange and label the necessary resources or equipment for rapid identification and access			
2.5 Explain how to make recommendations for the creation of, or changes to, standard operating procedures (SOPs) or other approved documentation			
2.6 Explain how to score and audit the workplace organisation			
2.7 Describe the techniques required to communicate information using visual systems (such as shadow boards, performance charts, KPIs)			

2.8 Describe the extent of their own authority, and to whom they should report to, in the event of problems that they cannot resolve			
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Learner declaration of authenticity:

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Date:

Assessor sign off of completed component:

I confirm that the learner has met the requirements for all assessment criteria demonstrating knowledge and skills for this component.

Assessor name:

Signature:

Date:

Component 4: Contributing to the Application of Continuous Improvement Techniques _Kaizen_

Component Reference Number: Y/600/2513

Level: 2

Credit: 14

GL: 55

	Assessment Method	Evidence Ref. Page number, Method	Assessor Decision Sign and Date
You must be able to:			
1 Contribute to the application of continuous improvement techniques (Kaizen)			
1.1 Work safely at all times, complying with health and safety and other relevant regulations and guidelines			
1.2 Plan the Kaizen process for the agreed work area/activity to include plan, do, check, act			
1.3 Use the established objectives and targets for the Kaizen activity			
1.4 Carry out the Kaizen activity within the chosen work area/activity			
1.5 Identify waste, problems or conditions within the work area or activity where improvements can be made			
1.6 Identify improvements which cover three of the following: <ul style="list-style-type: none"> • reduction in cost • improved health and safety and/or working environment • improved quality 			

<ul style="list-style-type: none"> • improved regulatory compliance • improvements to working practices • reduction in lead time • reduction in waste and/or energy usage • improved customer service • improved resource utilisation 			
<p>1.7 Carry out a structured waste elimination activity, based on the identified wastes, problems or conditions</p>			
<p>1.8 Make recommendations for the creation or changes to standard operating procedures (SOP's) or other approved documentation that will sustain the improvement made, resulting from the Kaizen activity</p>			
<p>1.9 Identify and apply improvements, which cover two of the following:</p> <ul style="list-style-type: none"> • cleaning of equipment or work area • maintenance of equipment • health and safety • process procedures • manufacturing operations or work area operations • quality system • regulatory compliance systems 			

1.10 Use the determined measure of performance for quality, cost and delivery			
1.11 Provide comparisons of the agreed work area/activity before and after the kaizen activity (to confirm improvements) using key performance indicators			
<p>1.12 Record and show business improvement, using one of the following key performance indicators:</p> <ul style="list-style-type: none"> • not right first time (as a percentage or as parts per million (PPM)) • company-specific quality measure • delivery schedule achievement • company-specific delivery measure • parts per operator hour (PPOH) • production volume • value added per person (VAPP) • overall equipment effectiveness (OEE) • stock turns • floor space utilisation (FSU) • cost breakdown (such as labour, material, energy and overhead) • company-specific cost measure 			
2 Know how to contribute to the application of continuous improvement techniques (Kaizen)			

2.1 Describe the health and safety requirements of the area in which they are carrying out the Kaizen activity			
2.2 Explain how a work area/activity is selected for the Kaizen activity			
2.3 Describe the principles for the deployment of Kaizen (such as where a culture focuses on sustained continuous improvement, aiming at eliminating waste in all systems and processes in the organisation and supply chain)			
2.4 Describe the eight wastes (over-production, inventory, transport, over-processing, waiting time, operator motion, bad quality, failure to exploit human potential) and how to eliminate them			
2.5 Describe problem solving and root cause analysis			
2.6 Describe the importance of fully understanding the process/activity under review, and how this will affect the quality of the problem solving			
2.7 Describe the application of the Deming cycle (plan, do, check, act)			
2.8 Explain how to carry out a Kaizen activity and establish measurable improvements			

2.9 Explain how to distinguish facts from opinions, in order to identify improvement actions			
2.10 Explain how improvements to the process are achieved by engaging the knowledge and experience of the people involved in the process			
2.11 Explain how to encourage people to identify potential improvements			
2.12 Explain how to evaluate improvement ideas, in order to select those that are to be pursued			
2.13 Explain how quantifiable targets and objectives are set			
2.14 Explain how to make recommendations for the creation of changes to standard operating procedures (SOPs) or other approved documentation			
2.15 Describe the techniques used to visually communicate the work of the Kaizen activity to participants and others			

2.16 Describe the application of the business' key measures of competitiveness (such as the former DTI's seven measures: delivered right first time, delivery schedule achievement, people productivity, stock turns, overall equipment effectiveness, value added per person, floor space utilisation)			
2.17 Explain how the cycle time of a process can be defined			
2.18 Describe the techniques used to distribute work content to balance cycle times to the rate of customer demand, and how to visually represent it (e.g. line balance and process displays)			
2.19 Describe the extent of their own authority, and to whom they should report in the event of problems that they cannot resolve			

Learner declaration of authenticity:

I declare that the work presented for this component is entirely my own work.

Learner signature:

Date:

Assessor sign off of completed component:

I confirm that the learner has met the requirements for all assessment criteria demonstrating knowledge and skills for this component.

Assessor name:

Signature:

Date:

Component 5: Contributing to the Development of Visual Management Systems

Component Reference Number: D/600/2514

Level: 2

Credit: 9

GL: 41

	Assessment Method	Evidence Ref. Page number, Method	Assessor Decision Sign and Date
You must be able to:			
1 Work safely at all times, complying with health and safety and other relevant regulations and guidelines			
1.1 Work safely at all times, complying with health and safety and other relevant regulations and guidelines			
1.2 Identify appropriate parts of the process or work area that will have visual controls			
1.3 Identify the key performance indicators that will be displayed in the work area			
1.4 Make recommendations for the production of, or changes to, standard operating procedures (SOPs), and visual controls that everyone works to within the area			
1.5 Contribute to the development of visual management systems that promote four of the following: <ul style="list-style-type: none"> • health and safety • quality/zero defects • process concerns or corrective actions • performance measures 			

<ul style="list-style-type: none"> • standard operating procedures • workplace organisation • skills matrices • autonomous maintenance worksheets • parts/material control systems • problem resolution (e.g. Kaizen boards) • shadow boards • standard work-in-progress (WIP) locations and quantities • planning systems • the delivery of effective meetings 			
<p>1.6 Ensure the accuracy of the information submitted for visual managements systems meets with the company requirements</p>			
2 Know how to contribute to the development of visual management systems			
<p>2.1 Describe the health and safety requirements of the work area in which they are conducting the visual management activities</p>			
<p>2.2 Describe the factors to be considered when selecting a visual management system</p>			
<p>2.3 Describe the visual management systems available to create 'the visual factory' (such as using Kanban systems, card systems, colour coding, floor footprints, graphs, team boards)</p>			

2.4 Describe the measures of performance in a lean business environment (such as health, safety and the environment, right first time, cost, delivery, responsiveness, process concerns and corrective actions, performance measures, workplace organisation)			
2.5 Describe the measurement techniques required for communicating the visual management within an area and to others who may use the information (such as target versus actual, % right first time, Pareto analysis, bar charting, action plans, Paynter charts)			
2.6 Describe the extent of their own authority, and to whom they should report in the event of problems that they cannot resolve			

Learner declaration of authenticity:

I declare that the work presented for this component is entirely my own work.

Learner signature:

Date:

Assessor sign off of completed component:

I confirm that the learner has met the requirements for all assessment criteria demonstrating knowledge and skills for this component.

Assessor name:

Signature:

Date:

Level 2 NVQ Diploma in Business Improvement Techniques – Process Improvement
 Summary of Achievement – Mandatory Components

Learner Name		FutureQuals Learner Number	
Centre Name		Centre Number	

Component Number	Component Title	Credits	Date Verified	Learner Signature	Assessor Signature	IQA Signature	EQA Signature
1	Complying with Statutory Regulations and Organisational Safety Requirements	5					
2	Contributing to Effective Team Working	7					
Process Improvement (Pathway) P1							
3	Contributing to the Application of Workplace Organisation Techniques	12					
4	Contributing to the Application of Continuous Improvement Techniques _Kaizen_	14					
5	Contributing to the Development of Visual Management Systems	9					

Competence has been demonstrated in all the components recorded above using the required assessment procedures and the specified conditions/contexts. The evidence meets the requirements for validity, authenticity, currency, reliability and sufficiency.

Internal Quality Assurer Signature

Date

**Level 2 NVQ Diploma in Business Improvement Techniques – Process Improvement
Summary of Achievement – Optional Components**

Must not be used alone – this sheet must be attached to a Mandatory Component Summary of Achievement

Learner Name		FutureQuals Learner Number	
Centre Name		Centre Number	

Component Number	Component Title	Credits	Date Verified	Learner Signature	Assessor Signature	IQA Signature	EQA Signature

Competence has been demonstrated in all the components recorded above using the required assessment procedures and the specified conditions/contexts. The evidence meets the requirements for validity, authenticity, currency, reliability and sufficiency.

Internal Quality Assurer Signature

Date

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