



Building Leadership and Lean capability since 2004



- Established in 2004, Complete Lean Solutions is an Operational Training and Specialist support organisation founded by two ex Toyota Managers.
- From project managing Amazon country launches to delivering operational improvement training to the NHS our Lean Background is at the heart of everything we do.
- We work with clients across 21 countries from our hubs based in England and Australia.
- Our Specialists are all from operational backgrounds.
- We offer both commercial programmes and recognised apprenticeships designed to improve the opportunities for your employees to unlock their full potential.
- Our Operational Apprenticeship programmes give an opportunity to those that have may not been involved in structured business improvement training before, while also developing leaders with practical, hands-on experience and equipping them with team management, decision making and leadership skills.



# Our Improvement Apprenticeships option pathway:

Our apprenticeship Programmes offer a clear pathway from foundational lean skills to advanced leadership roles. This presentation outlines the progression from a Level 2 Lean Manufacturing Operative Apprenticeship to Level 4 qualifications options. Our achievement rates for the last year are 100% pass rate with 76% of learners achieving a distinction

- ✓ Each programme is designed to deliver structured Business Improvement training.
- ✓ It develops the people at all levels within your business.
- ✓ Each programme is developed to complete practical improvement projects that support the business needs and goals.
- ✓ We take the time to understand your business and personal development requirements, ensuring the correct Apprenticeship programme is tailored to meet YOUR needs.

**Level 2 Lean Manufacturing Operative:** Foundational skills including problem-solving, lean principles, projects and effective teamworking

**Aimed At:** The Level 2 Apprenticeship gives as many people as possible, at all levels of the organisation, a common understanding of lean tools and techniques. The ability to demonstrate these skills, working in teams, is offered through the improvement projects carried out during the programme.

**Level 4 Process Leader:** Operational Leadership, strategic planning and team management.

**Aimed At:** The level 4 programme supports leaders, or future leaders, from all departments and equips them with the skills, knowledge and behaviours required to effectively lead a team in line with organisational objectives.

**Level 4 Improvement Practitioner:** Cross-functional improvement projects, advanced Lean and Six Sigma techniques.

**Aimed at:** Lean facilitators or co-ordinators who will lead projects in line with organisational objectives using complex data analysis.

# Investing in People - Who should undertake these programmes and why?



- In many cases, team members, supporting roles first-level supervisors, and above, may not have had any formal lean or leadership training.
- Companies that we work with have a history of promoting from within or hiring externally and expect leaders and other staff to automatically be able to carry out a new role with little guidance or support. This can lead to frustration and poor perceived performance.
- In order to deliver business improvement, there needs to be clear expectation, understanding and ability to achieve what is required at all levels.
- Our hands on programme ensures that the necessary skills and practical application to lead and operate effectively become embedded within your business
- The core knowledge, skills, and behaviours developed in these apprenticeships are broadly transferable, empowering team members, supervisors, planners, and support teams to thrive across diverse sectors.
- These programmes can support a clear pathway to progression for individuals within your business and help define their next steps.
- They can also help organisations to become less re-active and more proactive

# The Aims of each qualification

## Lean Operative Level 2 – Creating a common Understanding

- Identifying and quantifying waste – 8 Wastes
- Creating standardised work
- Understanding KPI's and measuring results of improvement actions.
- Work on improvement projects as a team and present to others
- Applying Workplace organisation and visual factory (5S) in a showcase area
- Various pathway options are available dependant on job role.

## Lean Practitioner Level 4 – The Improvement Specialist

- Leading and managing Improvement Projects with multiple stakeholders
- Using complex problem solving and six sigma techniques
- Understanding Process capability analysis
- Interpreting data to form decision making
- Creating Value Stream Maps
- Delivering Change Management

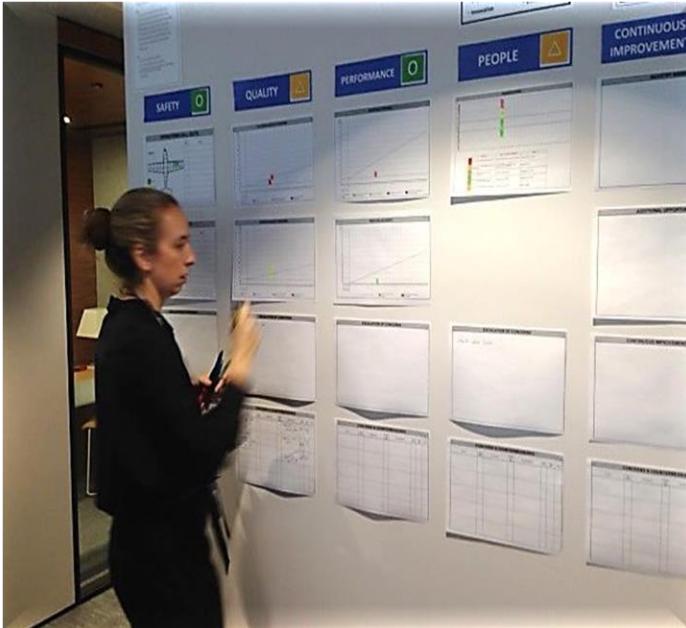
## Process Leader Level 4 – Driving Sustainability

- Understanding company goals and how to cascade them amongst their teams
- Holding structured meetings and engaging with their team and other departments
- Managing KPI's that are both relevant to themselves and the company as a whole
- Creating a working menu for their daily, weekly, monthly tasks and ensuring that this is aligned with the company priorities
- Setting targets for the people around them and supporting the individuals in achieving their goals
- Establishing a visual area that becomes the focus for team meetings , KPI's and problem solving
- Leading an Improvement Project - Setting the standard for the role and how they interact with people allows the leaders to take on an improvement project that will engage with those around them and be sustainable.

# Before we start a programme we get to know you

**Before starting any training programme we need to understand what is important to your business :**

- Your biggest challenges
- The structure of the business
- The expectation of leaders within your business
- What project areas we can focus on as part of the apprenticeship
- Your peak work periods and shift patterns
- What good practice is already in place



**It is important that we build on the good work you already have in place and keep a consistent message :**

- We use the programme to reinforce company vision, direction and values.
- We plan the delivery method and support around your company needs
- We can dual-brand the training material with your company logo
- We contextualise the delivery to be relevant to your type of work
- We incorporate your material and wording wherever possible

# An overview of how the programme is delivered: End to end support and coaching



**The practical learning element of the programme is 12 months followed by up to 2 months of End Point Assessment activities**

- Each Training /support day is designed to maximise time on the ‘shop floor’
  - Setting up team boards, holding team meetings, creating a ‘working menu’ aligned with organisational objectives.
- Where required, Functional Skills in Maths and English (level 1 or 2) will be completed. Initial and month 3 assessments determine support and tailored learning. Final exams around week 26. Some exemptions with GCSE certificates.
- Each apprentice will build a portfolio of evidence throughout their learning journey in preparation for End Point Assessment – which consists of creating a project report/presentation, a professional discussion and observations of team briefings.

# An overview of how the programme is delivered: End to end support/coaching

## Communication Day : 30 mins per session

- We will attend site and hold an information session with people who are going to be on a Programme or are interested in joining the Programme to go through the content, what they will be doing, what we will be delivering and what the outcomes will be.

## Enrolment Day: Around 3 Hours

- At this session we carry out an initial assessment around what prior knowledge the learners have and undertake a functional skills scan (using BKS) to ensure that they have the appropriate level of English and Maths to enrol on an Apprenticeship

## Training Days: 7 Hours (or 4-hour half days)

- These will be held in a meeting /training room on site in groups of 10-15. They are a mixture of learning simulations, shop / office activity and training

## Support and Project Days: (around 2 Hours per team of 5/6 learners)

- Our specialist will spend time with each team looking at project progression on the shop floor. Attending meetings and coaching learners. Seeing 3 to 4 teams per day on average

## Functional skills support sessions

- Using a combination of on-line and face to face support – these are scheduled as needed, but where required the learners will also undertake a city and guilds examination at around month 6 that will be invigilated by ourselves

## Gateway Confirmation:

- The learner , CLS specialist and the learners Manager would review progress and confirm that they are ready to be put forward for an end point assessment after 12 months on programme.

## End Point Assessment: (between 2 and 4 hours)

- Carried out by an awarding organisation on-site. The learner would be reviewed against the relevant criteria to ensure that they have the knowledge and have completed the project work required to pass the qualification.

# The Training Phase – The first 3-4 months

## Lean Manufacturing Operative - Level 2

TRAINING PHASE - 1st 3 months approx							
Lean Manufacturing Operative ST0420 Duration -12 months + EPA (1 month approx)	Activity	Induction and enrolment	TD: 1 Lean values and Behaviours H&S, std work	TD: 2 8 Wastes, Effective teamworking	TD: 3 SMART Targets. Simulation activities	TD: 4 Workplace Organisation & visual management	TD: 5 QC Tools and practical problem solving
	Examples Practical Output	Understanding the qualification, content & benefits. Carry out Initial FS assessments	H&S audit / Improvement ideas register / Team Board created. Know benefits of standardisation	Team effectiveness activites, workplace waste walks and analysis	Simulated waste and flow activities - understanding KPI	Initial 5S audits and action plans, create 5S board	Use of charts/graphs to review data. Use problem solving tools - RCA, 5Y, Cause & Effect etc.

## Process Leader – Level 4

TRAINING PHASE - 1st 3-4 months									
Process Leader ST0695. Duration - 12 months + EPA (3 months approx)	Activity	Induction and enrolment	TD: 1 Role of the Leader. Area H&S	TD: 2 Visual management and working menu	TD: 3 Team formation & leadership. Performance management	TD: 4 Change & project management. Effective meetings	TD: 5 Lean values & behaviours. Workplace organisation	TD: 6 Quality/cost/delivery improvements. Practical Problem solving	TD: 7 Self development Standardisation. Functional skills
	Examples Practical Output	Understanding the qualification, content & benefits. Carry out Initial FS assessments	Workplace walks to complete H&S audit & risk assessment.	Set up team KPI board. Confirming daily/weekly/monthly task planning	Creation of team training & development map/skills matrix	Holding effective meeting using teams KPI boards	Creation of standard area 5S condition and action plans	Review of current team KPI and creating improvement plans	Development of learning and management styles. Creating standardisation for member tasks. FS maths/English diag. as necessary

## Improvement Practitioner – Level 4

TRAINING PHASE - 1st 3-4 months									
Improvement Practitioner ST0192	Activity	Induction and enrolment	TD: 1 Lean values & behaviours Decision making FMEA	TD: 2 Risk/change management Learning styles	TD: 3 Cost Of Quality Project selection Six Sigma tools	TD: 4 Process mapping and analysis VSM understanding	TD: 5 Control chart Measure of central tendency	TD: 6 VISIO and intro to Minitab	
	Examples Practical Output	Understanding the qualification, content & benefits. Carry out Initial FS assessments	Carry out an FMEA analysis. Using decision making tools	Creating RACI matrix CPD/Skils matrix	Calculation of COPQ Cllculating and using Y+F(x) equations	Carry out process flow and construct VSM Calculate standard variation	Completion of SPC charts utilising relevant data	Understanding uses of minitab and excel 6sigma tools.	

# The Implementation Phase – The next 8-9 months.

## Lean Manufacturing Operative - Level 2

PROJECT IMPLEMENTATION PHASE - 8 months approx						EPA & CELEBRATING SUCCESS/NEXT STEPS - 2 months approx		
PD 1 Project selection and data collection. Functional skills diagnostic	PD 2 Project data analysis. Complete Functional skills assessments	PD 3 Root cause analysis. Improvement actions	PD4. Project improvement actions (PDCA)	PD5: Review improvement actions and standardise	PD6. Improvement action summary (PPS)	End Point Assessment preparation and planning	End Point assessments	Celebrate success
Collecting 'current state' data. Completion of Maths/English diagnostics where necessary	Analysis of data and setting improvement project SMART target. FS exams	Carrying out RCA on project and improvement action planning	Carrying out further actions and reviewing results following the PDCA cycle. Updating team board.	Creation of standardised work for improvement actions	Complete full PPS inclusive of outcomes - cost, efficiency savings, quality improvements etc	Team to complete all activities for EPA - Presentation, submit all evidence	End point assessment completion. Planning for final Manager presentation/celebration event	Certificate presentation event to showcase project and learning journey. Review next steps

## Process Leader – Level 4

'LEARNING BY DOING' - On the job activities 7 months					EPA & CELEBRATING SUCCESS/NEXT STEPS - 2 months approx		
OTJ 1 Supporting people development. FS assessments	OTJ 2 Resource & cost management	OTJ 3 Review of team performance vs target	OTJ 4 Employment law, management policies	OTJ 5 Project management and reporting	End Point Assessment preparation and planning	End Point assessments	Celebrate success
Reviewing & updating team skills matrix. Improving presentation styles. FS Exams	Reviewing current team performance data and carrying out actions using lean/Problem solving tools	Reviewing results of improvement actions. Carrying out Std work audits	Understanding of employment law and employee rights/responsibilities	Draft report writing and preparation actions for improvement project	Improvement project actions and report writing	Creation of final presentation, professional discussion and observation	Certificate presentation event to showcase project and learning journey. Review next steps

## Improvement Practitioner – Level 4

Project phase- 'driven by data' 7 months						EPA & CELEBRATING SUCCESS/NEXT STEPS - 2 months approx		
PD 1 Project justification through DMAIC FS assessments	PD 2 Detailed data analysis	PD 3 Process flow/VSM	PD 4 FMEA	PD 5 Improvement project actions ( PDCA)	PD 6 Learning log/reflection	End Point Assessment preparation and planning	End Point assessments	Celebrate success
Creation of project charter and data collection FS Exams	Utilise data analysis tools on 'current state' and update DMAIC/PPS	Utilise VSM for point of cause analysis and verification	Revisit FMEA with risk rating revisions, review data from actions	Use 6sigmas tools to review post improvement data and develop new standard work	Update learning log with project charter, actions, outcomes, tools used.	Improvement project actions and report writing	Creation of final presentation, professional discussion.	Certificate presentation event to showcase project and learning journey. Review next steps

# Completing the Qualification and passing the apprenticeship – from week 52: The End Point Assessment process:

## **Lean Manufacturing Operative:**

1. 2 hours of observing the operator in their role following written job instructions.
2. A 40 minutes professional discussion around the portfolio of evidence that has been collected during the project phase of Programme.

## **Improvement Practitioner**

1. Multiple choice examination to assess the knowledge elements of the standard.
2. Project report, presentation & questioning to holistically assess knowledge, skills and behaviours across the standard –based on the apprentice's improvement project(s) as contained in the project portfolio.
3. Professional discussion underpinned by the apprentice's log, to holistically assess KSBs across the standard.

## **Process Leader**

1. Workplace observation and Q&A (1 hour in total).
2. The Apprentice will be observed chairing two meetings which include, as a minimum (across both meetings), team members, peers and a more senior colleague. Followed by a minimum of 5 questions.
3. Project presentation and Q&A (30 mins) The apprentice will complete a project in the form of a real workplace-based assignment
4. Professional discussion supported by a portfolio of evidence (60 mins).

# Communication is key

## Reporting progress:

Each month the CLS coach will issue a monthly report showing progress against the development pathway and will include good news stories, improvement data, project plans, team effectiveness and more.

Regular individual progress reviews will also take place, these will record and review development progress against targets agreed with the learner, CLS and the employer.

## Celebrating success:

At the end of each Programme celebration events are held to recognise the efforts made by the apprentices and is an opportunity to showcase improvement projects carried out as part of the Programme.



**Lean Apprenticeship status update. October edition**

**Planned v actual attendance:**  
The tables below shows the number of planned days this month and attendance data.

Planned training sessions	Actual training sessions held	Attendance Data
10	10	100%
Planned attendance this month	Actual attendance	
60	53	88%

Catch backs are being planned for missed sessions for Pushpa, Daniel, Hasheem, Ethan, Joshua and Roma have left the course and Adam is on a break in learning.

**Activity update:**

**Practical Problem Solvers (A3)**  
The teams are carrying out problem solving activities using the PPS process, defining the issues which have caused them to choose their respective projects. Data is in the process of being analysed and the teams are using this to set themselves SMART targets with which to progress the projects. The targets will include specific aims for reductions in costs, manpower allocation and quality improvements. The projects have been chosen in both High Risk and Low Risk and include:

- Changeover reductions
- Machine efficiency improvement
- More efficient use of manpower
- Yield improvements
- Cost reductions in packaging



Teams working on data analysis and PPS. PPS's in progress

**Next steps:**  
Planned actions for November are :

- Catch back learners who missed days in October
- Complete all reviews with learners
- Confirm project data with CI team (costs of equipment, costs of labour hours etc..)
- Update team boards to display activities and progress of the programme – 'Steel stairs' area.
- Progress the PPS's into the root cause.
- Session times have been amended around the learner's availability during the busy Christmas period.

**Good news stories**  
Great to see the teams using the Continuous Improvement team to help with project direction and scope.

## Winning the Shingo Prize with Vistaprint

- A printing company found savings of 20-30 per cent a year and was the first company in Australia to win the world's top award for a manufacturer and the first printing company in the world to achieve this honour
- Vistaprint's Shingo Award is the manufacturing equivalent of the Nobel Prize and recognises the Lean principles first espoused in the Toyota way and since adopted as standard practice in factories around the world
- Following Complete Lean Solutions initial success, it implemented a global Lean Programme at Vistaprint's other sites in the US, Canada, Holland and Switzerland
- The award from the Shingo Institute recognises companies for delivering world class results and demonstrating an ongoing commitment to leading and influencing a strong culture of operational excellence.



*"It was no accident that I chose Complete Lean Solutions. A lot of consultants can talk the talk but when it comes to implementing it on the factory floor there really is no one else" – Robert Bruce - VP Vistaprint*

# Lean Apprenticeship project summary: Group A

## Meet the team:-

Ana  
Minos  
Kieran  
Pritesh  
Silvia  
Mo  
Sukhram  
Cartwright



## Details and objectives of the project:



- The team reviewed changeover data on filling Line 6:
- There are 3 different types of changeover, they decided to challenge the Stage 1 'washdown' type, there is a 25-minute allowance in the schedule for this.
- They used SMART target setting to plan to reduce this to 20 minutes (a 20% reduction)
- Application of 5S (Workplace organisation) to underpin improvement actions, set up of 5S visual board to support the improvement actions and help sustain the new standards through on-going auditing.

## Improvement actions carried out:

- Videoed and timed each step of the changeover process.
- Separated each step into external and internal elements.
- Used Brainstorming and 5-why analysis tools to determine causes of the issue.
- They converted some internal changeover elements into external elements – they added catch-trays, converted manual programming to auto, and introduced a daily planning meeting to improve product scheduling – batching similar products to run consecutively.
- Implemented a standard 5S condition with ongoing auditing & visual standards.



## Improvement activity results:



- Following multiple trials, the team successfully reduced the changeover time by 20% on filling Line 6, these savings will be significantly increased as the team are now standardising the new process across the 5 other lines. Resulting in..
- **Saving £152000 in labour costs and increased capacity annually.**

## Apprentice results:



- All the team successfully completed the Programme with distinctions!
- Each team member will now be recognised as the Improvement leads for their area with their picture on the wall at the building entrance

## Quote from the team:

**"The training was well presented, and it was great working alongside colleagues from different areas. 5 stars!"**

# Lean Apprenticeship project summary: Group B

## Meet the team:-

Eliseus  
Jerry  
James  
Rangita  
Maria  
Bhavin  
Henrique  
Rakes



## Details and objectives of the project:



- The team reviewed changeover data for the packing lines:
- Observations and available data showed the 'Level 2' changeover was consistently not being achieved.
- To enable a manageable project the team decided to focus improvements on packing line 5 – which has the most changeover complexities.
- The 'level 2' changeover currently taking 12 minutes on average( 20% more than planned)

They set a SMART target to reduce this changeover time by 25%.

## Improvement actions carried out:

- Videoed and timed each step of the changeover process.
- Used the video analysis to determine each step of the changeover process
- They allocated each step to a team member, creating visual aids to standardise the process.
- They introduced a 'next job' trolley containing all the necessary packaging once the clean-down was complete.
- They implemented a 5S Programme to ensure the right parts in the right place at all times, with regular audits to support sustainment of the improved standard.
- They worked alongside the quality team to review the metal detection standards..



## Improvement activity results:



- Following multiple trials, the team successfully reduced the changeover time **from 12 minutes to 9 minutes.**
- Average no. of changeovers per week: 60**
- Equates to 200 mins of additional capacity per week on line 6 alone:**
- Estimated combined – 890 mins/wk - £63,000 annual savings**

## Apprentice results:



- All the team successfully completed the Programme with \*distinctions!\*
- Each team member will now be recognised as the Improvement leads for their area with their picture on the wall at the building entrance

**Quote from the team:**  
**"The course has been brilliant, making the day to day better!"**

# Lean Apprenticeship project summary: Oldham Group B – Phoenix line

## Meet the team:-

Medhi  
Leigh Anne  
Tony  
Mohammed  
Sophia



## Improvement actions carried out:

- The team used floor observations and collected weight data over a period of 8 weeks.
- They also identified foreign body contamination risks from de-boxing and removed this process from the bakery.
- They sourced drip trays and replaced polythene bags.
- The team submitted all data to CI team which carried out the necessary adjustments to the decorator.



## Details and objectives of the project:



The team have reviewed product waste on phoenix line and found the following:

Deco waste: The team found that 15% waste due to over decorating (from MIMO) over 2 shifts: 40kg, this equates to 10,400kg per annum, at £3.44 per kg = £35,776 per yr

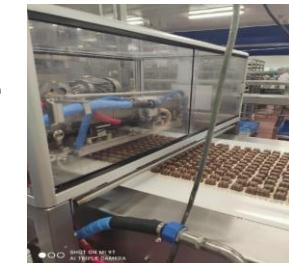
The team set a SMART target to eliminate this over decorating

## Improvement activity results:



Following all improvement actions the team continued to collect over decorating data. They re-assessed the area following the relocation of de-boxing using a standard risk assessment tool and the revised risk was lower (from 27 to 17)

Current data shows that all over decorating waste on M&S 'bites' products shows an elimination of over deco waste. Saving £35,776 per yr.



# Lean Apprenticeship project summary

Meet the team:-  
Jo  
Graeme  
Sarah  
Jill



Details and objectives of the project:



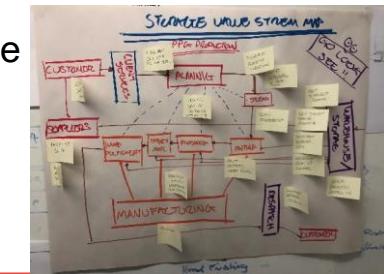
Storage is costing £48,330.88, the team wanted to reduce these costs.

- To reduce stock movement between sites.
- Increase warehouse capacity.
- Increased control of goods in process
- Reduce costs by 15%
- Charge the customer for holding stock.
- Improve 5s
- Improve the picking and processing time.
- Create more capacity for new clients.



## Improvement actions carried out:

- Collected and reviewed data, number of trips and costs.
- Used fishbone, 5-why, value stream mapping , 8 wastes and cost analysis.
- The team reviewed stock identifying obsolete and out of date POS
- Reviewed charges to customers.
- Created more storage spaces in the warehouse
- Created new procedures with SOP support



## Improvement activity results:



- £33,700 savings
- Improved pick time by 5 mins.
- Charged the customer an average of £220 p/m for storage.
- They improved the visual management, created new booking in procedures and reduced stock holding, creating more space in the warehouse.

## Apprentice results:



- The team successfully completed the Programme with a Distinction and a Pass.

### Quote from the team:

"On completion of the project there had been numerous changes to process and layout that had delivered a sustained and tangible saving to the business as well as having focussed team that supported the changes brought in." GP

# Who, and how many people, should be involved to create lasting change?

## Lean Manufacturing Operative



As many people as possible to create a shared understanding and common approach

## Improvement Practitioner



Advanced lean facilitators and improvement specialists – For those that have completed a level 2 or have a technical background

## Process Leader



For all leaders, or future leaders at any level and in any role to build confidence and standardisation across the leadership team

- **Mixed teams from all qualifications working on projects together**
- **Combined training sessions of 10-15 learners**
- **Project teams with groups of 5 or 6 members**
- **There is no maximum co-hort size however, there needs to be enough people enrolled to create sustainable change within a business**

# What Is the commitment required from you?



- Throughout the programme the learners need to have time to be able to work on the leadership skills and improvement projects that have been selected, attend training days and use the new tools and techniques that they are learning as part of the apprenticeship.
- The government guidelines stipulate that this should include 6 hours / week of their time spent at work while on the programme. The way the programme is delivered by experienced manufacturing professionals recognises the need to maintain production and business activity whilst still improving the processes and people.
- Therefore, the programme is focused around improving not only the individuals understanding, but also improving the key business metrics that have been selected.
- The key commitment from yourselves is to allow people the time, and give support, to help implement change. Our coaches will spend time with you discussing progress throughout the duration of the programme. We are flexible in our approach to support your business demands and individual circumstances and will plan our support and training days accordingly.



# Summary



**Employee retention & engagement** – Cultivate future leaders and lean competency within your organisation



**Flexible delivery** – We fit in around the demands of your business and schedule the training days and project support visits accordingly.



**Learn by doing** – Minimal classroom days - support is carried out by our coach in the workplace supporting and assessing the leadership competencies, productivity outcomes, team performance and implementation of the projects.



**Level 2/4 accredited apprenticeship** – The learners receive accreditation and recognition for the effort they put in to contribute to the success of your organisation



**Cost Effective** – For Levy paying companies the maximum you will be invoiced is £300 -£550 / per apprentice. And this is only if your levy pot is empty for the whole duration of the Programme.

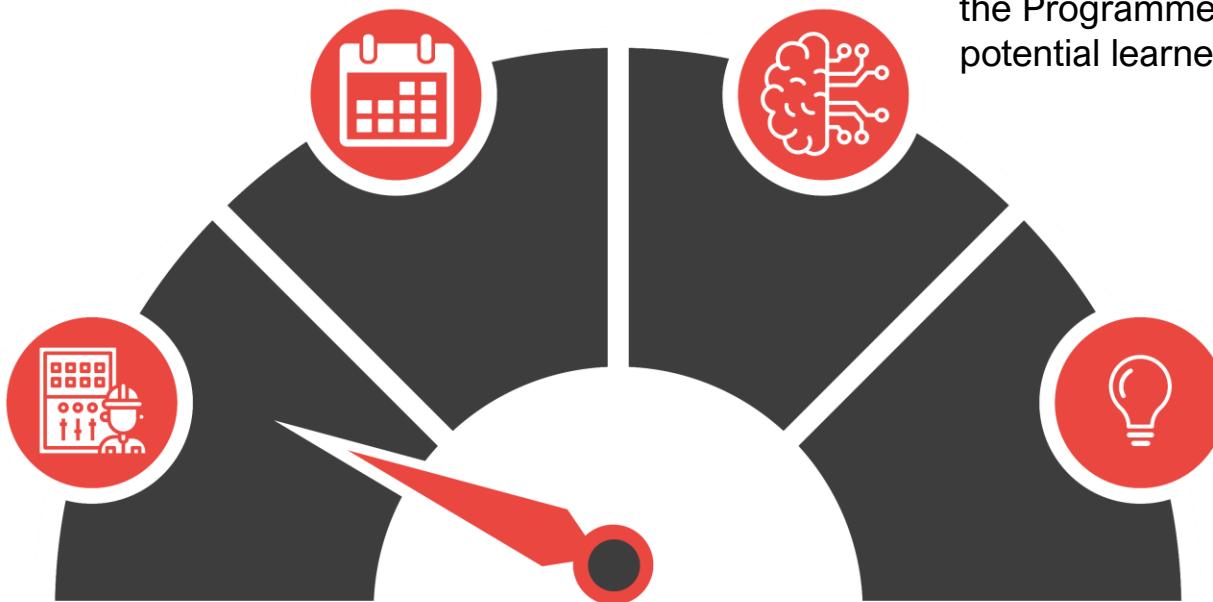
# Some of our clients....



# Starting the programme

## Step 1

Select the group of people you would like to undertake the Programme and pass their details to CLS (name, postcode, date of birth) – There is no maximum number. The more people involved the better!



## Step 2

Carry out communication sessions and agree a start date

## Step 3

Apprentices undertake enrolment and skills scan half day – CLS are on site to explain the course to the learners and carry out an initial assessment of vocational and functional skills to ensure the Programme is appropriate for the potential learners

## Step 4

Typically, one week after the enrolment day, we commence the Programme

**Contact us today to arrange a no obligation chat with our friendly experts.**

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