



SC21 Practitioner Requirements

October 2014

Prepared by:-

The SC21 Performance, Development and Quality Special Interest Group (PDQ SIG)

Acknowledgement

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Practitioners should obtain a copy of EFQM Excellence Brochure – ISBN: 978-90-5236-670-8 to be used in conjunction with this document.

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PRACTITIONER CAPABILITY PROFILE

Lead Practitioners and Practitioners must be accredited by SC21 Performance, Development and Quality Special Interest Group (PDQ SIG).

The term “Practitioner” is used in preference to the traditional term “Assessor”.

The SC21 approach is that “Practitioner” better describes those who will provide support and guidance to an organisation in developing or supplementing their CSIP.

This information below provides guidance on the role, capabilities and attributes that would be expected for a SC21 Practitioner in Business and/or Manufacturing Excellence.

1.1 ROLE

Being a SC21 Excellence Practitioner is not merely a “technical” exercise but is a demanding task requiring a balance of excellent interpersonal and operational skills coupled with a commitment to timely and professional performance.

The principle roles of a SC21 Business and Manufacturing Excellence Practitioner will include the following:-

- Participation in the launch and subsequent deployment of a Business Excellence diagnostic assessment.
- Preparation of the feedback report of Strengths and Opportunities for Improvement as recommended inputs for the organisation’s Continuous Sustainable Improvement Plan (CSIP).
- Provide guidance and support in development of a CSIP.
- Ensure that best practice is captured during the assessment and any lessons learned are communicated to the Performance, Development & Quality (PDQ) SIG.
- Advise companies on their SC21 deployment needs from a working knowledge of the complete suite of SC21 diagnostics and process areas (e.g. AS EN 9100, Nadcap, Manufacturing Excellence, Relationship Measurement).
- Advise companies on any appropriate skills development opportunities and how these might be delivered.
- Understand how organisations operate and are able to take an overall view of performance.
- Advise companies on the requirements for SC21 Recognition and how each of the process elements are integrated for delivery of on-going business performance improvement.
- Contribute to the development and implementation of the SC21 National Status Report.

2 PRACTITIONER CAPABILITY (knowledge, experience, training)

2.1 Business Excellence

EFQM Assessor level training either:-

- Having undergone and passed an EFQM European Assessor Training® Competency Assessment.
- Has completed EFQM Assessor level training through either
 - EFQM European Assessor training course
 - EFQM licensed trainers and consultants
 - SC21 PDQ SIG approved course.

Typically all involve assessing a case study against the EFQM Excellence Model® and participating in a 2/3 day workshop of:-

- advanced understanding of the Excellence Model
- scoring using the RADAR matrix
- an in depth understanding the organisation being assessed
- identifying key themes
- reaching consensus with other participants
- identifying areas to be addressed in site visits
- preparing and delivering a feedback presentation and report.

Practical experience in the deployment of the EFQM Excellence Model®.

- Fully understand the EFQM Excellence Model® and score consistently.
- Assessment experience, having participated in assessments against the Excellence Model with demonstrated application.
- Managerial experience, ideally in more than one operational area (e.g. Production, Support, Technical, Quality).
- Several years' experience associated with suppliers and their management and development to provide an understanding of underlying process issues and their improvement. In addition, it is of paramount importance that the individual has a practical understanding of the problems which poor delivery and equipment serviceability causes in both the technical and commercial sense.

2.2 Manufacturing Excellence

To be effective in the Manufacturing Excellence Practitioner role an individual must demonstrate that they have an appropriate level of experience within the following areas relating to the effective use of Business Improvement systems and methodologies:-

- Business Improvement tools & techniques.
 - Demonstrable knowledge and application experience in a wide range of business improvement tools & techniques including (as a minimum) those contained within the scope of the Manufacturing Excellence Diagnostic assessment.
 - Demonstrable understanding and experience of what influences the effectiveness and sustainability of their application.
 - Anticipated minimum of 2 years of 'Tools & Techniques' deployment and use experience. It is anticipated that this experience would be gained within a role

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as a 'Change Agent', 'Consultant', (MAS or similar) 'Practitioner' or 'Supplier Development Engineer'.

- Preferred that this experience would include the use of business improvement tools & techniques in business support areas as well as manufacturing operations.
 - Clear knowledge of how a business improvement approach links to the Operational and Financial performance of a company.
 - Demonstrable knowledge and experience in a variety of effective Business Improvement 'Approaches' such as the Toyota Production System (TPS), 'Lean', 6 Sigma and a clear understanding of the principles and differences of the various systems.
 - Clear understanding of how the various approaches generate and prioritise a company's business improvement effort to optimum effect.
- EFQM RADAR logic:-
 - Knowledge and experience of the use of the EFQM RADAR logic.
 - Specific experience in the use of this format in the evaluation of the effectiveness of business improvement approaches within companies.

2.3 General

- Managerial experience, ideally in more than one operational area (e.g. Production, Support, Technical, Quality).
- Understanding of the problems which poor delivery and quality cause in both the technical and commercial sense.
- Good background knowledge and experience of the UK Aerospace & Defence sector, the SC21 Programme and the nature and performance of current supply chains.
- Knowledge and experience in the use of the Department of Trade and Industry's seven measures of Quality, Cost & Delivery. Understanding of how these relate to the specific requirements and standards of the SC21 Programme.
- Good knowledge and experience of the national qualification frameworks supporting business improvement capability in industry.

3 ATTRIBUTES

3.1 Education

- Educated to degree standard in science, engineering, or a related discipline or/
- Educated to HND, HNC or equivalent standard or/
- Completed an apprenticeship in a manufacturing / engineering / service industry.
- Preference for specific business improvement qualification, ideally of a vocational nature such as the NVQ in Business Improvement Techniques (e.g. at level 4).

3.2 Additional Qualities

- Become capable in the deployment of other SC21 Workstreams (e.g. Business and Manufacturing Excellence, Relationship Management, Performance Measurement, CSIP development) to support fellow Practitioners.

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- A broad knowledge and experience of management processes.
- Written and verbal fluency in the English language.
- An achiever in respect of business objectives.
- Self-motivated, flexible professional.
- Can gather, assimilate and analyse evidence to make insightful judgements.
- Can produce and give clear, accurate and relevant feedback.
- The identification of improvement opportunities in respect of short, medium and long term requirements.

3.3 Accreditation

A Practitioner will be 'sponsored' by an existing accredited SC21 Lead Practitioner who will complete the Capability Matrix (as in Appendix A) and submit to the SC21 Performance, Development & Quality SIG for approval.

A number of formal accreditation steps have been defined to both introduce the SC21 process content to SC21 Excellence Practitioner candidates and to allow their vocational competency evaluation by the nominated Lead Practitioner. These formal steps are as follows:-

- Attendance at a recognised training event.
 - This is an introduction to how the Supply Chain Performance, Development and Quality pillar of SC21 fits into the design of the full SC21 Programme and a detailed review of each element of the process content that a practitioner would use.
- Delivery of training presentation on 'Management Commitment'.
 - Individual Candidate's customised version of standard presentation issued by SC21 PDQ SIG.
 - Observed by Lead Practitioner as evaluator of the candidate's performance.
- Support the completion of a Business or Manufacturing Excellence assessment.
 - Participate in 'shadow' role in full assessment to gain direct experience in the full content and management of the assessment process from launch event through to submission of the detailed assessment report.
- Lead a Business or Manufacturing Excellence assessment.
 - As previous but as the responsible practitioner.
 - A Lead practitioner to be in attendance through the programme as evaluator of practitioner candidate.
- Participation in development of CSIP
 - Support in the development of the company's Continuous Sustainable Improvement Plan (CSIP).

3.4 Lead Practitioner

In addition to the above the Lead Practitioner must:-

- Co-ordinate against National Implementation Plan the Launch and deployment of the Business and or Manufacturing Excellence assessment, using trained multi-functional resources from the SC21 Community.
- Lead multi-functional teams drawn from across the SC21 community and operate efficiently to deliver the agreed objectives.

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- Ensure that motivation, team spirit and focus on objectives are applied consistently in order to maximise team contribution to the SC21 Programme and benefit to the organisation being assessed.
- Provide appropriate training and mentoring for assessment personnel and accreditation as Practitioner or Lead Practitioner.
- Ensure the process remains current and in line with SC21 Supply Chain PDQ SIG best practice and recommend changes accordingly.

A Lead Practitioner can approve Practitioners to Lead Practitioner status by endorsing that the attributes above have been met through completion of their Lead Practitioner Matrix. The matrix must be submitted to the SC21 Project Office for review by the PDQ SIG.

This applies to both Business and Manufacturing Excellence.

The Practitioner Capability Matrices are shown in Appendix A.

A Practitioner can be a mix of 'High' and 'Medium' as determined by the 'sponsoring' Lead Practitioner but must score 'high' within the 'Management Commitment' area.

Lead Practitioner must be all 'High' within all elements of the matrices.

4 PRACTITIONER STATUS LAPSED

It is important that Practitioners are active in conducting assessments. Accordingly, Practitioners who have not conducted assessments for 3 years would be required to undergo a shadow assessment to ensure they continue to meet the Practitioner requirements and are able to provide valued feedback to the organisation.

The Practitioner list is maintained by the SC21 PDQ SIG and is regularly reviewed for Practitioner status.

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APPENDIX A

SC21 Business Excellence Practitioner accreditation												
Name	Training						Experience					
	EFQM Awareness	2/3 Day EFQM accredited Training course	Shadow Assessment	Lead Assessment	Assessments conducted (Number and date of last)	EFQM 2010 gap training	EFQM 2013 gap training	Knowledge of EFQM Excellence Model	Carries out Bus Ex preparation and launch	Conducts Determining Excellence Workshop	Delivers feedback presentation and detail report	Reviews and supports CSIP
Date												
Detail												
Lead Practitioner/Trainer												
		Guidelines		Guidelines		Guidelines				Guidelines		
	High	<ul style="list-style-type: none"> • Would be recognised as subject specialist • Role model in demonstrating the Criteria and process • Can coach, train and develop others in use of the process • Proven experience in deployment • Leads deployment of the process linking with other assessments and associated activities 	Medium	<ul style="list-style-type: none"> • Can discuss at reasonable level of detail • Attended recognised training course, good understanding of Criteria and process • Can provide support and present on Criteria and process • Some experience in application and deployment • Some supervision required when deploying the process 	Low	<ul style="list-style-type: none"> • Limited knowledge or understanding • Has an awareness of the Criteria and process • Familiar with some criteria but not able to articulate or present any material • No or little experience in deployment • Supervision required when deploying the process 						

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SC21 Manufacturing Excellence Practitioner accreditation													
Name	Training						Experience						
	Lean Framework Awareness	Lean Tools and Techniques	Management Commitment Workshop	Performance Measurement	Shadow Assessment	Lead Assessment	Assessments conducted (Number and date of last)	Knowledge of Lean Tools and Techniques	Carries out Manufacturing Excellence preparation and assessment	Delivers Management Commitment Workshop	Delivers feedback presentation and detail report	Reviews and supports CSIP	
Date													
Detail													
Lead Practitioner/Trainer													
	Guidelines				Guidelines				Guidelines				
	High	<ul style="list-style-type: none"> • Would be recognised as subject specialist • Role model in demonstrating the Lean Framework 			Medium	<ul style="list-style-type: none"> • Can discuss at reasonable level of detail • Attended recognised training course, good understanding of Lean Framework 			Low	<ul style="list-style-type: none"> • Limited knowledge or understanding 			
		<ul style="list-style-type: none"> • Can coach, train and develop others in use of the lean tools and techniques 				<ul style="list-style-type: none"> • Can provide support and present on lean tools and techniques 				<ul style="list-style-type: none"> • Has an awareness of the Lean Framework 			
		<ul style="list-style-type: none"> • Proven experience in deployment 				<ul style="list-style-type: none"> • Some experience in application and deployment 				<ul style="list-style-type: none"> • Familiar with some tools and techniques but not able to articulate or present any material 			
		<ul style="list-style-type: none"> • Leads deployment of the process linking with other assessments and associated activities 				<ul style="list-style-type: none"> • Some supervision required when deploying the process 				<ul style="list-style-type: none"> • No or little experience in deployment 			
										<ul style="list-style-type: none"> • Supervision required when deploying the process 			

Double click this icon for the above templates, examples of typical content are also shown.



Bus_Man Ex Matrix