PROCESS LEADER

Reference Number: ST0695

Details of standard

Occupation summary

Process Leaders are found in organisations with high volume manufacturing or advanced manufacturing processes in which large volumes of products are made in assembly, moulding, metal processing, chemical processing, pharmaceutical, textiles, food and drink, or similar processes.

They are also found in organisations with engineering operations or low volume manufacturing processes in which lower volumes of products are made in a bespoke or workshop type environment. The core knowledge, skills and behaviours of this apprenticeship will be developed and demonstrated in a specific manufacturing context and are broadly transferable to other manufacturing sectors.

The broad purpose of this occupation is to undertake and direct production activities and operations and deliver against core production Key Performance Indicators (KPIs). Process Leaders effectively lead and manage large teams as well as providing technical/specialist input and direction to their own team and to others. Process Leader are responsible for determining and managing budgets and resources. They use core production KPIs as the basis of the continuous improvement cycle and undertake and manage quality resolutions. Process leaders manage health, safety and environment within their area of responsibility, ensuring staff are compliant with all requirements and driving improvements and use project management tools to plan, organise and manage resources, monitor progress, identify risks and mitigation. They develop, build and motivate team members as well as manage performance and industrial relations. As well as providing clear direction and leadership to their own team and others, Process Leaders build and maintain strong relationships across different disciplines, to ensure that the activities of functions such as HR, Purchasing, Planning, Finance focus on core production KPIs. Effective communication is a core responsibility of the Process Leader role, whether this be communication corporate vision and strategy or using data and information to create compelling presentations and drive management decisions.

In their daily work, an employee in this occupation interacts with:

- Team leaders and their wider team
- Quality Managers
- Health and Safety Managers
- HR Managers
- Finance Managers
- Quality Improvement Manager
- Operational Directors
- Directors
- Managing Director/CEO

Process Leaders act autonomously as part of a wider production team and are responsible for the delivery of core production KPIs, people, budgets, equipment, materials, supplies, health, safety, environment and risk.

Occupation duties

https://www.instituteforapprenticeships.org/apprenticeship-standards/process-leader/
<table>
<thead>
<tr>
<th>Duty</th>
<th>Criteria for measuring performance</th>
<th>KSBs</th>
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<tbody>
<tr>
<td>Duty 1 Work autonomously as part of a wider production team to undertake and direct production activities, plant operations, maintenance and performance against KPIs. Provide technical/specialist input and direction to own team and to others</td>
<td>Follow organisational procedures, Work effectively across teams, Accuracy, Quality</td>
<td>K1, S1, S2, S3, B1, B6</td>
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<td>Duty 2 Manage resources effectively to ensure the efficient running of their department in line with organisational procedures and budgets</td>
<td>Use of data and information, Accuracy, Planned approach</td>
<td>K2, K3, S4, S5, S6, B1, B2, B4</td>
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<td>Duty 3 Use KPIs as the basis of the continuous improvement cycle for quality, cost and volume, using lean, operational excellence and production improvement techniques</td>
<td>Accuracy, Analytical approach</td>
<td>K4, S7, B2, B6</td>
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<td>Duty 4 Undertake and manage quality resolutions as well as volume problem resolution</td>
<td>Accuracy, Speed, Analytical approach</td>
<td>K5, K6, S8, B5, B6</td>
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<tr>
<td>Duty 5 Manage health, safety and environment within their area of responsibility, ensuring staff are compliant with all requirements and driving improvements</td>
<td>Follows organisational procedures for health, safety, environment and risk, Applies health, safety, environment, and risk guidance, Accuracy</td>
<td>K7, K8, S9, S10, B4, B5, B6</td>
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<tr>
<td>Duty 6 Use project management tools to plan, organise and manage resources, monitor progress, identify risks and mitigation</td>
<td>Following organisational procedures</td>
<td>K9, S11, B2, B3, B6</td>
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<td>Duty 7 Develop, build and motivate team members as manage performance and industrial relations to achieve production, quality and cost targets</td>
<td>Fairness</td>
<td>K10, K11, S12, S13, S14, S15, B3, B4, B5</td>
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<td>Duty 8 Provide clear direction and Demonstration of fairness</td>
<td></td>
<td>K12, K13, K14</td>
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leadership to own team and others, giving open and honest feedback

Duty 9 Build and maintain strong relationships across different disciplines, to ensure that the activities of functions such as HR, Purchasing, Planning, Finance focus on core production KPIs

Work effectively across teams
Follow relevant legislation
Follow relevant organisational policies

Duty 10 Lead the communication of corporate vision and strategy to own team. Use data/information to create compelling presentations and drive management decisions

Accurate analysis of data and information

KSBs

Knowledge

K1 Principles of production/manufacturing techniques including: material handling systems, maintenance, production planning/scheduling, ergonomics, work place study, plant organisation, decommissioning, Statistical Process Control, process types such as flow and batch, product/raw material principles

K2 How to identify and procure sufficient, suitable resources (e.g. finance, staff, equipment, supplies) including use of management tools such as the Internet of Things (IoT) and Industry 4.0

K3 Budgeting, forecasting and control of direct and indirect costs, fixed and variable costs including actual, accrued and committed costs

K4 Lean operational and quality improvement practices such as workplace organisation, visual management, waste reduction and shop floor problem solving

K5 Delivery of quality management and assurance systems

K6 Problem definition: Cost of Poor Quality, problem analysis models such as Is/Is Not

K7 Safe and professional working practices including health, safety, environment and legislative requirements relevant to the sector, the organisation and own role

K8 Production procedures and regulations to meet legislative/organisational requirements

K9 Planning and project management principles, problem solving, relationship building and leading through KPIs

K10 Employment law, employee rights and responsibilities, organisation staff management policies/procedures for e.g. recruitment, performance, development, discipline, grievance, equality/diversity, industrial relations
K11 Theories of performance management and their use and organisations tools and policies for managing teams

K12 The theory of managing, motivating and developing people

K13 The purpose of organisational vision and goals and how these apply to teams

K14 Awareness of the differing strengths team members have and how these can be effectively applied in the workplace

K15 Approaches to colleague, stakeholder/ supplier relationship management including collaboration, negotiation, influencing, managing conflict, and networking [K15]

K16 How to communicate and cascade information effectively at all levels and to a diverse audience

K17 How to identify the information required for decision making, how it should be gathered and reported

K18 How to develop and present a case to management when requesting change including single page reporting

**Skills**

S1 Undertake and direct production activities and operations

S2 Propose, undertake, manage and coordinate changes to the product, production operations, processes and equipment, to improve productivity, efficiency and quality

S3 Solve problems - predict and prevent failures through the analysis of data and information

S4 Manage resources effectively to ensure their availability and the efficient running of department in line with organisational procedures

S5 Deliver cost achievements against budget targets

S6 Plan resources to support variations in production schedules

S7 Use KPIs as the basis of the continuous improvement cycle for quality, cost and volume achievement using lean operational and product improvement techniques

S8 Undertake and manage quality resolutions as well as volume problem resolution

S9 Manage health, safety and the environment within area of responsibility, ensuring staff are compliant with all requirements and driving improvements

S10 Conduct workplace risk assessments, manage near-miss or similar processes, conduct investigations as necessary

S11 Use project management tools to plan, organise and manage resources, to monitor progress, identify risks and mitigation

S12 Recruit the right people into the right job
S13 Develop, build and motivate teams by identifying strengths and enabling training and development within the workplace

S14 Recognise excellence, effectively manage performance, discipline, attendance, grievance

S15 Manage industrial relations and equality and diversity

S16 Support development through coaching and mentoring

S17 Leading and communicating the management of change

S18 Provide clear direction and leadership, giving open and honest feedback. Apply and adapt own leadership style to different production situations and people

S19 Delegate and enable delivery through others

S20 Build and maintain strong relationships across different disciplines. Negotiate and influence. Manages conflict

S21 Identify and share good practice, work collaboratively

S22 Utilise specialist advice and support to deliver plans

S23 Communicate effectively (verbal, non-verbal, written, digital) in manner relevant to the target audience

S24 Chair meetings and present (formally and informally) using a range of media. Listen actively, challenge, give feedback

S25 Analyse data/information to compellingly and succinctly present information to drive management decisions

**Behaviours**

**B1** Decision Making: Makes decisions based on personal initiative, technical knowledge, analysis and understanding of the different interests of stakeholders. Accepts responsibility for decisions and recognises limits to own authority

**B2** Agile: Flexible and adaptable to the needs of the organisation. Is creative, innovative and enterprising when seeking solutions to business needs. Positive and open to new ways of working, responds well to feedback and change

**B3** Inclusive: Open, approachable, authentic, and able to build trust with others. Promotes a respectful culture embracing diversity and inclusion. Seeks and provides feedback to manage continuous development of self, team and processes

**B4** Responsibility, Accountability and Resilience: Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing difficult situations. Seeks new opportunities

**B5** Professionalism: Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values. Promote and instil the values of the organisation to all colleagues

**B6** Problem solver: Identifies issues quickly, enjoys solving complex problems and applies appropriate solutions. Has a strong desire to push to ensure the root cause of any problem is found and solutions identified which prevent recurrence
Qualifications

English and Maths qualifications

Apprentices without level 2 English and maths will need to achieve this level prior to taking the End-Point Assessment. For those with an education, health and care plan or a legacy statement, the apprenticeship’s English and maths minimum requirement is Entry Level 3. A British Sign Language (BSL) qualification is an alternative to the English qualification for those whose primary language is BSL.

Professional recognition

Achievement of the standard is designed to be recognised by relevant Professional Engineering Institutions such as the Institute of Engineering and Technology (IET) and the Institute of Mechanical Engineers (IMechE) at the appropriate level of professional registration (EngTech).

Occupational Level:

4

Duration (months):

24

Review

This standard will be reviewed after three years.

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