

# Qualification Manual

EAL Level 2 Certificate in  
Business-Improvement Techniques

Qualification Code: 501/1495/5  
Issue: 4.0

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# 1.0 About EAL

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Since 1964, EAL Ltd. has been awarding vocational qualifications and apprenticeship components for the engineering, building services and related sectors.

Developed to the highest technical standards, our qualifications are regularly updated to reflect regulatory and technical changes. We support the providers of our qualifications with an unparalleled level of service to ensure that learners are well prepared for the roles they plan to take on.

EAL recognise the value of skills in the work environment as one of the five key drivers of productivity essential for economic growth and which also bring a number of wider social benefits. Through its programme of continuous improvement EAL strives to meet the demand from employers for high performing, high quality products.

For further information please contact EAL Customer Services +44(0)870 240 6889 or visit our website: [www.eal.org.uk](http://www.eal.org.uk)

## 1.1 Equality and diversity statement

EAL expects its centres to enable individuals to have equal access to training and assessment for qualifications irrespective of their sex, marital status, age, religion, colour, race, nationality, ethnic origin or disability. In essence centres must deliver our qualifications and units in accordance with relevant equalities legislation.

Centres are required to have in place a policy to ensure that such discrimination does not occur either directly, indirectly or as a result of pressure from other bodies. This policy should apply to all satellites centres and there should be arrangements in place to monitor its application and effectiveness.

## 1.2 Complaints

Customer service is a fundamental part of EAL's commitment to industry. Our long-term partnership with industry and recognised centres – which is underpinned by our unique external verification service and world class customer service – means our support is based on unrivalled understanding of our customers' needs.

EAL aims to ensure that all customers receive a high quality and efficient service and we continually monitor the levels of service provided. There may be times, however, when you may feel that we have not provided an adequate service.

In these situations, please contact our customer services team:

- EAL Customer Services:
- Tel: +44 (0)1923 652 400
- Email: [customercare@eal.org.uk](mailto:customercare@eal.org.uk)

## 2.0 Introduction to the qualification

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### What is this qualification?

This qualification is a Vocationally Related Qualification (VRQ) which focuses on the knowledge and, where appropriate, the practical skills associated with lean business improvement. This arrangement ensures that when the learner completes the qualification they will have gained some practical experience and expectation of some of the situations that they could face within the occupational sector in which it is being delivered.

It covers the intermediate level knowledge and understanding of lean business improvement and has been developed in consultation with colleges, training associations and industry to ensure that it meets the needs of employers and learners. The qualification has huge potential benefits for those engaging with lean business principles across all sectors - not just manufacturing. This qualification does not require occupational evidence.

### Who is this qualification for?

- learners who may have a limited prior knowledge and understanding of business improvement but have the ability to achieve a level two qualification
- those who wish to learn about lean business improvement techniques
- those with responsibility for improving business performance such as team members, team leaders, quality assurance personnel
- those who are looking for a career change or wish to learn new skills

### What does this qualification cover?

This Level two qualification focuses on knowledge and understanding of lean business improvement principles using practical skills where appropriate.

The qualification will be achieved when the learner has successfully completed the mandatory units followed by the required number of optional units. Further details can be found in Section 3 of this manual.

## 2.1 Status and industry support for this qualification

This qualification is:

- regulated by Ofqual at Level 2
- supported by Semta, the Sector Skills Council for the science, engineering and manufacturing technologies
- is a technical certificate within the Semta apprenticeship framework 'Improving Operational Performance (England)'
- developed with industry support

## 2.2 Achievement of this qualification, unit credits and standalone units

This qualification is achieved when all the necessary assessment requirements have been completed. The centre will then be able to apply for the learner's EAL certificate. The learner will also receive a certificate of unit credit, listing all the units they have achieved.

However if learners do not complete the full qualification they can still claim a certificate of unit credit for the units achieved. Therefore, learners will still have proof of their ability and could complete the full qualification at a later date.

Units can also be taken individually (stand alone units). This manual must be used in conjunction with the delivery and assessment of any individual units to ensure that assessment requirements and methodologies are consistently applied.

## 2.3 Relationship to other qualifications

This qualification relates to:

- EAL Level 3 Diploma in Business-Improvement Techniques
- EAL Level 2 NVQ Diploma in Business-Improvement Techniques
- EAL Level 3 NVQ Diploma in Business-Improvement Techniques
- EAL Level 4 NVQ Diploma in Business-Improvement Techniques
- EAL qualifications in Key Skills, Functional Skills and Essential Skills Wales

There are various other qualifications which this qualification could relate to. Details on these can be obtained from the EAL website or alternatively contact:

- EAL Customer Services
- Tel: +44 (0)870 240 6889
- Email: [customercare@eal.org.uk](mailto:customercare@eal.org.uk)

## 2.4 Qualification support materials

The following assessment support materials are available for this qualification:

### **Delivery packs:**

These documents are designed to assist the delivery staff and contain the unit learning outcomes, assessment criteria and the practical assessment details. They also contain the assessment material (internal assignments and worksheets) and the guidance and instructions needed for carrying out and administering the internal assessments.

The units also clearly identify the:

- level and credit value
- guided learning hours (GLH)
- unit title, unit purpose/aims
- summary of learning outcomes

### **Learner packs:**

These are designed for use by the learner and contain the documents the learner will need to use as part of their assessment.

All these materials can be accessed from the EAL website: [www.eal.org.uk](http://www.eal.org.uk)

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## 3.0 Rules of combination (qualification structure)

This qualification has 102 Guided Learning Hours (GLH), and 18 Credits. It has a Total Qualification Time (TQT) of 180 hours which is the notional time required by the learner to complete the qualification.

The qualification will be achieved when the learner has successfully completed the mandatory units followed by the required number of optional units.

### Mandatory units: all units must be completed:

| EAL code  | Assessment route title   | Level | Credit | GLH | Ofqual code |
|-----------|--|-------|--------|-----|-------------|
| QBIC2/001 | <input type="checkbox"/> Statutory regulations and organisational safety requirements                  | 2     | 3      | 14  | R/602/4137  |
| QBIC2/002 | <input type="checkbox"/> Contributing to effective team working  | 2     | 3      | 18  | F/602/4148  |
| QBIC2/003 | <input type="checkbox"/> Contributing to the application of workplace organisation techniques          | 2     | 3      | 22  | L/602/4203  |
| QBIC2/004 | <input type="checkbox"/> Contributing to the application of continuous improvement techniques (Kaizen) | 2     | 3      | 20  | A/602/4214  |
| QBIC2/005 | <input type="checkbox"/> Contributing to the development of visual management systems                  | 2     | 3      | 14  | L/602/4220  |

### Optional units: select one of the following units:

|           |  |   |   |    |            |
|-----------|--|---|---|----|------------|
| QBIC2/006 | <input type="checkbox"/> Contributing to the analysis and selection of parts for improvement | 2 | 3 | 14 | T/602/4146 |
| QBIC2/007 | <input type="checkbox"/> Contributing to carrying out lead time analysis                     | 2 | 3 | 18 | T/602/2526 |
| QBIC2/008 | <input type="checkbox"/> Carrying out set-up reduction techniques                            | 2 | 3 | 22 | D/602/2536 |
| QBIC2/009 | <input type="checkbox"/> Carrying out autonomous maintenance                                 | 2 | 3 | 22 | J/602/4166 |
| QBIC2/010 | <input type="checkbox"/> Contributing to the application of problem solving techniques       | 2 | 3 | 14 | H/602/2540 |
| QBIC2/011 | <input type="checkbox"/> Carrying out flow process analysis                                  | 2 | 3 | 16 | D/602/4173 |
| QBIC2/012 | <input type="checkbox"/> Contributing to the creation of standard operating procedures (SOP) | 2 | 3 | 14 | Y/602/4186 |
| QBIC2/013 | <input type="checkbox"/> Contributing to the application of kanban control systems           | 2 | 3 | 20 | H/602/2604 |



## 4.0 Qualification approval

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Centres wishing to deliver this qualification will need to comply with this qualification manual and EAL's centre approval criteria for this qualification. Centres must also put in place the appropriate physical and human resources and administration systems to deliver this qualification effectively.

**For existing EAL centres wishing to put this qualification on their centre remit:**

- the approval form can be downloaded from the centre area of the EAL website.  
Please contact your external verifier or EAL Customer Services (see below) if you need any assistance.

**For non EAL centres wishing to gain centre approval to run this qualification:**

- EAL Customer Services will be pleased to help. Contact them on:  
Tel: +44 (0)870 240 6889  
Fax: +44 (0)870 240 6890  
Email: [customercare@eal.org.uk](mailto:customercare@eal.org.uk)

## 5.0 Profiles and requirements

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### 5.1 Learners

There are no entry qualifications or age limits required by learners to undertake this qualification unless this is a legal requirement of the process or the environment. Assessment is open to any learner who has the potential to achieve the assessment criteria set out in the units of assessment.

Aids or appliances, which are designed to alleviate disability, may be used during assessment, providing they do not compromise the standard required.

### 5.2 Teaching staff

#### Teaching staff must:

- have two years experience in teaching/training  
**or**
- hold an appropriate teaching/training qualification (e.g. Certificate in Education or Learning & Development trainer units)  
**or**
- are working towards an appropriate teaching/training qualification (e.g. Certificate in Education or Learning & Development trainer units)

#### Teaching staff must also have:

- knowledge and understanding of the occupation covered by this qualification
- knowledge and understanding of the structure and content of this qualification

### 5.3 Assessors

#### Assessors must:

- have two years experience in assessment (e.g. within an N/SVQ or teaching/training environment)  
**or**
- hold an appropriate assessment qualification (e.g. Level 3 Award in Assessing Vocationally Related Achievement, Level 3 Certificate in Assessing Vocational Achievement, A1/A2)  
**or**
- be working towards an appropriate assessment qualification (e.g. e.g. Level 3 Award in Assessing Vocationally Related Achievement, Level 3 Certificate in Assessing Vocational Achievement, A1/A2)

#### Assessors must also have:

- knowledge and understanding of the occupation covered by the VRQ
- knowledge and understanding of the structure and content of this qualification

## 5.4 Quality assurance staff

### Quality assurance staff must:

- have experience in quality management/internal verification  
*or*  
hold an appropriate qualification (e.g. Level 4 Award in the Internal Quality Assurance of Assessment Processes and Practice, Level 4 Certificate in Leading the Internal Quality Assurance of Assessment Processes and Practice, V1)
- have familiarity of the occupation covered by the qualification
- have knowledge and understanding of the qualification's structure and content

## 5.5 Physical resources

- the resources required for the assessments are detailed in each of the qualification units

## 6.0 Assessment

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The assessment of this qualification is by internal (centre marked) assessments. The learner must pass all the internal assessments to achieve the full qualification. EAL will monitor and externally verify the assessments.

### 6.1 Internal (centre marked) assessment

The internal assessments take the form of multiple choice question papers and where appropriate practical assignments. Both these forms of assessment are internally marked by the centre using the marking criteria provided in each unit.

The practical assessments test the knowledge and practical skills of the learners within the units. Internal assessment involves collecting and evaluating evidence that demonstrates achievement of the learning outcomes. This will be subject to external verification. Centres are responsible for ensuring that assessment decisions are valid and reliable.

Where the assessment takes the form of multiple choice question papers, these should be treated as a formal assessment therefore imposing the necessary restrictions on the learner e.g. no conferring or referring to text books etc.

The internal assessments assignments are accompanied by marking criteria, checklists and other assessment material to ensure that the delivery team is consistent amongst learners with assessments. Further assessment guidance along with the internal assessments and the accompanying marking/assessment criteria can be found in the individual units.

It is advised that the learner's produce a logbook/portfolio where they can file and make reference to evidence that shows their achievements against the learning outcomes.

All learning outcomes of the qualification must be assessed. In order to meet this requirement it is advised that centres should maintain an assessment and feedback record for each learner. This will detail the evidence evaluated against the learning outcome and the feedback given to the learner. These records along with the learner logbooks must be available to the EAL external verifier.

# Appendix 1: Functional Skills and Essential Skills Wales

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## Essential Skills Wales (ESW)

Essential Skills Wales are a suite of qualifications to replace Key Skills in Wales. There are currently three ESW qualifications:

- Application of number (Aon)
- Communication
- Information communication technology (ICT)

EAL offer these qualifications at Level 1 to Level 3. These qualifications are 'stand alone' and are portfolio based; however these can be embedded into other qualifications but must remain a transferable skill.

For further information Essential Skills Wales please visit the EAL website

## Functional skills

If individuals don't achieve Level 2 functionality while at school; they will have other opportunities to do so at college, within an apprenticeship, or in an adult course on day release from work, whatever their age.

Functional Skills qualifications will replace existing Key Skills qualifications.

Functional Skills qualifications will be:

- a constituent of new Diplomas at every level
- a replacement for Communication, AoN and ICT Key Skills qualifications part of Apprenticeship Frameworks
- part of Foundation Learning

For further information on Functional Skills and Essential Skills Wales and please visit the EAL website at: [www.eal.org.uk](http://www.eal.org.uk)

## Appendix 2: Potential sources of teaching information

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There are a number of books and internet websites, which provide useful sources of teaching information to support this qualification. Details are as below:

|  |                |                                      |               |
|--|----------------|--------------------------------------|---------------|
| A Journey Towards Manufacturing Excellence       | Chris McKellen | Manufacturing Awareness Limited 2003 | 0-9546262-1-4 |
| Quick Reference Source for Lean in Manufacturing | Chris McKellen | Manufacturing Awareness Limited 2003 | 0-9546262-0-6 |
| The Quality 75                                   | John Bicheno   | Picsie Books                         | 0-9541244-0-5 |
| Cause and Effect Lean                            | John Bicheno   | Picsie Books                         | 0-9513-8301-9 |
| The New Lean Toolbox                             | John Bicheno   | Picsie Books                         | 0-9541-2441-3 |
| 20 Keys to Workplace Improvements                | Iwao Kobayashi | Productivity Press                   |               |

## Appendix 3: Relationship to national occupational standards

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The EAL units of assessment are signposted to the Business-Improvement Techniques national occupational standards and units as shown:

| <b>EAL Code</b> | <b>Relationship between unit and relevant national occupational standard/ unit</b>   |
|-----------------|--|
| QBIC2/001       | Unit: F/600/2490<br>Complying with statutory regulations and organisational safety requirements  |
| QBIC2/002       | Unit: J/600/2491<br>Contributing to effective team working   |
| QBIC2/003       | Unit: L/600/2492<br>Contributing to the application of workplace organisation techniques   |
| QBIC2/004       | Unit: Y/600/2513<br>Contributing to the application of continuous improvement techniques (Kaizen)  |
| QBIC2/005       | Unit: D/600/2514<br>Contributing to the development of visual management systems   |
| QBIC2/006       | Unit: H/600/2515<br>Contributing to the analysis and selection of parts for improvement  |
| QBIC2/007       | Unit: K/600/2516<br>Contributing to carrying out lead time analysis  |
| QBIC2/008       | Unit: M/600/2517<br>Carrying out set-up reduction techniques   |
| QBIC2/009       | Unit: T/600/2518<br>Carrying out autonomous maintenance  |
| QBIC2/010       | Unit: A/600/2519<br>Contributing to the application of problem solving techniques  |
| QBIC2/011       | Unit: T/600/2521<br>Carrying out flow process analysis   |
| QBIC2/012       | Unit: F/600/2523<br>Contributing to the creation of standard operating procedures (SOP)  |
| QBIC2/013       | Unit: L/600/2492<br>Contributing to the application of workplace organisation techniques<br><br>Unit: D/600/2514<br>Contributing to the development of visual management systems |

## Appendix 4: Learner registration and certification

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Learners must be registered with EAL on a code which relates to the qualification - this must be completed prior to assessment. Both learner registration and certification can be completed on line at the EAL website: [www.eal.org.uk](http://www.eal.org.uk).

### Register the learner on the chosen qualification code:

| Qualification title  | Code       |
|--|------------|
| EAL Level 2 Certificate in Business-Improvement Techniques | 501/1495/5 |

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