

Institute for Continuous Improvement in Public Services

Standards of professional
practice

ICiPS
COLLABORATE • INNOVATE • EDUCATE



BACKGROUND

ICiPS offers three levels of Professional Membership. Professionals can use the applicable letters after their name:

1. Member (MICiPS) – This is the foundation level and is appropriate for those who have had some experience of leading incremental or step change projects and have been involved in championing CI.
2. Practitioner (PICiPS) – This level is suited to those who have extensive experience of CI at strategic tactical level. Typically they are mid to senior managers.
3. Fellow (FICiPS) – This is the highest level of Professional member. Typically Fellows have 10 years plus experience. They have extensive experience, introduced CI cultures and led multi-agency improvement.

At Practitioner level we offer two options; the first for those who lead CI as an integral part of their management accountabilities and the second for those who deliver CI strategies through training or the implementation of a portfolio of improvement projects.

To become a professional member of ICiPS requires three areas to be evidenced:

1. Underpinning knowledge
2. Applied knowledge
3. Behaviours

The requirements are divided into ‘assignments’ which contain a number of elements, **every one** of which must be addressed. An outline of the requirements for each level of membership are laid out in tables of the following pages. Evidence must showcase activity you have been accountable for and can include:

- Case studies
- PowerPoint presentations
- Reports and feedback
- Emails
- Testimony – a limited amount of evidence may be provided this way

When you commence your journey by signing up as an Associate, you will be provided with an on-line learning account. Each assignment is contained within this along with details of the types of evidence acceptable. Evidence is uploaded and submitted via this account.

The framework should be considered a development pathway enabling self-study and there is no time limit on developing your portfolio. As evidence is cumulative, you simply need to add to your portfolio over time in order to progress through the grades as your experience grows.

1) UNDERPINNING KNOWLEDGE

FELLOW	PRACTITIONER DEPLOYMENT	PRACTITIONER STRATEGY	MEMBER
Assignment 1 History & development of CI	Assignment 1 History & development of CI	Assignment 1 History & development of CI	Assignment 1 History & development of CI
<p>1. The history & development of CI including;</p> <p>a) 3 key leaders in CI thinking which may include Deming, Shewhart, Womack & Jones, Toyota</p> <p>b) Basic principles of TQM, lean, six sigma & systems thinking with the differences discussed</p> <p>c) Marginal gains theory and how it applies to a CI culture</p> <p>d) The concept of learning organisations & how this relates to CI</p> <p>2. Emerging developments & approaches that may impact the approach to CI.</p>	<p>1. The history & development of CI including;</p> <p>a) 3 key leaders in CI thinking which may include Deming, Shewhart, Womack & Jones, Toyota.</p> <p>b) Basic principles of TQM, lean, six sigma & systems thinking with the differences discussed.</p> <p>c) Marginal gains theory and how it applies to a CI culture.</p> <p>d) The concept of learning organisations & how this relates to CI.</p>	<p>The history & development of CI including;</p> <p>a) 3 key leaders in CI thinking should be explored which may include Deming, Shewhart, Womack & Jones, Toyota.</p> <p>b) Basic principles of TQM, lean, six sigma & systems thinking with the differences between them discussed.</p> <p>c) Marginal gains theory</p> <p>d) The impact of emerging technologies.</p> <p>e) The concept of learning organisations & how this relates to CI.</p>	<p>The history & development of CI including;</p> <p>a) 3 key leaders in CI thinking should be explored which may include Deming, Shewhart, Womack & Jones, Toyota.</p> <p>b) Basic principles of TQM, lean, six sigma & systems thinking with the differences between them discussed.</p> <p>c) Distinguish between incremental, step & transformation change.</p> <p>d) The concept of learning organisations & how this relates to CI.</p>
FELLOW	PRACTITIONER DEPLOYMENT	PRACTITIONER STRATEGY	MEMBER
Assignment 2 Enabling & sustaining a CI culture	Assignment 2 Enabling & sustaining a CI culture	Assignment 2 Enabling & sustaining a CI culture	Assignment 2 Enabling & sustaining a CI culture
<p>1. Key elements of a CI culture.</p> <p>2. How to deliver culture change.</p> <p>3. Theories of organisation design & how they may impact CI.</p> <p>4. Key principles of managing the life-cycle of organisational data &</p>	<p>1. The key elements of a CI culture & how they align to enable CI.</p> <p>2. Key principles of managing the life-cycle of organisational data & information to ensure it is a useful & meaningful resource for CI.</p> <p>3. Meaning and use of 'Big data' for CI.</p>	<p>1. The key elements of a CI culture & how they align to enable CI.</p> <p>2. The purpose of organisational principles & values and how they relate to CI.</p> <p>3. Theories that guide the creation of a learning organisation & their relationship to CI.</p>	<p>1. Key elements of a CI culture</p> <p>2. How CI links to organisational strategies.</p> <p>3. Key elements of an organisations culture & how this may impact CI.</p> <p>4. Reasons that CI fails and how they can be overcome.</p>

<p>information to ensure it is a useful & meaningful resource for CI.</p> <p>5. The theory and practice of creating learning organisations.</p> <p>6. Embedding CI within a multi-agency collaboration.</p> <p>7. Meaning and use of 'Big data' for CI.</p> <p>8. Embedding CI in supplier contracts & measuring the benefits</p> <p>9. Theories of employee motivation and how they can be levered to embed CI.</p>	<p>4. Creating CI communities.</p> <p>5. Theories of employee motivation and how they can be levered to embed CI.</p>	<p>4. Different leadership styles & those most suited to a culture of CI.</p> <p>5. Theories of employee motivation and how they can be levered to embed CI.</p> <p>6. Managing the life-cycle of organisational data & information to enable CI.</p> <p>7. Success factors for collaborative working; internal and external.</p>	
FELLOW	PRACTITIONER DEPLOYMENT	PRACTITIONER STRATEGY	MEMBER
Assignment 3 Leading CI	Assignment 3 Leading CI	Assignment 3 Leading CI	Assignment 3 Leading CI
<p>1. Principles of managing CI within an operational environment;</p> <p>a) Planning & forecasting for change</p> <p>b) Strategy deployment</p> <p>c) Basic principles of change management</p> <p>d) Financing aspects of change - budgeting, ROI, quantifying benefits.</p> <p>e) Balancing operations and operational risk, with the activities arising within a CI culture</p> <p>f) Establishing performance measures that drive improved performance and good behaviour</p> <p>g) Benchmarking – including Public Sector Scorecard & EQFM</p> <p>h) Managing the dichotomy between what service users want and what can be provided</p> <p>2. AI and intelligent systems & their impact on CI.</p>	<p>1. Incremental, step & transformation change & how they align within a culture of CI.</p> <p>2. The link between strategy deployment and CI.</p> <p>3. Benefits forecasting & tracking for CI at project, tactical & strategic levels.</p> <p>4. Demand forecasting and management.</p> <p>5. Communications to embed CI.</p> <p>6. Managing the dichotomy between what service users want and what can be provided.</p> <p>7. The application of emerging technologies in customer engagement.</p>	<p>1. The principles of managing CI within an operational environment in relation to:</p> <p>a) Strategy deployment</p> <p>b) Aligning Incremental, step & transformation change</p> <p>c) Assessing the business case for improvement; cost/ benefit analysis, options appraisals/ full cost recovery</p> <p>d) Managing operational risk during times of change</p> <p>e) Approaches for balancing time & resources required for CI with the resources required for BAU</p> <p>f) Using performance plans to embed CI</p> <p>g) Communications that embed CI.</p>	<p>1. Principals of strategy deployment</p> <p>2. Incremental, step & transformation change & how they align within a culture of CI.</p> <p>3. Communicating during times of change</p> <p>4. Theories on human responses to change.</p>

FELLOW	PRACTITIONER DEPLOYMENT	PRACTITIONER STRATEGY	MEMBER
Assignment 4 People & change	Assignment 4 Acting as coach & mentor	Assignment 4 Monitoring & measuring success of CI	Assignment 4 Principles of data collection & analysis
<ol style="list-style-type: none"> 1. Theories of motivation and how they can be levered to embed CI. 2. The challenges and opportunities of an empowered workforce. 3. Theories of coaching & mentoring 4. Theories that explain how organisations & individuals learn. 5. Forming CI communities and theories that theories of human interaction that may impact this 6. Managing the human response to change. 	<ol style="list-style-type: none"> 1. The practices of coaching & mentoring. 2. Theories that explain how organisations & individuals learn. 3. Principles behind design of training to ensure learning outcomes are met. 4. Undertaking skills assessments for CI. 5. Theories explaining people's response to change & how to manage this. 	<ol style="list-style-type: none"> 1. Approaches for measuring success & how this aligns with CI. Include; EFQM, Public Sector Scorecard, Balanced scorecard. 2. Principle and process of benchmarking. 3. Accounting for the benefits of improvements to include : quantifying cashable and non-cashable benefits; ROI 	<ol style="list-style-type: none"> 1. Data types including quantitative & qualitative data; discrete & variable. 2. Different types of sampling & how data quality is assured. 3. Data collection plans 4. Calculating sample size. 5. Detail 3 measures you may find in a value stream map. 6. Explain 2 different types of analysis that can be used to understand process variation including Pareto. 7. Understand the principles of variation
FELLOW	PRACTITIONER DEPLOYMENT	PRACTITIONER STRATEGY	MEMBER
Assignment 5 CI in practice	Assignment 5 CI in practice	Assignment 5 CI in practice	Assignment 5 CI in practice
<ol style="list-style-type: none"> 1. Different types of change and how they align 2. Types of data including quantitative & qualitative data; discrete & variable data. 3. Principles of sampling. 4. Concept & application of; <ol style="list-style-type: none"> a) Hypothesis tests b) Process capability; MSA, Gage studies, confidence intervals, control charts c) Inventive problem solving d) Laws of lean e) Regression f) Innovative thinking & TRIZ 5. Forecasting & balancing supply & demand. 6. Practice and principles of visual management. 	<ol style="list-style-type: none"> 1. Types of data including quantitative & qualitative data; discrete & variable data. 2. Principles of sampling. 3. Concept & application of; <ol style="list-style-type: none"> a) Hypothesis tests b) Process capability; MSA, Gage studies, confidence intervals, control charts c) Inventive problem solving d) Laws of lean e) Innovative thinking & TRIZ 4. Forecasting & balancing supply & demand 5. Quantifying the impact of change. 6. Different approaches for managing change projects & 	<ol style="list-style-type: none"> 1. Defining an improvement; scope, present position & goal. Use of A3 or similar. 2. Principles of flow and pull. 3. Eight wastes, value, non-value and essential value adding activity. 4. Tools to prioritise opportunities to improve. 5. Practice and principles of visual management. 6. Use of control charts to understand performance. 7. Principles of 'go see'. 8. 5s. 9. Assessing the financial impact of CI: cost of poor quality, soft and hard benefits, ROI, cost / benefit analysis of change 	<ol style="list-style-type: none"> 1. Defining change; scope, present position & goal & cost of poor quality. Use of A3 or similar. 2. Purpose of different types of process maps, to include: SIPOC, Swim lane, value stream map. 3. Purpose of root cause analysis; describing the use of Cause & effect diagrams and 2 additional tools that can be applied. 4. Principles of flow and pull. 5. Eight wastes; value, non-value and essential value adding activity. 6. Ideas generation – use of barnstorming. 7. Two tools to prioritise opportunities to improve;

<p>7. Quantifying the strategic benefit of CI. 8. Expanding horizons - Creative, lateral, innovative & disruptive thinking. 9. Customer driven service design.</p>	<p>programs including Prince2, PDCA, Agile. 7. Managing operational & project risk during times of change. 8. Principles of standard work. 9. Practice and principles of visual management.</p>	<p>10. Principles of standard work.</p>	<p>8. Concept of error proofing. 9. Cost / benefit analysis 10. Visual management, 5s & standard work processes to embed processes and CI 11. Principles of 'the voice of the customer' and tools to understand their requirements.</p>
			<p style="text-align: center;">Assignment 6 Principles of change management</p> <p>1. Different approaches for managing change projects & programs to include an overview of PDCA, Agile & Prince2 & deciding which may be appropriate to use. 2. Management of change risk & tools to manage; include FMEA. 3. Stakeholder analysis & RACI. 4. Managing the people side of change 5. Evaluating the benefits of change</p>

2) APPLIED KNOWLEDGE

FELLOW	PRACTITIONER DEPLOYMENT	PRACTITIONER STRATEGY	MEMBER
Assignment 1 Leading CI	Assignment 1 Leading CI	Assignment 1 Leading CI	Assignment 1 Leading CI
Provide details of a time you led a culture change program to embed CI. Discuss the approach, the challenges you faced and how they were overcome.	Describe two examples where you have led the implementation of CI strategies across an organisation. Discuss the challenges you faced and how they were overcome.	Describe how your leadership style enables CI and reflect on strengths, weaknesses and development opportunities.	Give two examples of how you have embedded CI as a way of doing your day to day work. Discuss what you did, the challenges you faced and how they were overcome, and how in future you will do things differently as a result.
Assignment 2 Enabling & sustaining a CI culture	Assignment 2 Enabling & sustaining a CI culture	Assignment 2 Enabling & sustaining a CI culture	Assignment 2 Enabling & sustaining a CI culture
Give two examples of where you have used your knowledge, influence & expertise to change mid / senior management attitudes to CI to ensure a culture of CI is maintained.	Discuss where you have embedded CI across a department or organisation. Outline what you did, barriers & how you overcame them & lessons learned.	Provide an example of a time you were accountable or responsible for embedding CI as the way work is done, within your team or department. Describe what you did, the challenges you faced and how they were overcome, how you measure success & lessons learned.	Give two examples of where you have acted as a champion for CI. This could be as coach and mentor; forming a collaborative work group, supporting colleagues to implement an incremental change. These should be different examples from those presented in the case studies used in assignment 4.
Assignment 3 Collaboration	Assignment 3 Collaboration	Assignment 3 Collaboration	Assignment 3 Collaboration
Give two examples of where you have supported, influenced & collaborated multiagency collaborations in order to deliver improvements. Discuss your approach, obstacles faced, how they were overcome & lessons learned.	Provide two examples of where you have initiated collaborative working across the supply chain to deliver improvements. Explain your role, the challenges faced, the outcome & lessons learned.	Provide two examples of where you have initiated collaborative working across the supply chain in order to deliver improvements. Explain your role, the challenges faced, the outcome & lessons learned.	Provide two examples of where you have worked collaboratively with other teams, to identify and / or deliver improvements. Explain your role, the challenges faced, the outcome & lessons learned. These should be different examples from those presented in the case studies used in assignment 4.

FELLOW	PRACTITIONER DEPLOYMENT	PRACTITIONER STRATEGY	MEMBER
<p align="center">Assignment 4 CI in practice</p>	<p align="center">Assignment 4 CI in practice</p>	<p align="center">Assignment 4 CI in practice</p>	<p align="center">Assignment 4 CI in practice</p>
<p>Give two examples of where you have used your knowledge & experience to introduce innovative and transformative change that carried a high degree of risk & how you managed this risk. Discuss what you did, the challenges you faced and how they were overcome.</p>	<p>Provide two examples of where you have developed a training program and coached & mentored employees in CI. Describe the approach to development & ensuring learning outcomes were met.</p>	<p>Describe a time when you co-ordinated different types of change within your area of responsibility, balancing the requirements of BAU with change. Discuss what you did, the challenges faced, the outcome & lessons learned.</p>	<p>Provide two case studies where you have led delivery of a step change project, addressing issues that are well defined but have a degree of complexity. You should include:</p> <ol style="list-style-type: none"> 1) Details of the problem, goal & approach. 2) Tools applied to understand present process performance, root cause of issues & opportunities to improve. Explain why you chose each one. 3) Outcome 4) Lessons learned and how these have been shared within your organisation

3) **BEHAVIOURS** - The grid below details the behaviours to be evidenced at each grade.

FELLOW	PRACTITIONER DEPLOYMENT	PRACTITIONER STRATEGY	MEMBER
Assignment 1 Enabling & sustaining a CI culture	Assignment 1 Enabling & sustaining a CI culture	Assignment 1 Enabling & sustaining a CI culture	Assignment 1 Enabling & sustaining a CI culture
<p>1. You offer fact based information to advise the leadership team on the development of CI strategy, policy & delivery.</p> <p>2. You use your professional expertise to develop the organisations understanding of CI; working with the senior team to develop a CI culture.</p> <p>3. You draw on best practice from a range of external sources to offer guidance on benchmark performance.</p> <p>4. You advise on the design of management information systems to ensure the right information is available at the right time and place to identify improvements.</p> <p>5. You advise external stakeholders on how to embed CI within contracted services, partnerships and other forms of work</p>	<p>1. You pro-actively maintain full understanding of the organisation you work for and how CI can help the organisation achieve its objectives.</p> <p>2. You take time to understand the stakeholder environment & work in partnership to ensure CI is embedded.</p> <p>3. You create & drive clear plans for delivering change that span your area of accountability & take into account wider stakeholders; recognising the potential knock-on impact of actions in one area on another, minimising operational risk delivery.</p> <p>4. You champion management of organisational intelligence to ensure information is available at the right the place and time to inform improvements.</p>	<p>1. You ensure your team have the right information available at the right time and place to identify improvements.</p> <p>2. You use information to support a culture of CI; empowering others to make decisions & encouraging their commitment to & engagement</p> <p>3. You challenge behaviours that do not support CI as a way of working.</p> <p>3. You demand a blame free, learning culture.</p>	<p>1. You ensure you understand the priorities of your organisation, the regulatory & legal framework within which changes are made & the external bodies & agencies that influence organisational activities.</p> <p>2. You abide by organisational principles and champion these in all you do.</p> <p>3. You take time to understand the supply chain & work collaboratively on improvements.</p> <p>4. You remain aware of the environment in which you operate, in order to identify improvement opportunities.</p>

FELLOW	PRACTITIONER DEPLOYMENT	PRACTITIONER STRATEGY	MEMBER
Assignment 2 Leading CI	Assignment 2 Leading CI	Assignment 2 Leading CI	Assignment 2 Leading CI
<p>1. You persist in the face of adversity & bureaucracy to remove barriers across boundaries or other artificial demarcations to find ways round or through a barrier to embedding CI.</p> <p>2. You make complex & ambiguous ideas clear, so other people can confidently join in debate & discussion about CI without having to guess, interpret or make assumptions.</p> <p>3. Provide two examples of where you have had to adapt your method of communication in order to gain buy-in for making CI business as usual.</p>	<p>1. You are proactive in obtaining a clear understanding of the operating environment including the vision, drivers, structure, services, & customers, legal & regulatory framework, so you can understand the change environment.</p> <p>2. You abide by organisational principles, champion them in all you do, ensuring they are enshrined in ways of working and holding people to account for abiding by them</p> <p>3. You consistently lead by example acting as a role model for continuous learning, showing interest in and supporting, new ideas & initiatives.</p> <p>4. You operate with integrity, impartiality & sound personal & ethical values & within the organisation's values; showing sensitivity & respect for other people's feelings, cultures & beliefs; challenging norms that fail to promote this way of working.</p>	<p>1. You are proactive in obtaining a clear understanding of the operating environment including the vision, strategic imperatives, legal & regulatory framework and ensure you team are aware of these.</p> <p>2. You abide by organisational principles, champion them in all you do, ensuring they are enshrined in ways of working and holding people to account for abiding by them</p> <p>3. You act as a role model for continuous learning, ensuring lessons learned are an integral part of BAU</p> <p>4. You operate with integrity, impartiality & sound personal & ethical values & within the organisation's values; showing sensitivity & respect for other people's feelings, cultures & beliefs; challenging norms that fail to promote this way of working.</p>	<p>1. You champion participation in CI, promoting a clear rationale for CI as a way of working.</p> <p>2. You help project teams & individuals to understand the application of tools & techniques that can help them identify & deliver improvements.</p> <p>3. You operate with integrity, impartiality & sound personal & ethical values & within the organisation's values; showing sensitivity & respect for other people's feelings, cultures & beliefs; challenging norms that fail to promote this way of working'</p>

FELLOW	PRACTITIONER DEPLOYMENT	PRACTITIONER STRATEGY	MEMBER
Assignment 3 CI in practice	Assignment 3 CI in practice	Assignment 3 CI in practice	Assignment 3 CI in practice
<ol style="list-style-type: none"> 1. You work to identify and addresses any 'knowing – doing' gap within the workforce. 2. You act as subject matter expert for CI. 3. You act as CI champion & offer constructive challenge and guidance to those engaged in strategic planning & deployment to ensure C is integral to plans. 4. You act as subject matter expert to lead business skills analysis and development of specialist CI skills at all levels. 5. You seek historic work to learn from what has gone before; ensuring lessons are shared with stakeholders who may benefit from this insight. 	<ol style="list-style-type: none"> 1. You proactively seek insight and review organisational data & information to provide meaningful & accurate insight that can indicate an area for improvement. 2. You act as a critical friend to offer constructive challenge; ensuring greater certainty over the costs & benefits to be derived from improvement initiatives. 3. You communicate and deliver complex messages with clarity & in a way that is appropriate to the audience 4. You plan for different learner requirements & preferred learning styles in order to devise & deliver CI training that engages the & informs participants. 5. You seek historic work to learn from what has gone before; ensuring lessons are applied to new challenges. 	<ol style="list-style-type: none"> 1. You ensure the links between the organisations purpose and improvement initiatives are understood by your teams. 2. You ensure accountabilities and responsibilities for improvement are embedded in the way work is done. 3. You ensure the information needs of your team are understood and met and information is timely and reliable. 4. You benchmark performance and continually review information to understand opportunities to improve. 5. You use visual management to improve understanding of performance and delivery requirements. 6. You support and recognise efforts to improve. 7. You seek historic work to learn from what has gone before; ensuring lessons are applied to new challenges. 	<ol style="list-style-type: none"> 1. You apply effective verbal & numerical skills using communication channels & methods that ensure facts, ideas & progress are understood. 2. You proactively gather & assess information to identify areas for improvement taking ownership for the accuracy of information used. 3. You proactively seek opportunities to broaden & improve your understanding of CI & share this with colleagues. 4. You ensure lessons learned are considered at the start of a change project and shared at the end.

FELLOW	PRACTITIONER DEPLOYMENT	PRACTITIONER STRATEGY	MEMBER
Assignment 4 Collaboration	Assignment 4 Collaboration	Assignment 4 Collaboration	Assignment 4 Collaboration
<p>1. You develop networks of contacts & foster relationships that enable you to add value to the organisations ability to deliver best value services.</p> <p>2. You work with & influence external organisations to implement cross cutting CI initiatives that unite stakeholders in delivering more effective & efficient services.</p> <p>3. You actively develop relationships & alliances with counterparts & communities of best practice to further understanding of CI; using this knowledge to develop CI capability within your organisation.</p> <p>4. You advise and support senior managers on ways to embed CI in the employee lifecycle.</p>	<p>1. You champion the formation CI communities who have a sense of team spirit, shared ownership & common purpose.</p> <p>2. You help others to stay motivated, positive & focused in delivering improvements; providing formal & informal development as required.</p> <p>3. You work across the organisation to understand key processes and dependencies in order to identify opportunities for collaborative improvement.</p>	<p>1. You ensure CI activity in your team works in collaboration with other parts of the organisation in order to facilitate collaborative improvement.</p> <p>2. You build & maintain relationships with internal & external stakeholders, to understand their challenges & priorities in order to shape & adjust your CI plans & deliverables & identify opportunities to collaborate on CI.</p> <p>3. You communicate and deliver complex messages with clarity & in a way that is appropriate to the audience.</p> <p>4. You create a blame free work environment where CI is the norm and time is available to develop ideas.</p>	<p>1. You work as part of a CI community; discussing ideas and challenges in order to identify and / or shape opportunities for improvement.</p> <p>2. You act as ac critical friend, offer constructive challenge to the way work is done.</p> <p>3. You communicate with clarity & in a way that is appropriate to the audience.</p>