Institute for Continuous Improvement in Public Services 2020

Standards of professional practice

ICiPS

COLLABORATE • INNOVATE • EDUCATE

ABOUT PROFESSIONAL MEMBERSHIP

ICiPS is a recognised professional body. We offer and introductory Affiliate grade for those working towards professional membership, and 3 professional grades:

1. Member (MICiPS) – For those with experience in applying continuous improvement tools and techniques leading a project or as part of a team.
2. Practitioner (PICiPS) – Typically mid to senior managers who lead deployment of CI across an organisation or hold a substantive post that includes the requirement to deliver continuous improvements.
3. Fellow (FICiPS) – Typically with 10 + years of experience which may include introducing CI cultures, leading multi-agency improvements, and advising executive teams.

So long as you are a paid-up member, you can use letters after your name, wear the ICIPS badge and use the logo in your email footers.

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

1. Underpinning knowledge – this is the academic knowledge required to embed CI wherever you work, it is not about lean or six sigma but the multiple disciplines required to embed CI as a way of working, and to make informed decisions about the most appropriate approach to take in any given situation.
2. Applied knowledge - this shows that you have successfully applied the knowledge you have
3. Behaviours – this section shows that you practice what you preach

The requirements for underpinning knowledge build from grade to grade, so to become a Fellow you must evidence all the underpinning knowledge elements for Member, Practitioner and Fellow. In addition, you must evidence the applied knowledge and behaviours relevant to the grade you are applying for.

STARTING THE JOURNEY TOWARDS PROFESSIONAL MEMBERSHIP.

To commence your journey, you join as an Associate; paying the annual fee that covers assessment. You can apply using the form on the 'join now' page of the website , or email training@icps.org.

We will contact you to discuss the most appropriate entry level. At Practitioner grade you have a choice of two pathways

1) If you lead CI as part of your wider accountabilities; maybe you lead a Department and need to understand about managing CI
2) Your entire role is to embed CI or leading a CI program across an organisation

 You will then be provided with an on-line learning account which contains the requirements, divided into a series of assignments. You simply upload your evidence and once you feel you have addressed the criteria; you submit it for assessment. You will also find guidance and the ICIPS Passport which enables you to gather evidence in the workplace. As long as you are a paid-up member, the account remains yours, and it can be used to record CPD.

Every element of each assignment must be addressed.

Evidence must showcase activity you have been personally accountable for and can include:

- Case studies
- Examples drawn from daily work
- Testimony – a limited amount of evidence may be provided this way
- Courses attended
- Narrative based on self-study
- ICIPS passport

As a final step we may ask you to participate in a professional discussion; this is likely where you use attendance on a training course as evidence.

There is no time limit on developing your portfolio.

Fast track entry is available for those who have been on an ICiPS recognised course; these are listed on our Training Provider web page. To apply using this route please email your certificate to info@icips.org.

A DEVELOPMENT PATHWAY

The framework is a development pathway and we encourage Members to continue to build their portfolio as their career progresses. There are no further assessment fees once you are a Professional, so your only commitment is time
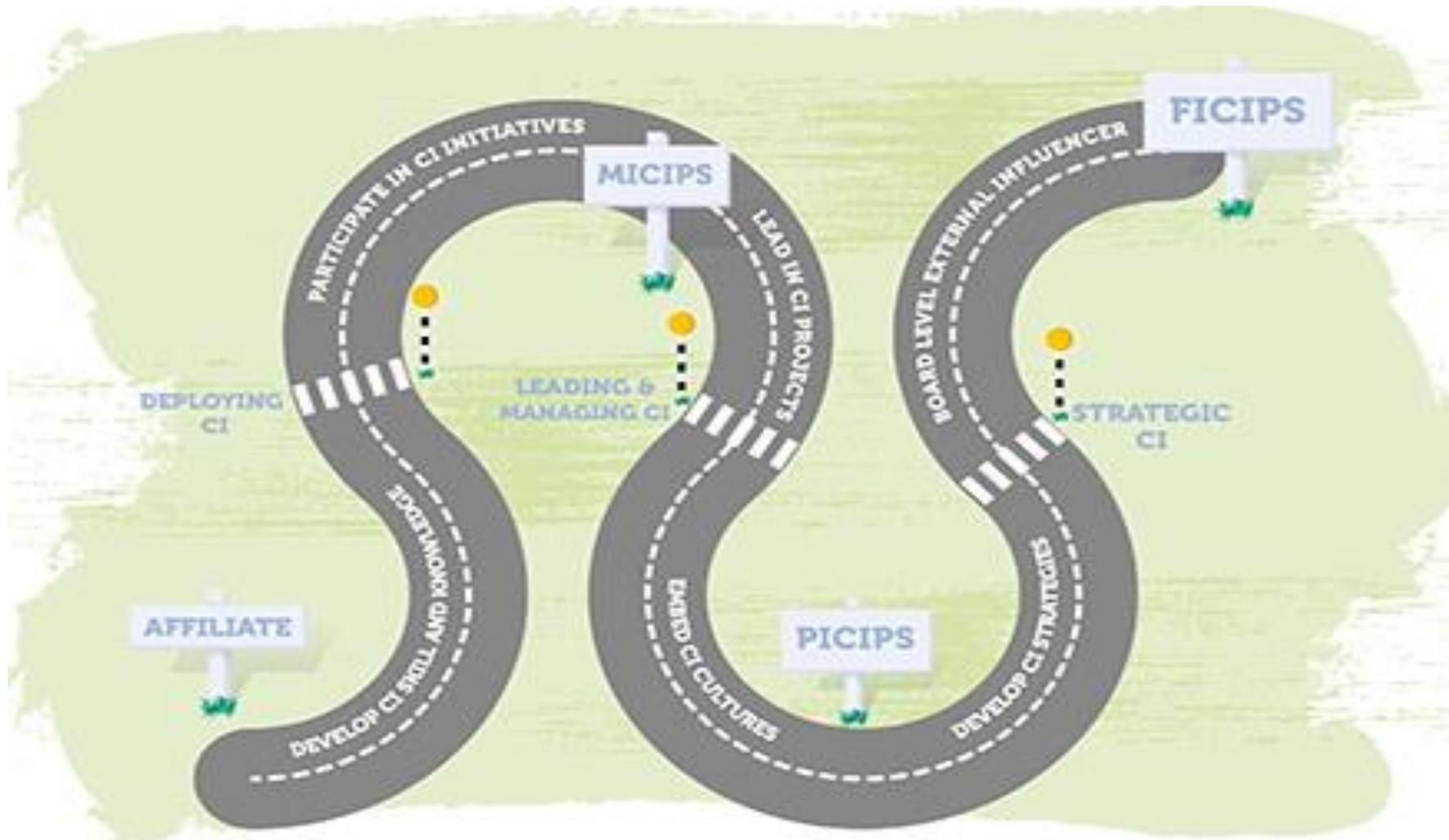
1) UNDERPINNING KNOWLEDGE – Requirements for each grade are cumulative.

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**
1. The theory behind learning organisations & how this relates to CI. 2. Emerging developments in leadership and management theory, such as radical uncertainty 3. The influence of public sector policy, rules and regulations on the approach to CI. 4. Complexity theory and how it applies to change management	1. Marginal gains theory and how it applies to a CI culture. 2. Emerging CI practices and how they may influence the embedding of CI in the workplace. 3. Change management models including Kotter, Lewin and McKinsey	1. The differing roles of leadership and management in delivering continuous improvement 2. Emerging theories and practices on leadership and management of change and how these may impact the development of a CI culture	1.The history & development of CI including; a) 3 key leaders in CI thinking should be explored which may include Deming, Shewhart, Womack & Jones, Toyota. b) Basic principles of TQM, lean, six sigma & systems thinking with the differences between them discussed. c) The theory behind learning organisations & how this relates to CI
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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**
1. How to deliver organisational culture change. 2. Theories of organisation design & how they may impact CI. 3. The theory and practice of creating learning organisations. 4. Embedding CI within a multi-agency collaboration. 5. Quantifying improvements to CI delivered through third party contracts	1. Managing the life-cycle of organisational data & information to ensure it is a useful & meaningful resource for CI. 2. Practical implications of collecting and using 'Big data' for CI. 3. Creating CI communities. 4. Theories of employee motivation and how they can be levered to embed CI.	1. The purpose of organisational principles & values and how they relate to CI. 2. Theories that guide the creation of a learning organisation & their relationship to CI. 3. Different leadership styles & their impact on CI 4. Theories of employee motivation and how they can be levered to embed CI. 5. Managing the life-cycle of organisational data & information to enable CI.	1. Key elements of culture & their impact on embedding of CI. 2. The link between CI and organisational strategies. 3. Schein and Handy theories on organisational culture & how they may impact CI. 4. Reasons that CI fails and how they can be overcome. 5. The use of performance indicators to identify opportunities to improve and to improve performance

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6. Practice of data management and governance, what an organisation needs to do, to ensure data enables CI		6. Success factors for collaborative working; internal and external.	6. The impact of GDPR and data protection on the use of data and information 7. The concept of empowerment
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Assignment 3 **Leading CI**	**Assignment 3** **Leading CI**	**Assignment 3** **Leading CI**	**Assignment 3** **Leading CI**
1. Benefits forecasting & tracking for CI at strategic levels to include budgeting, ROI, dealing with freed up resources. 2.Establishing performance measures that drive improved performance and good behaviour. 3. The potential impact of emerging technology in the practice of CI. 4. Aligning the individual roles of the senior management team in embedding CI across the employee lifecycle. 5. Strategic management of the dichotomy between what service users want and what can be provided.	1. The link between strategy deployment and CI. 2. Benefits forecasting & tracking at project and programme level 3. Demand forecasting and management. 4. Embedding CI across the employee lifecycle 5. The application of new technologies in the practice of CI 6. Managing operational risk during times of change 7. Using stakeholder engagement and communication plans 8. Benchmarking – including Public Sector Scorecard & EQFM.	1. The principles of managing CI within an operational environment in relation to: a) Strategy deployment b) Aligning Incremental, step & transformation change into operational delivery planning c) Assessing the business case for improvement; cost/ benefit analysis, options appraisals/ full cost recovery d) Managing operational risk during times of change e) Balancing time & resources required for fI with those required for BAU g) Embedding CI at individual and team levels 2. Understanding and managing the impact of new technology in the workplace	1. Delivering operational goals through CI 2. Incremental, step & transformation change & how they align within an operational context 3. Communicating during times of change 4. Theories on human responses to change and models that can help prevent / address negative impact on change 5. The relevance of situational awareness to CI
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Assignment 4 **People & change**	**Assignment 4** **Acting as trainer, coach & mentor**	**Assignment 4** **Monitoring & measuring success of CI**	**Assignment 4** **Principles of data collection & analysis**
1. Theories of motivation and how they can be levered to embed CI. 2. The challenges and opportunities of an empowered workforce.	1. Coaching & mentoring theory and practice and how this relates to CI 2. Theories that explain how organisations & individuals learn. 3. Principles behind design of	1. Approaches for measuring success of CI programs. 2. Benchmarking – including Public Sector Scorecard & EQFM..	1.Data types including quantitative & qualitative data; discrete & variable. 2. Different types of sampling & how data quality is assured. 3. Validating your data

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3. Forming CI communities and theories of human interaction that may impact this. 4. Theories of motivation and how they can be levered to engage people in CI. 5. Using skills assessments to identify training and development needs. 6. Using a 'just culture' to promote openness and learning	training to ensure learning outcomes are met. 4. Explain how to ensure learning outcomes are met wen delivered by multiple trainers	3. Accounting for the benefits of improvements to include: quantifying cashable and non-cashable benefits; ROI.	4. Data collection plans 5. Calculating sample size. 6. Measures of process performance – at least 5 types 7 Analysis that can help to understand variation within and between processes / people 8. Cost / benefit analysis.
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Assignment 5 **CI in practice**	**Assignment 5** **CI in practice**	**Assignment 5** **CI in practice**	**Assignment 5** **CI in practice**
1. Quantifying the strategic benefit of CI. 2. Expanding horizons - Creative, lateral, innovative & disruptive thinking. 3. Customer driven service design, approaches and tools. 4. Data warehousing, big data and practical implications for CI. 5. Leading and managing restructures.	1.Concept & application of statistical tests and process capability measurements. 2. Explain how to set and test a hypothesis about process performance 2. Innovative thinking tools. 3. Forecasting & balancing supply & demand, including tools that can help. 4. Managing operational risk during times of change. 5. Principles of standard work. 6. Practice and principles of visual management. 7. Tracking improvements over time. 8. Managing difficult conversations that may arise from CI.	1. Levering modern management and leadership techniques to support CI. 2. Tools to prioritise opportunities to improve. 3. Use of control charts to understand performance. 4. Assessing the financial impact of CI: cost of poor quality, soft and hard benefits, ROI, cost / benefit analysis of change. 5. Arranging work and the workplace to maximise efficiency and effectiveness 6. Addressing the practical implications of process change in the workplace. 7. Managing operational risk during times of change. 8. Managing difficult conversations that may arise from CI. .	1. Defining the objectives of a change project 2. Purpose of different types of process maps, to include: SIPOC, Swim lane, value stream map. 3. Root cause analysis; at least 3 tools that that can be applied and in what context. 4. Principles of flow and pull. 5. Classifying waste and different types of value within a process. 6. Tools to support ideas generation. 7 Tools to prioritise opportunities to improve. 8. Concept of error proofing / building in quality 9. Visual management 10. Understanding the 'the voice of the customer'

			Assignment 6 **Principles of change management**
			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 project and process risk & tools to manage; to include FMEA. 3. Stakeholder analysis and engagement to include RACI. 4. Quantifying the impact of change on performance. 5. Embedding CI when introducing new processes

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 across an organisation. 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 key elements of the strategy, challenges you faced when implementing the strategy and how they were overcome and lessons learned.	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 remains / becomes the norm.	Discuss where you have embedded CI n the culture of an 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	Provide two examples of where you have initiated collaborative working across the supply chain to deliver	Provide two examples of where you have initiated collaborative working across the supply chain in order to	Provide two examples of where you have worked collaboratively with other teams, to identify and / or deliver improvements.

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deliver improvements. Discuss your approach, obstacles faced, how they were overcome & lessons learned.	improvements. Explain your role, the challenges faced, the outcome & lessons learned.	deliver improvements. Explain your role, the challenges faced, the outcome & lessons learned.	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**
Assignment 4 **CI in practice**	**Assignment 4** **CI in practice**	**Assignment 4** **CI in practice**	**Assignment 4** **CI in practice**
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.	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: 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	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.	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: 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**
1. You offer fact based information to advise the leadership team on the development of CI strategy, policy & delivery around CI.S 2. You use your professional expertise to develop the organisations understanding of CI; working with the senior team to develop a CI culture. 3. You draw on best practice from a range of external sources to offer guidance on benchmark performance. 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. 5. You advise external stakeholders on how to embed CI within contracted services, partnerships and other forms of work	1. You pro-actively maintain full understanding of the organisation you work for and how CI can help the organisation achieve its objectives. 2. You take time to understand the stakeholder environment & work in partnership to ensure CI is embedded. 3. You create & drive clear strategies 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. 4. You champion management of organisational intelligence to ensure information is available at the right the place and time to inform improvements.	1. You ensure your team have the right information available at the right time and place to identify improvements. 2. You use information to support a culture of CI; empowering others to make decisions & encouraging their commitment to & engagement 3. You challenge behaviours that do not support CI as a way of working. 3. You demand a blame free, learning culture.	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. 2. You abide by organisational principles and champion these in all you do. 3. You take time to understand the supply chain & work collaboratively on improvements. 4. You remain aware of the environment in which you operate, in order to identify improvement opportunities.

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Assignment 2 **Leading CI**	**Assignment 2** **Leading CI**	**Assignment 2** **Leading CI**	**Assignment 2** **Leading CI**
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. 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. 3. You adapt your approach to embedding CI in response to the culture and norms of the organisation.	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. 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 3. You consistently lead by example acting as a role model for continuous learning, showing interest in and supporting, new ideas & initiatives. 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.	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. 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 3. You act as a role model for continuous learning, ensuring lessons learned are an integral part of BAU 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.	1. You champion participation in CI, promoting a clear rational for CI as a way of working. 2. You help project teams & individuals to understand the application of tools & techniques that can help them identify & deliver improvements. 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'

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