

# Supply Chain Practitioner Apprenticeship

Level 3

**The supply chain is at the heart of every business – a system of organisations, people, activities, information and resources involved in moving products or services from supplier to customer.**

FMCG supply chain practitioners work in one or more supply chain functions. Typical duties include forecasting customer demand, liaising with the factories schedule production, processing orders and working with hauliers and distribution centres. They have a comprehensive understanding of the entire supply chain and strive to deliver the best value for their business and customer.

Due to the high number of interactions both within and outside of the business, supply chain practitioners need strong relationship building, influencing, stakeholder management and communication skills alongside sound analytical, information technology and numeracy skills.

Supply chain practitioners can progress to management or specialist roles.

## Entry

Employers will set their own entry requirements but it is expected that the apprentice will be working in a role that will enable them to cover the range of skills within the standard.

## Duration

The minimum duration for the apprenticeship is 30 months.

## Progression

Progression from this apprenticeship could be into senior supply chain related roles.

## Functional Skills

If the employee does not have maths and English GCSE passes at Grade C or above they will need to pass maths and English Functional Skills Level 2 prior to the End Point Assessment.

## LSA Professional Coaches

Each apprentice will be assigned a designated coach by the LSA who will visit them and their line manager at their workplace throughout the apprenticeship. Our coach will be in contact with the apprentice to support, mentor, review and plan progress throughout the apprenticeships.

## End Assessment

To achieve this apprenticeship standard the employer, training provider and apprentice will agree when the apprentice is ready and competent to undertake the independent end assessment.

**Details of the assessment process can be found on the back page.**

Contact us for more information.

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# Standard FMCG supply chain practitioners must have the following core skills, knowledge and behaviour.

Knowledge and Understanding	Skills	Behaviours
End-to-end characteristics and processes of the FMCG supply chain in different contexts.	Prioritise the flow of FMCG products or services based on evolving and changing information; meet critical deadlines to ensure the efficient running of the FMCG supply chain, including managing unexpected demand.	Safe working: ensure safety of self and others, challenge safety issues.
Critical supply chain key performance indicators: inventory, forecast accuracy, plan attainment, customer service, vehicle utilisation, on shelf availability and waste, quality and value in line with business requirements and expectations, commerciality, and their impact on other parts of the business.	Lead and participate in everyday problem solving activities required for the FMCG industry where small process improvements can have a significant improvement on the rest of the supply chain. Use recognised techniques, e.g. five whys and fishbone analysis.	Responsiveness to change: demonstrate and encourage curiosity to foster new ways of thinking and working to ensure economic benefits are maximised.
Key legislation, policies and procedures that influence the supply chain: health and safety, environmental, sustainability and others relevant to the business context such as large goods vehicle (LGV) driver hours and food safety/safe manufacturing practices.	Use continuous improvement techniques to improve performance in the FMCG supply chain, such as forecast accuracy.	Pride in work: aim for excellence, time management, adherence to deadlines.
The characteristics and specific needs of different customer groups: retailers, business-to-business, e-commerce and export.	Lead the creation/development of Standard Operating Procedures to ensure improvements are documented and shared around the business.	Have courage/conviction in own decisions and demonstrate ownership of work.
Information technology (IT) systems for the supply chain: MS Excel, material requirements planning (MRP) systems and business planning systems.	Manipulate and interpret constantly changing data sets to inform decision making in the supply chain function(s).	Act in alignment with the business vision and values, demonstrate desire to learn about the FMCG industry, act as an ambassador.
The key principles of Continuous Improvement (CI) Management and Problem Solving.	Analyse data to identify key trends and themes that affect the FMCG supply chain and make recommendations to internal and external customers. May include customer electronic point of sale (EPOS) data, historic forecast vs. dispatch data, historic customer shipping/delivery data.	Build good relationships with others, work collaboratively, contribute ideas and challenge appropriately, lead by example.
The importance of new products and how a product is costed.	Use IT systems for the supply chain; Excel and company and customer systems.	Tenacious approach to problem-solving by working to identify and ensure root causes are resolved to ensure supply chains remain flexible and agile.
The principles of capacity planning.	Complete supply chain documentation for audit requirements.	Highly effective communicator at all levels and with a variety of stakeholders: always acting with integrity and respect.

# Standard (continued)

FMCG supply chain practitioners must have the following core skills, knowledge and behaviour.

	Knowledge and Understanding	Skills	Behaviours
	Procurement: the principles of buying – strategic and operational decision making (influences, risk, cost); and legal and customer requirements (anti-bribery policies, ethical approaches and frameworks).	Develop and manage a small project plan within a supply chain function(s) to improve operational performance.	
	Forecasting: the levers and influences on customer and consumer demand (market trends, weather, competitor activity and seasonality); the impact of merchandising on supply chain decisions; and others relevant to the business context.	Identify, manage and escalate risks to the business, such as customers significantly exceeding their forecast, factory breakdowns, supplier failures, delivery failures and customer relationship issues through to not fulfilling an order in full, to ensure that products produced and delivered against very short lead times are available whenever and wherever consumers choose to purchase, at the lowest possible cost.	
	Plan manufacture: the principles of developing and implementing a supply plan taking account of capacity, product life and the key drivers of success.	Communicate using appropriate methods and FMCG terminology; verbal, email, face to face.	
	Customer service: the principles of order capture and management, from order receipt to delivery through to customers, the importance of customer fulfilment.		
	Logistics: the importance of logistics cost, the impact of short-lead time and high demand volatility logistics on network planning.		

# Independent End Point Assessment

The end point assessment will only commence once the employer, apprentice and the LSA coach are confident that the apprentice has developed all the knowledge, skills and behaviours defined in the apprenticeship standard and clearly evidenced by the on programme progression review meetings.

The independent end assessment ensures that all apprentices consistently achieve the industry set progression standard that has been defined by employers. It can commence at any point once the apprentice is competent after the 30 month minimum period of learning and development. Prior to end point assessment the functional skills in maths and English components of the apprenticeship must be successfully completed.

## Summary of Independent End Point Assessment process

The apprentice will be assessed using 3 assessment methods. The assessment is synoptic, i.e. it takes a view of the overall performance of the apprentice in their job. The assessment activities will be completed by the independent end point assessment organisation as follows:

Assessment activity	Format	Details
Written knowledge test	The knowledge test will be drawn from all the knowledge statements within the standard	<ul style="list-style-type: none"> <li>• 30 multiple choice questions with 4 options per question</li> <li>• 90 minutes to complete test</li> <li>• Can be paper based or computer based</li> <li>• Marked out of 60 (40-50 = Pass and 51-60 = Distinction)</li> </ul>
Workplace project and presentation	A substantial piece of work that will allow the apprentice to plan, implement and present an individual work based project. The apprentice will be assessed against a range of knowledge, skills and behaviours	<ul style="list-style-type: none"> <li>• There will be a bank of business based projects made available by the end point assessment organisations. Alternatively, employers can put forward projects to be approved as long as they meet the standard specification.</li> <li>• The report will be a maximum of 3000 words</li> <li>• The presentation including Q&amp;A's will last no longer than 45 minutes</li> <li>• Represents 50% of weighting of the EPA</li> <li>• Marked out of 120 (66-90 = Pass and 91-120 = Distinction)</li> </ul>
Professional dialogue and interview	A structured discussion between the apprentice and an independent assessor covering a range of knowledge, skills and behaviours. A set of standardised competency questions will be used	<ul style="list-style-type: none"> <li>• Undertaken in a controlled environment</li> <li>• Typically 30 minutes but no longer than 45 minutes</li> <li>• Aim to be the same independent assessor who conducted the assessment of the project</li> <li>• A structured brief and question bank will be developed by the end point assessment organisation</li> <li>• Marked out of 60 (30-45 = Pass and 45-60 = Distinction)</li> </ul>

## Completion

The independent end assessor confirms that each assessment element has been completed. The apprenticeship includes pass and distinction grades with the final grade based on the apprentice's combined performance across each assessment activity. In order to pass, the apprentice is required to pass each of the assessments. Should an apprentice fail one assessment this should be retaken as soon as the apprentice is ready and when practical for the business.

For more information on the grading criteria refer to the apprenticeships standard assessment plan:

[www.instituteforapprenticeships.org/media/1451/supply-chain-practitioner-assessment-plan.pdf](http://www.instituteforapprenticeships.org/media/1451/supply-chain-practitioner-assessment-plan.pdf)

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