

608 Plan organisational change for achieving excellence in a food environment(SQA Unit Code-H13M 04)

Level

SCQF Level 6

SCQF Credit value 9

Unit Summary

This unit is about the skills needed for you to plan change or put into practice a wider programme of change during your organisation's drive to achieve excellence in food and drink manufacture and/or supply operations. This is important to the productivity and success of manufacture, processing and supply of food and drink within the food supply chain. Good planning is important where the implementation of change, improvement, new practice, targets and a performance driven culture creates challenges to individuals and the dynamic of teams.

You will need to show that you can take into account all the necessary information from documentation and colleagues to support your plans for achieving excellence. You will need to comply with your company policy for planning change and take responsibility for your actions. It involves developing plans to make the change that is needed, taking note of barriers, risks and the need to put appropriate monitoring and communication systems in place.

This unit is for you if you work in food and drink manufacture and/or supply operations and are involved in specific operations, team leadership, first line or middle management.

In order to be assessed as competent you must demonstrate to your assessor that you can consistently perform to the requirements set out below. Your performance evidence must include at least one observation by your assessor.

You must be able to:	You need to show:
<p>1. Confirm the scope of your plans for organisational change</p> <p>This means you:</p> <p>Identify the achieving excellence strategy, objectives and timescales</p> <p>Consult with colleagues to deal with implementation issues for change</p> <p>Agree the scope for planning with the relevant</p>	<p>Evidence must be work-based, simulation alone is only allowed where shown in <i>bold italics</i></p> <p>Evidence of confirming the scope of your plans for organisational change</p>

people	
<p>2. Develop plans for organisational change</p> <p>This means you:</p> <p>Identify the procedures, systems, structure and roles that need to be changed, and assess the gap between their current and required future state</p> <p>Identify and assess barriers to change</p> <p>Develop plans that set out the organisational change for achieving excellence</p> <p>Assess the risks and benefits associated with the plans and develop contingency arrangements</p> <p>Make sure your plans include short-term 'wins' as well as longer-term deliverables</p>	<p>Evidence of developing plans for organisational change</p>
<p>3. Develop plans to support organisational change</p> <p>This means you:</p> <p>Develop outline plans for monitoring and assessing progress</p> <p>Develop a communication plan for the change process that allows people to give feedback</p> <p>Identify potential training and support needs and plan how to meet these</p>	<p>Evidence of developing plans to support organisational change</p>
<p>4. Obtain and provide planning feedback</p> <p>This means you:</p> <p>Seek feedback on the value of your planning to the progress in the achieving excellence strategy</p> <p>Check current compliance levels and targets</p> <p>Provide feedback on your planning to the relevant person</p>	<p>Evidence of obtaining and providing planning feedback</p>

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You need to know and understand:

Evidence of knowledge and understanding should be collected during observation of performance in the workplace. Where it cannot be collected by observing performance, other assessment methods should be used.

The main models and methods for managing change effectively, and their strengths and weaknesses

Effective planning techniques

Theory and application of the change/performance curve

Theory and understanding of teams, including an understanding of team-building techniques and how to apply them

How to assess the risks and benefits associated with planned organisational change

The importance of contingency planning and how to do so effectively

How to make critical decisions

The internal and resource barriers to change, and the techniques that deal with these

Stakeholder and line management expectations and how they influence the process

The organisation's achieving excellence vision, strategy, objectives, the reasons for improvement, the risks and expected benefits

Business and operational critical activities and interdependencies

Those **factors** that need to be changed, and the associated priorities and reasons

The communication channels used to inform, both formal and informal

What consultation arrangements are best suited to implement achieving excellence

Your organisations current position in the sector compared with its main competitors, relevant to the improvement programme

The range of information sources available to support the improvement programme

Evidence of performance may employ examples of the following assessment:

- observation
- written and oral questioning;
- evidence from company systems (e.g. Food Safety Management System)
- reviewing the outcomes of work
- checking any records of documents completed
- checking accounts of work that the candidate or others have written