Improve
food & drink sector skills council

635 Evaluate improvement activities for achieving excellence in a food environment	
SQA Unit Code	**H155 04**
Level 3 **SCQF Level 6**	**SCQF Credit value 4**

Unit Summary

This unit is about the skills needed for you to review and evaluate organisational 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 review and evaluation is important where the implementation of change, improvement, new practice, targets and a performance driven culture creates challenges for individuals and the dynamic of teams.

You will need to show that you can prepare adequately for evaluation in achieving excellence plans. You will need to comply with your company policies for change review and evaluation and take responsibility for your actions. It involves evaluating to make judgements about the organisational change that is driving through achievement of excellence. It is about ensuring that the evaluation outcomes accurately inform the direction and progress of your organisation's achieving excellence strategy.

This unit is for you if you work in food and drink manufacture and/or supply operations and are involved in 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:
	Evidence must be work-based, simulation alone is only allowed where shown in **bold italics**
1. Develop a programme of evaluation This means you: Select improvement activity to be evaluated Develop and agree the evaluation objectives and plan with the relevant people Present your plans for evaluating improvement activities clearly and accurately	Evidence of developing a programme of evaluation

Obtain the resources necessary for the evaluation	
2. Evaluate the performance of improvement activities	Evidence of evaluating the performance of improvement activities
This means you:	
Familiarise yourself with detail of improvement activity	
Gather reliable, relevant and valid evidence to further your understanding of the impact and outcomes of improvement activity	
Utilise your knowledge of operations monitoring, trends and developments to objectively review and analyse this evidence	
Effectively co-ordinate the activities which are necessary to implement the evaluation and maintain effective communication with those involved	
Gather sufficient evidence to accurately evaluate the effectiveness of the improvements	
Use evidence to make accurate judgements about operational performance and improvements achieved	
Encourage input from colleagues and take account of their feedback in your evaluation	
Present your evaluation to the relevant people at an appropriate level and pace, giving opportunities for them to feedback	
3. Report on the outcomes of the improvement activities	Evidence of reporting on the outcomes of the improvement activities
This means you:	
Report on improvements activities based upon accurate information	

Report improvements in a way which shows how they have contributed to the achievement of the organisation's mission, aims and objectives	
Clearly present the outcomes to the relevant people and engage in constructive discussions	

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.

1. Organisational improvement activities and their implementation
2. The importance of evaluation to improvement activities
3. The principles of planning relevant to evaluation
4. The role of objectives in evaluation
5. How to gather reliable, relevant and valid evidence of performance
6. Organisational operations to which improvements activities have been applied to
7. How to communicate effectively and make recommendations
8. How to encourage and enable colleagues to make recommendations
9. How to handle discussions, actual and potential disagreements in a constructive manner
10. How to report/present findings to relevant people
11. To whom you need to report, present and make recommendations
12. What the organisational arrangements are for managing change and improvements
13. The importance of setting organisation specific SMART objectives and their role in improvement activities
14. The effects of improvement activities on personnel, plant, product and the working environment
15. What your organisation's mission, aims and objectives are and how to plan within their framework

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