

636 Sustain improvement for achieving excellence in a food environment

SQA Unit Code

H156 04

Level 3

SCQF Level 6

SCQF Credit value 4

Unit Summary

This unit is about the skills needed for you to sustain improvement activities as part of your organisation's drive to achieve excellence in food and drink manufacture and/or supply operations. This is important to the manufacture, processing and supply of food and drink within the food supply chain, where for example food safety is a critical factor. A systematic approach to maintaining an improvement programme of activities is central to this function especially where the implementation of change, improvement, new practice, targets and a performance driven culture creates ongoing challenges for individuals and the dynamic of teams. Improvement programmes often involve one or more organisational improvement techniques used in a planned series of areas to improve working practices.

You will need to show that you can manage the co-ordination and effective application of an improvement programme in accordance with improvement objectives in your area of responsibility. You need to show that you improve the condition and effectiveness of the working environment by taking action to support progress which is aligned with achieving excellence. You will need to comply with your company policy for improvement, take responsibility for your actions, and refer any issues outside of the limit of your authority to others.

This unit is for you if your role requires you to systematically maintain an improvement programme in food and drink manufacture or supply. You may be a line manager or supervisor and/or have responsibilities for all or part of the production/supply process and for promoting improvements.

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. Systematically maintain an improvement programme</p> <p>This means you:</p> <p>Obtain improvement programme objectives Organise the activities required to support the</p>	<p>Evidence must be work-based, simulation alone is only allowed where shown in <i>bold italics</i></p> <p>Evidence of systematically maintaining an improvement programme</p>

<p>implementation of improvement techniques Ensure the effective implementation of improvement techniques to meet organisational needs</p> <p>Co-ordinate effectively the activities which are necessary to implement the improvement programme</p> <p>Monitor the progress of improvement milestones or techniques within the improvement programme</p> <p>Assess the effectiveness of improvement techniques in respect to programme objectives</p> <p>Implement mechanisms and provide support to deal with problems that impact on the achievement of programme objectives</p> <p>Maintain the effective visual communication of information and results</p> <p>Maintain effective communication to support those involved with the implementation process</p> <p>Communicate any identified training and support needs to a responsible person Refer any issues outside the limit of your authority to a responsible person</p>	
<p>2. Obtain and provide feedback on sustaining improvement</p> <p>This means you:</p> <p>Seek feedback on the value of your contribution to sustaining improvements and to achieving excellence</p> <p>Check current compliance levels and targets</p> <p>Provide feedback on your contribution to sustaining improvements and to achieving excellence</p>	<p>Evidence of obtaining and providing feedback on sustaining improvement</p>

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. The organisation's achieving excellence vision, strategy, objectives and the reasons for the implementation of improvement programmes
2. Why it is important to work proactively to sustain improvement practice and the overall improvement programme in achieving excellence
3. Why objectives are important to improvement programmes
4. How to motivate staff and gain their continuing commitment to participate in improvement programmes
5. The principles and processes that support the sustainability of improvement techniques
6. How to maintain the effective implementation of individual improvement techniques
7. How to measure performance in a lean food business environment
8. How to make adjustments to improvement programmes in the event of unforeseen circumstances
9. How to monitor and control the implementation of improvement techniques
10. How to assess programme performance improvements against objectives
11. The importance of contingency planning and how to do so effectively
12. How to make critical decisions
13. The internal and resource barriers to change, and the techniques that deal with these
14. The techniques used to visually communicate information and sustainability of the improvement process
15. The communication channels used to inform, both formal and informal
16. How to evaluate the success of improvement programme sustainability
17. The range of information sources available to support sustainability of achieving excellence
18. How to give and receive feedback about the sustainability of achieving excellence and the improvement programme
19. How to encourage and enable the provision of feedback by those involved in the improvement process, and why this is important.

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

