Improve

FOOD & DRINK SKILLS COUNCIL

3065/609 Manage organisational change for achieving excellence in a food environment		
SQA Unit Code		**H13N 04**
Level 3	**SCQF Level 6**	**SCQF Credit value 7**

Unit Summary
This unit is about the skills needed for you to manage 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 management 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 managing achieving excellence plans. You will need to comply with your company policies for managing change and take responsibility for your actions. It involves implementing plans to make the change that is needed and driving through achievement of change. It is about ensuring that the management of change achieves the objectives required by 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. Prepare for managing change This means you: Identify how the plans for change fit with the overall achieving excellence strategy Identify the specific achieving excellence plans for change Discuss and confirm the key objectives and scope	Evidence of preparing to manage change

of the plans for change and the available resources with relevant colleagues and any key stakeholders Make any final changes to plans where necessary and confirm the final plans for change with the relevant people	
2. Manage change This means you: Brief any change team members on the plans for change, their roles and responsibilities and provide ongoing support, encouragement and information Put processes and resources in place to manage potential risks arising from the change and deal with contingencies Implement the plan for change, selecting and applying a range of management tools and techniques to monitor, control and review progress Communicate progress to the relevant people, any key stakeholders and any change team members on a regular basis Identify, in the light of progress any required changes to the plan for change, obtaining agreement from the relevant people where necessary Achieve plan for change objectives using the agreed level of resources Confirm satisfactory completion of the plan for change with the relevant people and any key stakeholders	Evidence of managing change
3. Obtain and provide feedback on change management This means you:	Evidence of obtaining and providing feedback on change management

Evaluate the success of the implementation of the plan for change, identifying what lessons can be learned and recognising the contributions of any team members and other colleagues	
Seek feedback on the value of your contribution to change management	
Check current status of the impact of change	
Provide feedback on your contribution to change management to the relevant person	

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 main models and methods for managing change effectively for achieving excellence, and their strengths and weaknesses
2. The plans for change agreed in line with the strategy for achieving excellence
3. Theory and application of the change/performance curve
4. Theory and understanding of teams, including an understanding of team-building techniques and how to apply them
5. How to assess the risks and benefits associated with implementation of organisational change
6. The importance of contingency planning and how to do so effectively
7. How to make critical decisions
8. The internal and resource barriers to change, and the techniques that deal with these
9. Stakeholder and line management expectations and how they influence the process
10. The organisation's achieving excellence vision, strategy, objectives, the reasons for improvement, the risks and expected benefits
11. Business and operational critical activities and interdependencies
12. Those factors that need to be changed, and the associated priorities and reasons
13. The communication channels used to inform, both formal and informal
14. What the techniques are to monitor, control and review progress during management of change in achieving excellence
15. How to evaluate the success of implementation
16. The range of information sources available to support achieving excellence
17. How to give and receive feedback about the change management process

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