

612 Review and evaluate organisational change for achieving excellence in a food environment

SQA Unit Code

H13S 04

Level

SCQF Level 6

SCQF Credit value 7

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 reviewing and 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 implementing review and evaluation to make judgements about the organisational change that is driving through achievement of excellence. It is about ensuring that the review and 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 <i>bold italics</i>
<p>1. Prepare for review and evaluation of organisational change</p> <p>This means you:</p> <p>Identify how the needs for review and evaluation fit with the overall achieving excellence strategy</p> <p>Produce specific achieving excellence plans for review and evaluation</p>	<p>Evidence of preparing for review and evaluation of organisational change</p>

<p>Discuss and confirm the key objectives and scope of the plans and the available resources with relevant colleagues and any key stakeholders</p> <p>Make any final changes to plans where necessary and confirm the final plans for review and evaluation with the relevant people</p>	
<p>2. Carry out review and evaluation of organisational change</p> <p>This means you:</p> <p>Brief team members on the plans for review and evaluation, and their complementary roles and responsibilities</p> <p>Put processes and resources in place to review and evaluate change</p> <p>Implement review and evaluation, selecting and applying a range of tools and techniques</p> <p>Gather sufficient evidence to accurately review and evaluate organisational change</p> <p>Encourage input from colleagues and take account of their feedback in your evaluation</p> <p>Use evidence to make accurate judgements about the outcomes of organisational change</p> <p>Communicate progress to the relevant people, any key stakeholders and team members on a regular basis</p> <p>Identify, in the light of progress any required changes to the review and evaluation, obtaining agreement from the relevant people where necessary</p> <p>Confirm satisfactory completion of the review and evaluation with the relevant people and any key stakeholders</p>	<p>Evidence of carrying out review and evaluation of organisational change</p>

<p>3. Report on the outcomes of review and evaluation and receive feedback</p> <p>This means you:</p> <p>Provide feedback on your contribution to organisational change management to the relevant person</p> <p>Evaluate the success of the review and evaluation, identifying what lessons can be learned and recognising the contributions of any team members and other colleagues</p> <p>Present your evaluation to the relevant people at an appropriate level and pace, giving opportunities for them to feedback</p> <p>Report evaluation findings in a way which shows how they have contributed to the achievement of the organisation's achieving excellence strategy</p>	<p>Evidence of reporting on the outcomes of review and evaluation and receive feedback</p>
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<p>You need to know and understand:</p> <p>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.</p> <ol style="list-style-type: none"> 1. The main models and methods for reviewing and evaluating change effectively for achieving excellence, and their strengths and weaknesses 2. The strategy and objectives for achieving excellence 3. The plans and timelines for change, agreed in line with the strategy for achieving excellence 4. How to assess the risks and benefits associated with implementation of organisational change 5. How to minimise the impact of review and evaluation on operational activity 6. How to make critical decisions 7. How to adapt review and evaluation arrangements so that they are fit for purpose 8. Stakeholder and line management expectations and how they influence the process 9. Business and operational critical activities and interdependencies 10. How to log and record review and evaluation activity 11. The communication channels used to inform, both formal and informal 12. How report and present review and evaluation findings

13. How to evaluate the success of the review and evaluation activity
14. The range of information sources available to support achieving excellence

15. How to give and receive feedback about the organisational change management process in support of achieving excellence

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