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## Overview

This standard is about the skills and knowledge needed for you to review and evaluate organisational change and improvement to support your organisation's drive to improve food and drink operations. This is important to increasing productivity and success of manufacture, processing and supply within the food and drink 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 and understand how you prepare adequately for reviewing and evaluating change and improvement. You will need to comply with your company policies for change, review and evaluation and take responsibility for your actions. You will need to know what the strategy, objectives and timelines are for improvement in your workplace, and understand the concerns of colleagues in achieving the strategy. It involves implementing review and evaluation to make judgements about the organisational change that is driving through improvement. It is about ensuring that the review and evaluation outcomes accurately inform the direction and progress of your organisation's improvement strategy.

This standard is for you if you evaluate organisational change and improvement working in food and drink operations including manufacturing, processing, packing or supply chain activities. You may have responsibilities for aspects of organisational improvement in a team leadership or management role.

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## Performance criteria

### You must be able to:

#### Prepare for review and evaluation of organisational change

1. identify how the needs for review and evaluation fit with the overall improvement strategy
2. produce specific improvement plans for review and evaluation in accordance with the improvement plan
3. discuss and confirm the key objectives and scope of the plans and the available resources with the relevant personnel
4. make any final changes to plans where necessary and confirm the final plans for review and evaluation with the relevant personnel

#### Carry out review and evaluation of organisational change

5. brief team members on the plans for review and evaluation, and their complementary roles and change responsibilities in accordance with the improvement plan
6. put processes and resources in place to review and evaluate change
7. implement the review and evaluation, selecting and applying relevant tools and techniques
8. gather sufficient evidence to review and evaluate organisational change in accordance with procedures
9. encourage input from colleagues in accordance with procedures and take account of their feedback in the evaluation
10. use evidence to make accurate judgements about the outcomes of organisational change
11. communicate progress to the relevant personnel in accordance with the improvement plan
12. identify, in the light of progress, any required changes to the review and evaluation obtaining agreement from the relevant personnel where necessary
13. confirm satisfactory completion of the review and evaluation with the relevant personnel

#### Report on the outcomes of review and evaluation and receive feedback

14. provide feedback on your contribution to organisational change management to the relevant personnel
15. evaluate the success of the review and evaluation, identifying what lessons can be learned and recognising the contributions of team members and other colleagues
16. present your evaluation to the relevant personnel at an appropriate level and pace, giving opportunities for them to feedback
17. report evaluation findings in a way which shows how they have contributed to the achievement of the organisation's improvement strategy

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## Knowledge and understanding

### You need to know and understand:

1. the main models and methods for reviewing and evaluating change effectively for improvement, and their strengths and weaknesses
2. the strategy and objectives for improvement
3. the plans and timelines for change, agreed in line with the strategy for improvement
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 formal and informal communication channels used and which to use dependent on the situation
12. how to 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 improvement
15. how to give and receive feedback about the organisational change management process in support of improvement

IMPQI231

Evaluate organisational change and improvement in food and drink operations



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