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## Overview

This standard is about the skills and knowledge needed for you to develop the strategies to support your organisation's drive to improve food and drink operations. This is important in increasing productivity and success of manufacture, processing and supply within the food and drink supply chain. It is about the vision, aims, objectives and delivery arrangements to steer and maintain the momentum of improvement.

You will need to show and understand how you produce and confirm an improvement strategy for your organisation. You will need to comply with your company policies for improvement and take responsibility for your actions. It involves identifying opportunities for improvements and developing a strategy needed to drive through the required organisational improvements with the appropriate levels of management and stakeholder support. It is about ensuring that the tough decisions required during the development of the strategy are sufficiently robust and practical to be followed through in the achievement of objectives and improvement outcomes.

This standard applies to you if you are a manager or consultant who has responsibility for developing strategy to direct and manage improvement in food and drink operations including manufacturing, processing, packing or supply chain activities.

## Performance criteria

*You must be able to:*

Establish improvement opportunities

- 1.review organisational performance data and information to determine the scope of business improvement in the context of the overall organisational vision, goals and objectives
- 2.establish improvement targets by benchmarking organisational practices against industry best practice
- 3.identify potential benefits to the organisation that can be achieved through improvement activities over a specified time period
- 4.specify improvement opportunities for your organisation
- 5.identify potential barriers to the implementation of an improvement strategy

Develop an improvement strategy

- 6.specify terms of reference, definitions and objectives in respect of an improvement strategy
- 7.identify the resources required to support the integration an improvement strategy into organisational activities
- 8.develop strategies to overcome barriers to the implementation of an improvement strategy
- 9.confirm the relevance of an improvement strategy through consultation with all interested parties
- 10.establish processes to monitor and review the implementation of an improvement strategy

Obtain acceptance of the organisation's improvement strategy

- 11.circulate a draft strategy and seek feedback
- 12.make amends and update your strategy in response to feedback
- 13.seek and gain formal approval for the organisation's improvement strategy

Support the implementation of the improvement strategy

- 14.inform relevant personnel about the importance of improvement to your organisation
- 15.provide guidance about the implementation requirements associated with improvement including roles, responsibilities, skills and levels of authority
- 16.organise support for the implementation of an improvement strategy
- 17.promote the benefits of improvement to management and stakeholders
- 18.monitor and review the organisational impact of an improvement strategy
- 19.report on the impact and direction of the improvement strategy to management and stakeholders

## Knowledge and understanding

### *You need to know and understand:*

1. the principles of improvement in respect to all organisational activities
2. how to review performance data and information and determine the scope of potential improvements
3. how to identify relevant business improvement techniques to both analyse current performance and to facilitate improvement
4. where to source advice and guidance on improvement opportunities to drive improvement
5. how to identify the benefits of improved business performance
6. how to identify the potential barriers to the implementation of an improvement strategy
7. how to determine the resource requirements associated with the implementation of an improvement strategy
8. how to gain management and stakeholder commitment to an improvement strategy
9. how to quantify the influences which impact upon improvement
10. how to establish targets for improvement including the use of benchmarking
11. how the actions of others within the food and drink supply chain can influence improvement opportunities
12. how to quantify potential barriers to improvement and how these can be overcome
13. how to quantify improvement opportunities which impact on all the component functions of the organisation
14. how to establish the influence of improvement activities on the organisation's sustainability
15. how to seek and gain feedback regarding the development and drafting of an improvement strategy
16. how to consult and obtain formal approval for an organisation's improvement strategy
17. how to report on performance and improvements to meet the organisation's achieving excellence strategy
18. how to communicate effectively with management and stakeholders on an achieving excellence strategy

IMPQI303



Develop an improvement strategy in food and drink operations

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**Developed by** Improve

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**Suite** Achieving Food Manufacturing Excellence

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