

Overview

This standard is about the skills and knowledge needed for you to develop an organisational improvement culture, 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. An engaged improvement culture, clear about the vision and objectives for improvement, is essential to driving and maintaining the momentum for improvement in food and drink operations.

You will need to show and understand you can instil your company's strategy, vision and hence culture by developing and monitoring policies and procedures which drive improvement and make a difference. You also need to show that you can lead by example, communicate effectively, value and support others and motivate the workforce. You will need to evaluate progress and use this to inform future development and progress timelines. You will need to support organisational values with your personal actions, behaviours, attitudes and communications.

This standard applies to you if you are a director, manager or consultant who has responsibility for developing culture during your organisation's change and improvement activity, in food and drink operations including manufacturing, processing, packing or supply chain activities.

Performance criteria

You must be able to:

Scope the organisation's values and assumptions

1. confirm the existing values and assumptions within the organisation
2. determine the scope for developing the organisation's culture
3. plan the development of an improvement culture

Develop a culture to support improvement

4. develop an improvement cultural vision
5. develop strategy for values and assumptions to support the improvement culture
6. develop organisational development objectives for the improvement culture
7. consult with relevant personnel and stakeholders
8. receive and collate feedback from consultation
9. agree on values and assumptions to underpin an improvement culture

Implement cultural improvements

10. reinforce agreed values with your personal behaviour, actions and words
11. communicate agreed values to the workforce and provide motivation to put into practice
12. support agreed values with policies, programmes and systems
13. take opportunities to counter instances of conflict amongst colleagues with agreed values
14. continuously monitor and improve values and the way they are applied

Evaluate cultural improvement progress

15. obtain feedback about cultural development from relevant personnel
16. analyse issues arising from feedback
17. evaluate cultural progress to support improvement in accordance with objectives
18. report outcomes to the relevant personnel

Knowledge and understanding

You need to know and understand:

1. your organisation's vision, strategy and objectives for improvement
2. how to develop a cultural vision and set of organisational development objectives to underpin your organisation's improvement strategy
3. why it is important to define, and communicate your organisational culture
4. what the values and assumptions are which are critical forming and supporting individual and team performance
5. what the key factors and barriers are that influence the development of organisational culture in your organisation
6. what the relationship is between organisational culture, the improvement strategy and organisational performance
7. how the development of an improvement culture can be effectively managed across all areas of your organisation
8. how to take into account the regulatory, social and ethical framework for cultural development within your organisation
9. the current culture in your organisation and the gap between existing and future cultural vision
10. how to develop policies and procedures to support an improvement culture in your organisation
11. the importance of individual actions at work to underpin the development and sustainability of your improvement culture
12. how organisational and individual performance is underpinned by organisational values and assumptions
13. the external and internal factors that influence organisational culture
14. the principles of managing culture change and development
15. the main types of organisational culture, including their advantages and disadvantages, in the sector
16. how the aspirations of people are important in developing cultural values
17. the role of leaders, directors and managers in upholding and supporting cultural value

IMPQI315

Develop an improvement culture in food and drink operations



Developed by	Improve
Version Number	3
Date Approved	31 Dec 2021
Indicative Review Date	31 Jan 2025
Validity	Current
Status	Original
Originating Organisation	NSAFD
Original URN	IMPQI315
Relevant Occupations	Food Production Operatives, Manufacturing Technologies, Plant and Machine Operatives, Process Operatives, Process, Plant and Machine Operatives
Suite	Achieving Food Manufacturing Excellence
Keywords	Food; Operations; Manufacturing; Excellence; Improvement; Culture;
