

**T Level Technical Qualification in
Management and Administration
(8715-31)**

Business Improvement (311)

**Guide Standard Exemplification
Materials**

Pass – Sample 2022

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Introduction

The sample assessment materials within this document refers to the Business Improvement sample occupational specialism assignment. The aim of these materials is to provide centres with examples of knowledge, skills and understanding that attests to minimal threshold competence. In this document all exemplar evidence attests as examples of minimal threshold competence. It is important to note that in live assessments a candidate's performance is very likely to exhibit a spikey profile and standard of performance will vary across tasks. Minimal threshold competence will be based on a synoptic mark across all tasks.

Task

This section details the tasks that the candidate has been asked to carry out and all evidence required to be submitted for marking.

In this GSEM there is candidate evidence from all tasks in this assignment:

Task 1 – Information Review and Data Analysis

Task 2 - Stakeholder Mapping, Engagement and Communication

Task 3 – Feasibility Review

Task 4 – Resistance Management

Task 5 – Business Improvement Proposal

Task 6 – Risk Register

Candidate evidence

This section includes exemplars of candidate work that illustrates minimal threshold competence. This will be exemplar evidence that was captured as part of the assessment and then externally marked by City & Guilds.

Commentary

This section includes detailed comments to demonstrate how the candidate evidence attests to the standard of minimal threshold competence by directly correlating to the grade descriptors for this occupational area. Centres can compare the evidence against the performance indicators in the marking grid descriptors within the assessor packs, to provide guidance on the standard of knowledge, skills and understanding that need to be met for minimal threshold competence.

It is important to note that the commentary section is not part of the evidence or assessment but are evaluative statements on how and why that piece of evidence meets a particular standard.

Grade descriptors

To achieve a pass (threshold competence), a candidate will typically be able to:

Demonstrate an acceptable performance that meets the requirement of the brief, demonstrates adequate technical skills and techniques for obtaining, using, and interpreting data to support change or improvement in processes.

Demonstrate an acceptable ability to identify and interpret information and data from appropriate sources. Uses appropriate data sources to make decisions when identifying opportunities for change or improvement to processes.

Present proposals for change or improvement based on the results of their own analysis and interpretations to an acceptable level. Demonstrates an adequate attempt to identify and escalate potential resistance to proposed changes or improvements to processes.

Demonstrate an acceptable use of techniques and tools required to support business improvement and change activities. An attempt is made to demonstrate breadth and depth of knowledge and understanding of business improvement principles and processes.

Complete relevant tasks and the level of performance meets an acceptable level.

Demonstrate understanding and skills to engage and communicate with stakeholders in order to build sound working relationships that lead to the acceptable planning and execution of a brief. Demonstrates the selection and use of communications and media that are suitable for the intended stakeholder engagement.

Select appropriate clear verbal and written communication methods.

Task 1

Information Review and Data Analysis

For Task 1 candidates need to produce the following pieces of evidence:

- 1.1 Written summary of review and analysis
- 1.2 Data Analysis Plan

Candidate evidence

1.1 Written summary of review and analysis

Introduction

To support the CEOs of Vegasonix Ltd in deciding whether they will service the supermarket contract they will need as much information as possible.

This is a report presenting my review of the current information available in the assignment and recommendations as to what other information they may need in order to make this decision and make the business improvement a success.

Information Source	What it shows me	What is the consideration in regard to servicing the supermarket order?
Figure 1	<p>Figure 1 tells us that the European Smoothies market was worth \$3.10 billion in 2019 and that it will grow to \$4.30 billion by 2025. This indicates the smoothie market is going to keep growing and is therefore a good industry to be in. This means that it is a good opportunity for Vegasonix to grow its business by servicing one of the 'Big Four' supermarket order as customers and sales are set to increase.</p> <p>The United Kingdom leads the smoothie market in Europe because they have higher levels of fruit and vegetable imports. This indicates that Vegasonix Ltd will benefit from strong sales if they are to take on the supermarket order.</p> <p>Smoothies include large servings of fruits and vegetables, which are good for a healthy diet. The market is segmented into fruit-based and dairy-based smoothies, with organic fruit smoothies being the most popular with increasing numbers of people changing to healthy diets.</p>	<p>By expanding Vegasonix's offer to one of the 'Big Four' supermarkets, this will ensure that they are taking advantage of consumer trends.</p>
Figure 2	<p>In Figure 2, the Grocer Magazine (March 2019) tells us that younger consumers buy the most juice and smoothies because they drink it at least once a day. This indicates that younger people are the best target market segment which means that Vegasonix can reach this market if they branch out to sell their smoothies in one of the 'Big Four' supermarkets. It also tells us that branded smoothies are struggling against supermarket-own brands because brands are higher prices than supermarket ones. This is a good thing for Vegasonix as they will be able to benefit from selling their smoothies in the supermarket brand.</p> <p>The Grocer says businesses like Vegasonix should start making vegetable juices because there are concerns about sugary drinks. However, not as many people seem to like or purchase vegetable juices according to the current market data. This indicates that they should think about it further as an option in the future, but closely monitor the trends in this area to see whether it is worthwhile. It is also worth considering external factors such as politics, as the government may introduce a sugar tax which would have a direct impact on consumer choices as well as the price of smoothies as they are sugar-based from the fruit content.</p>	<p>That young people are the main consumers of smoothies, and that there are potential opportunities for other types of products which should be considered as part of observing ongoing trends.</p>
Figure 3	<p>In the minutes from the Extraordinary Directors' meeting, it shows the supermarket order is requested to be 180,000 smoothies every day. There are 3 flavours in the order:</p> <ol style="list-style-type: none"> 1. 100,000 Eaton Messy 2. 40,000 Raspberry Ripple 3. 40,000 Carrot Cake <p>Some of the Directors have shown resistance to Vegasonix servicing this order and have concerns as to whether the business can deliver the order successfully.</p>	<p>There is resistance from some directors, which means that more information is needed to confirm their concerns. E.g., the HR Director has concerns around staff training and the Finance Director is concerned that they may not have the finances in place to begin servicing the supermarket order as it may involve some upfront costs for changes to the smoothie production lines. There is also a risk to servicing one large order and having existing established customer bases reduce if they cannot service all of them due to increased capacity. The Production Director has concerns that the current production line will not be able to service such a large order as it is only partially automated, so this is an important consideration for Vegasonix in deciding whether to service the supermarket order.</p>
Figure 4	<p>The organisation chart shows the departments of the business as:</p> <ol style="list-style-type: none"> 1. Current Production 2. New Product Development 3. Sales and Marketing 4. Business Support (Finance/HR) 	<p>The use of a matrix style will be useful to help fill the supermarket order as it means that the workload will be spread across all of the staff.</p>

	The Board of Directors, Operatives and Administration staff are in every department. This is because it is a matrix style organisation structure, and everyone can do each other's jobs. This indicates the staff are very flexible and can move around to any other department and that the matrix style of the organisation enables the sharing of skills.	
Figure 5	The supplier appraisal checklist shows how much importance the business puts on the criteria. This indicates how much scope a supplier has to win and order from Vegasonix.	
Figure 6	Figure 6 shows the numbers for the sales performance in Years 1 - 4 and the forecast for Year 5. It also shows the variable production costs of each smoothie. This indicates the how much the business could make with and without the supermarket order. For example, in the current year they have made £17,993,688. This means that Vegasonix have made high profits for this year. In Year 5, the forecast is for £21,097,236.	This information indicates that Vegasonix is a profitable business from their current production capacity and selling to their listed sales outlets, and that it has potential as a business. By taking on the supermarket order they will make an extra £108,000,000 in sales. This indicates they can make huge profits by doing this and grow their already strong business.
Figure 7	The factory is open 48 weeks of the year. This means they most likely close for two weeks in summer and two weeks at Christmas. It is open 8 hours a day, but they only pay staff for 7 hours due to breaks and lunchtime. They pay Operatives the National Living Wage which is good because it is more than the National Minimum Wage.	This indicates they are a caring company to work for who wish to look after and retain their staff which should have a positive impact if Vegasonix are to take on the large supermarket order as it means their staff can be relied on.
Figure 8	The smoothie product range has five different flavours at the moment (the new product department might invent more in the future). These five flavours are: <ol style="list-style-type: none"> 1. Eaton Messy 2. Carrot Cake 3. Raspberry Ripple 4. Black Forests Shake Cake 5. Coconut Shy Chai 	As the proposed supermarket order does not include the Black Forest or Coconut Shy flavours, it might be best not to produce these if they do not sell very well and so the business can focus on providing for the supermarket order and high quantity of the other three flavours.
Figure 9	Figure 9 shows how much it would cost to update the production line or buy a new one. The options are: <ol style="list-style-type: none"> 1. Stay the same 2. Upgrade the old line 3. Buy a new line <p>To work out which is the most cost-effective option for Vegasonix to take on the supermarket order each option has to be worked out with costs calculated in order to see which is the cheapest option.</p>	The capacity levels of each option need to be considered to check that Vegasonix can service the supermarket order as well as supply to their existing sales outlets.

Written summary

There is a lot of information in these figures. It may be enough to work out how to help the CEOs make their decision. If not, this indicates that some internet research may be needed. For example, it might be possible to find cheaper ways to put a new production line in which would reduce the cost on this option. It is important to conduct further research into the three options of changing the production lines ready for the supermarket order to find the most effective option. As there is some resistance and concerns from some of the Directors this also needs to be addressed to ensure everyone is on board before going ahead with the supermarket order.

1.2 Data analysis plan

What additional research is needed	What does this research look like?	What do I hope to achieve?
Further internet research	Research the following topics in more detail: <ul style="list-style-type: none">• Look for cheaper ways to deliver the supermarket order• Use information from the web to cost the different product line options• Consider other trends in the drink industry, and different products that may become popular	<ul style="list-style-type: none">• Any way to reduce the cost of delivering the order will ensure buy-in from all the directors• Identifying the cost of the different product lines will help me to know which is the best to support the supermarket order• Knowing the trends in the drinks industry better will help me to think about future products to develop for when the supermarket order increases the popularity of Vegasonix

Commentary

The candidate has used all of the available data and drawn some considerations. The response focuses mostly on recollection of direct factual information that is drawn from the data.

The candidate shows some understanding through identifying how the information provides a consideration for servicing the supermarket order. For example, the candidate identifies the potential opportunities in terms of financial growth, and the opportunity to capitalise on upturns in trends in relation to the smoothie market. The candidate uses the written summary to identify some challenges in relation to the information presented, for example reflecting the resistance to change by some of the directors. There is an attempt to summarise the information identified, which provides some understanding that further research is needed.

There is an attempt to develop a data analysis plan for further research. This shows an adequate level of detail at how further internet research could be used to broaden understanding of the market in order to gain support for the supermarket contract. The candidate however focuses only on one area of research (Internet research). Considering further types of research, and a wider range of information would have benefitted a fuller response to the task. In addition, the candidate has not always prioritised the key elements to research further. For example, one of the focuses is on future product trends, which may not be the most appropriate information to gather when there is still confirmation needed on whether to support the supermarket contract in the first instance.

Task 2

Stakeholder Mapping, Engagement and Communication

For Task 2 candidates need to produce the following pieces of evidence:

- 2.1 Stakeholder map
- 2.2 Written summary of potential impacts on stakeholders
- 2.3 Stakeholder communication plan

Candidate evidence

2.1 Stakeholder Map

Stakeholder type	Internal/External	What are their expectations?
CEOs and Board of Directors	Internal	Financial – profitability
Vegasonix employees	Internal	Increases in workload, job security
Suppliers	External	Need for increased supply to meet the demand
Customers	External	New outlet for purchasing smoothies
Local community	External	Potential for new job opportunities
Competitors	External	Concerns that Vegasonix will grow and take their business, loss of profits

2.2 Written summary of potential impacts on stakeholders

The internal shareholders will be impacted in different ways, both positively and negatively.

The CEOs and Board of Directors will be impacted in a positive way because the supermarket contract will mean more sales which will increase profits for Vegasonix.

Some of the Directors have highlighted concerns around the idea of servicing the new supermarket contract. This means they are resistant to change, and the CEOs might need to take action and persuade them to get on board with the new changes which may impact them negatively.

Vegasonix staff will be impacted both positively and negatively. A positive impact for the staff is that they will get increased job security as there will be more overall work to do in servicing the new supermarket order as well as servicing existing customers. In the long-term this means they will have a secured position as well as the potential for salary increase as the company grows and profits increase. There may also be the opportunity for promotions as the new line will need a Team Leader, as well as in the long-term there will be more job opportunities in a growing company. However, a negative impact may be increased workplace stress from servicing the new supermarket order. They may also require extra training if the changes to the production lines means that the way it works is different.

An impact that is both positive and negative is for the work that the Administrator and Bookkeeper will have to do, as this will increase if the supermarket contract order is to be fulfilled. This will help to keep their jobs safe, but they might get stressed if there is too much work to do and they feel overloaded.

External shareholders such as the suppliers will positively impact from Vegasonix servicing the new supermarket contract because it means bigger orders and more profits for them as the number of crops and stock ordered will increase to service the large supermarket order. They will be able to grow more organic fruit and grow their businesses as well. They will also be happy to keep their staff in jobs in the longer-term.

Customers as an external stakeholder will be positively impacted as they will now be able to purchase smoothies in the supermarket if the contract goes ahead. The CEOs will also want to ensure customers are not negatively impacted in the other sales outlets. They make £17 million from customers so the business will not want to lose that amount of profit.

There will be a positive impact for the local community as they will benefit from more job opportunities from Vegasonix growing as a business.

Competitors of Vegasonix will be negatively impacted because Vegasonix and its products will be reaching more customers and have an increased brand awareness as they will be selling in a mainstream supermarket. They may lose out on sales and lots of profit.

2.3 Stakeholder Communication Plan

Vegasonix will need to communicate effectively with all of the stakeholders, both internal and external. I have planned out the different types of communication methods that should be used for each stakeholder.

Stakeholder	Role	Communication Method
Directors	To keep Vegasonix running and able to be successful in meeting the new supermarket order	Meetings with CEOs Email Board of Director meetings
Vegasonix Staff	To ensure that work on the production lines is meeting the numbers needed for the new supermarket order	Email Team Meetings Company Meetings Company bulletins Staff Noticeboard
Suppliers	To fulfil orders for stocks of organic fruit in time for the new supermarket order	Email and phone Meetings
Customers	Keeps Vegasonix going by buying the smoothies	Social media Local advertisements e.g., flyers, posters Word of mouth
Local community	Supporting Vegasonix as a local business	Social media Local advertisements e.g., flyers, posters Word of mouth
Competitors	Produces and sells competitive products to Vegasonix smoothies	No direct contact

Internal

This will be the easier group of stakeholders to communicate with because the Directors can call regular staff meetings and provide updates on the business improvement project as well as through emails and company updates. They might put posters on the staff noticeboard to help communicate key information and ensure that any questions from staff are answered clearly.

The CEOs will be able to hold meetings with the Directors who are not happy or unsure about the new supermarket contract. They will encourage them to get on board with the way the business is going. They might ask them for the reasons behind being unhappy or unsure about the new contract, but also clearly state that if the decision is made to take on the contract they will need to get on board.

External

The suppliers will need to be contacted to place the huge new order for organic fruit to make the smoothies requested for the supermarket contract. It is important that the suppliers are contacted early enough to ensure that Vegasonix can service the supermarket order and produce the smoothie order on time. The suppliers will need time to grow or source the additional demand.

Customers will be communicated via social media when the business advertises that they will be stocked in supermarkets which will ensure there is awareness of Vegasonix products which will increase sales and profits. Vegasonix may also communicate on the local news to announce the supermarket order and potential jobs coming up in the local community. The local community can also be communicated with via social media and through word of mouth between Vegasonix and other local businesses, which will ensure that all are aware of the supermarket order and any job vacancies are advertised quickly.

Competitors will not be directly communicated with but will find out that Vegasonix is fulfilling the supermarket order via word of mouth and an increased social media presence.

Commentary

The candidate has developed an example of a stakeholder map which details a range of stakeholders, with some consideration for the type of stakeholder group and what their role may be. An attempt is made to identify some expectations of different stakeholders, but which doesn't account for the wider range of different expectations that may be expected.

The candidate has made an attempt to consider some potential impacts of Vegasonix servicing the supermarket contract on each identified stakeholder group, with some consideration of whether impacts are positive or negative.

The candidate uses their stakeholder map to produce an example of a stakeholder communication plan which details appropriate communication methods for each stakeholder group. There is an attempt to detail which communication messages should be issued for each group, but further consideration of specific key messages related to Vegasonix servicing the supermarket contract for each stakeholder group would strengthen the response.

Task 3

Feasibility Review

For Task 3 candidates need to produce the following pieces of evidence:

3.1 Demonstration of calculations, costings and statistical analyses using appropriate tools.

3.2 Statement summarising statistical analyses to CEOs Dan and Andrea Abel.

Candidate evidence

3.1 Calculations and costings

Feasibility Review

This written summary is to present my calculations and statistical analysis in order to help the CEOs decide which option to go for in servicing the supermarket order.

Current daily average production levels

The unit sales for the current year are 6,607,424.

The daily production levels are 6,607,424 divided by 48 which totals 137,654 units produced every week.

Staff Capacity

All Vegasonix staff work 7 hours a day multiplied by 5 days, which means they work 35 hours each day. Based on the 5 operatives that currently work on the existing production line, this means that they each work 35 hours with a total of 175 hours per week of work for all five operatives. In order to work out how many hours per year of work the five operatives provide, I have multiplied 175 hours by 48 working weeks in the year, totalling 8400 hours of available staff capacity currently. Five operatives are needed to operate the current production line without updates to automate it. After automation, only four operatives are needed to operate the production line which is a positive.

Upgrading the existing production line

In order to review the option for upgrading the existing production line, I have analysed the costs associated with doing this:

Fruit sorting £2,400

Fruit blender filling £33,000

This means that in total, Vegasonix would have to spend £35,400 in order to upgrade and automate the existing production line.

Cost of new production line

In comparison, it will cost £64,000 to pay for a brand-new production line to service the supermarket order. Therefore, it is cheaper to upgrade the existing production line with a saving of £28,600.

3.2 Factual Statement

It is cheaper to upgrade the existing line because it is only £35,400 compared to paying £64,000 for a new line.

However, another consideration should be the increase in unit production levels per day for each of these options. This is because currently, with no automation, Vegasonix can only produce 50,000 units per day. This increases to 100,000 with the upgrade of the existing production line option. This further increases to 200,000 with the purchase of a new production line. This is an important consideration because if Vegasonix wish to be successful at servicing the new supermarket order, they will need to produce as many units per day as possible.

Another important finding is that staff capacity also changes with each of the options. In both options of upgrading the existing production line and purchasing a new production line, the number of operatives needed to keep production going decreases which is more cost effective for Vegasonix. For example, only 3 operatives are needed to operate the new fully automated production line, compared to 4 operatives needed for the upgraded line, and the 5 currently needed without automation. This would mean that Vegasonix save on staffing costs in the long-term and operating more efficiently as a business.

Commentary

The candidate has undertaken calculations, costings, and statistical analyses in order to review costs associated with each available option. There is an attempt to consider other costings such as staffing and how current production levels should be taken into account to inform decision making. Within the costings provided for each option, further use of appropriate analytical tools to examine the figures provided in the assignment brief would strengthen the response and provide further evidence on the feasibility of the options presented.

The candidate has produced an acceptable factual statement that summarises the results of the calculations, costings, and statistical analyses. The statement provides some detail on feasibility of the different options but would benefit from being developed further in order to strengthen the response.

Task 4

Resistance Management

For Task 4 candidates need to produce the following pieces of evidence:

4.1 Written report

Candidate evidence

4.1 Resistance Management Report

Introduction

HR Director Neil Ross does not want the supermarket order to go ahead. This needs to be escalated to the CEOs so they can deal with his negativity which is a potential barrier to change and business improvement for Vegasonix.

Analysis of Resistance

Neil could be showing resistance to the supermarket order because he is nervous about his job and position at the company. He may feel as if he will not be able to cope if he has more work to do that arises from servicing a huge supermarket order. He may be comfortable in his current position and servicing smaller orders as he joined the business when it started up. Now that Vegasonix may take on a big order from the new supermarket customer, he is feeling overwhelmed by the rapid expansion of the business. He may also have doubts about his ability to be able to be a director for a much larger and expanding company. Another important thing to consider is that Neil as an individual may not like change, and therefore may be able to be persuaded if he is given more information and has an open conversation with the CEOs and other Directors.

Neil may also be resistant to the order because he is unhappy in his role and wishes to leave the Director position and Vegasonix. It would be unlikely that he would want to take on any extra work that may arise from the supermarket order if he is already looking to leave the business. Therefore, his resistance may result in him requesting a pay off or handing in his notice, so he doesn't have to cope with the big new order. However, if his resistance is due to fear of change, this may not be a likely scenario because he may wish to remain in his role but wishes that it would stay the same and not change with the additional work of the supermarket order.

The CEOs will have to deal with this resistance because it could put the supermarket order in danger and mean that they are not able to service it. Therefore, they will need to communicate clearly and openly with him. They must aim for a win-win situation, so they all feel like they have won in the negotiation.

The CEOs of Vegasonix may wish for him to leave because he is not being supportive of their business and the plans to secure the future of the business. They have big plans and will need to spend thousands of pounds to update the production line, whether this be upgrading the existing production line or installing a new one. They will not be able to afford to lose an opportunity like the supermarket contract if Neil as one of the Directors sabotages the plans.

Solutions

Sometimes people can be persuaded to get on board with big changes. The CEOs can share their vision for how they want the business to look in future. They might want more big supermarket orders to make more money and profits. If he sees the vision for the future, it might help him become less resistant to the supermarket order, however this could potentially make him more resistant too as he is suggesting that he does not want to expand the business in this way.

Neil and the CEOs need to be honest with each other. To get win-win, both parties need to be transparent. This means that an ideal solution is for Neil to tell the CEOs the real reason he is resistant to this change and implementing the supermarket order. The CEOs also need to tell Neil what their real plans are, for example, will this be the only supermarket order or do they want more potentially in the future to continue to grow the business.

Another solution would be for the CEOs to pay off Neil and offer him a way out of the business at this stage. For example, if the real reason for his resistance to this change is that he wants Vegasonix to remain selling their products via the usual sales outlets and the CEOs wish to expand the business, these two points of views will cause a conflict. Therefore, it may be best to discuss options with Neil about his future at the company in a positive and neutral manner.

As the CEOs own the business and clearly want it to grow, they need to do whatever it takes. Unfortunately, having one of the Directors being resistant to such change and business improvement could cause real problems that could affect the whole business and prevent long-term business growth, so getting rid of Neil may be the best solution.

Commentary

The candidate has demonstrated an acceptable level of analysis in response to the task. Some considerations for the reasons for Neil's resistance are outlined, with some links that demonstrate an understanding of how these factors would influence his behaviour. For example, fear of change and concerns around how he himself would be impacted by the change.

The candidate demonstrates some consideration of approaches that could be used to respond to Neil's resistance. The focus of the response shows an understanding of what needs to change, but not necessarily how to get to that point. For instance, the candidate outlines the need for Neil to be honest but doesn't detail how they would support that honesty to be shown (e.g. engaging Neil where he is reassured about being open). The candidate could have benefitted further from thinking through a range of more constructive options to support the diffusion of Neil's resistance, rather than focusing more on termination measures.

Task 5

Business Improvement Proposal

For Task 5 candidates need to produce the following pieces of evidence:

5.1 Business Improvement Proposal

5.2 Project Delivery Plan

5.3 Presentation deck with comparison of two different change management models

5.4 Recording of presentation*

(* this evidence is presented here in the form of a **Practical Observation record** that reflects the assessor's evidence of what was seen within the presentation for this task).

Candidate evidence

5.1 Business Improvement Proposal

Introduction

This is a Business Improvement Proposal to explain the proposed option that the CEOs should select to take on the big new supermarket order.

This will include:

- Suggested changes to the organisation structure
- Current and potential capacity to take on the order
- Recommended option the company should select

Suggested changes to the organisational structure

The company should change to a hierarchal structure because it will make communications easier from the top down. Everyone will be clear on what they have to do and who they have to report to.

It might reduce resistance to change because everyone knows exactly what they need to do, and they can just get on with their job. The right people in the departments will look after the area they need to. For example, the production director will look after the new production line and getting smoothie products out to customers.

It will help the CEOs when they want someone to take responsibility for a project. In a matrix structure one director might think the other director is doing the work and nothing gets done. This way everyone knows who is in charge of the new production line.

Functional Areas

All of the functional areas and departments will be busier because it's such a huge order from the supermarket. Production will be the busiest because they have to make the large order for the supermarket.

There will be more administration and paperwork to fill in and the Bookkeeper will have more work for the accounts department.

Once the new staff are trained, the HR department won't have any extra work. So that will please Neil as that was his biggest fear.

Sales and marketing won't see much change because they already have the big order. They just have to keep other customers happy and maybe get a few more. But not too many as the supermarket uses up all the drinks produced.

Current and Potential Capacity to take on the order

From the feasibility review and the calculations conducted, we know that the current daily production levels are 37,654 units every week.

The staff work 8400 hours capacity every year.

The total cost of automation for both Fruit sorting and Fruit blender filling is £35,400.

The total cost to buy a new production line is £64,000.

It is £28,600 cheaper to upgrade the existing line compared to buying a new line.

The upgraded production line produces 100,000 units every day.

The brand-new line produced 200,000 units every day.

But if they put on a night shift, they could make 200,000 units every day. That would be enough for the supermarket order and their customers they already have.

The upgrade unit takes less staff so the others could go on the night shift.

This means there are no extra staffing costs and Neil Ross in HR doesn't have to be concerned about it bankrupting the company so his resistance to change would be gone.

Recommended option the company should select

The recommended option is to upgrade the existing production line because it is cheaper and more cost effective than buying a new one. It is also faster to install with only 6 weeks to wait for delivery and 4 days to install meaning they can be up and running quicker.

All of the evidence I have reviewed shows that this is the best option as all the customers can still be served and the supermarket order can be delivered. Vegasonix can upgrade the existing line for £28,600 less than the cost to buy a new one.

Key Performance Indicators

The CEOs will have to set some Key Performance Indicators (KPIs) to check if the project is going to plan. They will need to set a date to finish and make sure everyone sticks to the schedule otherwise delivering on the supermarket order may be out at risk. The supermarket might pull out of the contract and go somewhere else if they have to wait too long.

They will need to make sure the delivery date is correct, and it doesn't take longer to upgrade the new line than they were told it would take.

They will need KPIs for the supply of the fruit and other things that go into the drinks they make so they have enough to supply such a big order every day.

They will need KPIs for their staff training so everyone knows what they are doing. Especially for Neil the HR manager because he still might not be on board and look for excuses not to do what he's supposed to.

5.2 Project Delivery Plan

The CEOs will use a Project Delivery Plan to monitor progress and make sure everything is going to plan. They use key performance indicators to measure things are happening when they should. The main goal of this Project Delivery Plan is to upgrade the existing production line and start delivering orders to the supermarket asap. This is the recommended option.

ID	Project KPIs	Actions Required	By Whom	By When
1	Current Situation	Upgrade existing production line	Production director	6 weeks
2		Order Fruit filler and fruit blending machines	Production director	6 weeks
3		Install new machines when delivered	Production director	4 days
4		Train staff on new machines	Production director	1 day
5	Supermarket order	Order raw materials from suppliers	Production director	Before machines ordered
6		Take delivery of raw materials	Production director	After machines delivered
7		Start producing supermarket order	Production director	When machines work
8		Charge supermarket and make more money	Finance director	Every day
8		Deliver smoothies to supermarket	Production director	Every day
9	Existing customers	Communicate no deliveries for 4 days	Production director	4 days
10		Start deliveries when upgraded production line starts	Production director	Every day
11	Stakeholders	Let all the stakeholders know what is happening	CEOs	Every day
12	Pay suppliers	Pay suppliers for raw materials	Finance director	Every day

5.3 Change Management Models Presentation



ADKAR Change Model

5 Goals in Sequence:

- Awareness
- Desire
- Knowledge
- Ability
- Reinforce

Reasons for resistance to change:

- Why it needs to happen (Awareness)
- What the point of it is (Desire)
- How to make the change (Knowledge)
- What they need to do (Ability)
- How to keep it going (Reinforce)

ADKAR Change Model



CURRENT
(ATTENTION/DESIRE)



TRANSITION
(KNOWLEDGE/ABILITY)



FUTURE
(REINFORCEMENT)

ADKAR- Current

- ATTENTION – Why does it need to happen?
 - Communication is key
 - Raise awareness
 - Let people know in plenty of time
 - Tell the what and reason why
 - Encourage questions
- DESIRE – Understanding the reasons for change, but not wanting change
 - Appoint change leaders
 - Connect and build rapport
 - Advocates for change
 - How it benefits employees (not the business)

ADKAR- Transition

- KNOWLEDGE - Help with understanding how to change
 - New roles, responsibilities and skills
 - New tools, systems and processes
 - Training and education for own goal
 - Specific to own responsibilities
- ABILITIES - What do they have to do to make the change?
 - Confidence they can make the change
 - Coaching for individuals and teams
 - Feedback loop for information
 - Test before full rollout

ADKAR- Future



- REINFORCEMENT - What needs to be done to embed change?
 - Reinforce new habits
 - New processes, new software
 - Share new organisation chart
 - Celebrate success during and after change

Pros and Cons of ADKAR Change Model

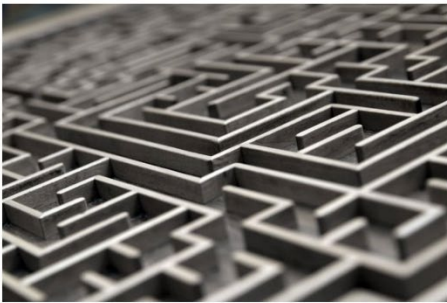
Advantages

- Simple model, easy for everyone to understand
- Clear goals and outcomes
- Emphasises employee engagement
- Easy to assess progress

Disadvantages

- May be too simple for bigger projects
- Works best for small teams
- Limited role for management
- Does not separate the roles for leadership and management

Kotter's 8 Step Change Model



- **Step 1:** Create urgency
- **Step 2:** Build a coalition
- **Step 3:** Strategic vision
- **Step 4:** Volunteer army
- **Step 5:** Remove barriers
- **Step 6:** Short-term wins
- **Step 7:** Sustain acceleration
- **Step 8:** Anchors change

Pros and Cons of Kotter's Change Model

Advantages

- Easy step-by-step model
- Clear guidance for every step
- Involves employees
- All about preparing for change
- Focus on acceptance for change

Disadvantages

- Missing a step might cause problems
- Takes a lot of time
- Top down model
- Employees have no real say
- Can be frustrating if people are ignored

ADKAR Change Model

Reasons for choosing ADKAR Change Model:

- It is a manageable size project – updating the production line not fitting out the whole factory.
- The business has a small leadership team and small production team. ADKAR is an ideal change model for small teams change projects.
- Every person can set and aim to reach their own clear goals which in turn will meet team goals ensuring the business change is a success.
- Sets clear milestones in the project implementation plan that are able to be easily met using ADKAR.

ADKAR Change Model

Reasons for choosing ADKAR Change Model:

- The model can be used to establish reasons for resistance to change, the steps being used to help gain understanding of why change needs to be accepted in this case
- Find different options to get on board with the changes or ask him to leave/pay redundancy
- Use this model with all employees and stakeholders to accept the need for change
- Make sure the business can grow by upgrading the current production line to double capacity
- Make sure the business is even more profitable with extra sales from the supermarket order

5.4 Practical Observation Record

Task

Present your findings on the different change management models to the CEOs. Your tutor will take on the role of one of the CEOs, and you will present your findings to them. You will have 15 minutes to deliver your presentation. This will be video recorded so that it can be submitted for marking.

The following notes were made through observation of the presentation.

The candidate presented a PowerPoint presentation that showed their findings on two change management models that could be used to support Vegasonix in servicing the new supermarket order.

The candidate had a set of presentation slides that had some detail on each change management model and some pros and cons of each in order to determine which one is the best to use for this business improvement project.

The candidate was clear in their presented points, using simple and clear language and addressing me as one of Vegasonix's CEOs.

The candidate ended their presentation with a brief summary of which change management model should be used, with some links to the context of Vegasonix and servicing the supermarket order. Overall, there was a clearer focus on the ADKAR model presented by the candidate.

Overall, this was an acceptable presentation with the information on the change management models presented well, and with some detail recommending which model should be used for this business improvement project.

Commentary

The candidate has developed a Business Improvement Proposal which shows adequate consideration of different elements within the organisation in order to frame a recommendation for how to undertake the project. There are some sound justifications presented that show the candidate has linked their understanding of the evidence presented with a recommendation, that shows an appreciation of the circumstances. However, not all information has necessarily been used to frame the most appropriate recommendation for the proposal. For instance, the candidate has not explored the benefits of a combined approach to automation.

The project delivery plan presented is an acceptable example which outlines steps required to implement the recommended option with some high-level KPIs detailed with appropriate actions. The candidate has not explored all necessary actions needed to implement the proposed option, and the response would benefit from further consideration of overall project timelines.

The presentation slides compare two change management models. The candidate has focused primarily on the ADKAR model, with some consideration of Kotter. Overall, the balance of the content of the slides focuses on ADKAR, and there would have been more benefit to aligning a comparison of the two models against each other. However, an adequate performance is shown through the candidate's ability to demonstrate knowledge and understanding of the two different models, through review of pros and cons for each and how these translate to support the project.

The candidate demonstrates that they are able to deliver an acceptable presentation which provides detail on two change management models. There is some consideration and detail presented on which model should be selected in line with the context of the project brief.

Task 6

Risk Register

For Task 6 candidates need to produce the following pieces of evidence:

6.1 Risk assessment documents

6.2 Risk register that identifies and quantifies potential risks, and provides mitigations to each risk

Candidate evidence

6.1 Risk Assessment Document

Risk Identified	Why this is a risk?
Production line breaks down	Unable to service the supermarket order and existing customers
Too many staff are off sick	Production line unable to run and orders cannot be serviced
Resistance to change may stop the project	Unable to service the supermarket order
Has the business got the £35,400 to pay for the upgrade to the production line	Unable to service the supermarket order
What if they lose customers	Loss of profit
What if competitors troll the business on social media	Reputation damaged, loss of business
What if the supermarket cancels the order	Loss of money installing new production line for existing customers
What if delivery of the upgraded machines is delayed	Supermarket order will be delayed or unable to be serviced

6.2 Risk Register

A risk register is used in project management to identify and manage risks. A risk is anything that could happen to put your project at risk. It helps stop risks being missed. It can also be used to track and update risks during a project.

Levels of Risk are:

1 = Very high

2 = Medium

3 = Low

ID	Description of risk	Level of risk	Impact of Risk	What to do	Who By
1	Production line breaks down	1	Stop production. Can't fill orders	Call engineer to fix it asap	Production Director
2	Too many staff are off sick	2	Production line can't run	From matrix structure- everyone can do other jobs	All directors
3	Resistance to change may stop the project	2	The supermarket order doesn't happen	Pay off HR Director Neil Ross	CEOs
4	Has the business got the £35,400 to pay for upgrade	1	Won't be able to deliver supermarket orders	Get a bank loan	CEOs
5	What if they lose customers	3	Won't need to produce as many smoothies	Do more marketing and find new customers	Sales director
6	What if competitors troll the business on social media	1	Damages reputation	Have a big publicity and launch campaign. Take them to court	CEOs
7	What if the supermarket cancels the order	3	Will have a lot of spare capacity for more customers	Seek new big supermarket customers	Production director
8	What if delivery of the upgraded machines is delayed	2	Will delay supermarket deliveries	Communicate with everyone so they know when to expect orders	CEOs

Commentary

The candidate has undertaken a risk assessment that demonstrates an understanding of the project, and the potential areas where success would be threatened in implementing their recommendation. Risks identified tend to be immediate risks in relation to the project itself, rather than the longer-term embedment of the recommendation for success in the organisation. There is an adequate level of reasoning presented for the risks identified.

The candidate has demonstrated that they are able to develop a risk register using the risk assessment undertaken. Risks are quantified using a simple, but clear risk rating that supports the level of risk to be qualified. The candidate has presented an acceptable level of reasoning in relation to each risk, with some mitigations presented that show a consideration of how issues could be resolved. Mitigations generally present single solutions, and do not always consider the range of possible ways to support the success of the recommendation.

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