Candidate Assessment Pack

**(international Diploma) Building Relationships**

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# Building Relationships Introduction

## Candidate Instructions

You must successfully complete and achieve all six tasks to successfully achieve the Level 5 Building Relationships (International) [OVH772]

Once you have completed and submitted your evidence your Assessor/Tutor will review your responses and provide you with feedback. They may give your assessment back to you and ask you to amend some of your answers if they do not meet the criteria. If this happens, your Assessor/Tutor will explain what you need to do. Once you have amended your answers, you will have to resubmit your assessment to your Assessor/Tutor.

A sample of your work may also be reviewed by an Internal Quality Assurance Verifier. Their role is not to assess your submission as this is the responsibility of the Assessor/Tutor. The reason for this sampling is to monitor the consistency and quality of the marking and feedback that you receive from your Assessor/Tutor

You may upload your submissions in either Word or PDF format. Please ensure that you reference your evidence submission accordingly to meet the criteria of this unit.

To achieve the unit the learners must have read the case study and then completed all 7 tasks below. They must ensure they are including information for each point within each task set out on each task document.

The learners must also demonstrate within their answers for the 7 tasks all the criteria within for the unit at least once.

# Case Study – Ashville Pork

To achieve this unit you are required to read this case study and complete all 7 Building Relationships tasks within this assessment pack.

**Background**

Ashville Pork is a very successful privately own business with 12 sites around the UK, employing around 3,000 staff. Established in 1967 by Bob Ashville, it has achieved various accreditations for its pork products and sells to the UK market. Ashville’s main customer is a national supermarket chain, which accounts for 70% of the business, however it also supplies products to 3 or 4 other UK based independent retailers.

**Structure**

The Board of Ashleigh Pork is made up of:

The MD - the son-in-law of the original founder of the company who took over from Bob Ashville 12 months ago

The Finance Director who has been with the company for 35 years

The HR Director, recently appointed by the new MD

The Operations Director who has been with the company for 20 years

The Commercial Director who has been with Ashville Pork for 10 years and is responsible for Ashville’s successful relationship with the national supermarket chain Each of the 12 sites has a Site Manager who reports into the Operations Director.

Although the original founder, Bob Ashville, retired 12 months ago he is still a regular visitor to head office and is an influential figure amongst longstanding members of staff.

**The Project**

The MD has decided to make an organisational change within the business by introducing continuous improvement and lean manufacturing. With the introduction of continuous improvement, the MD sees that there is an opportunity to operate in a more efficient and effective way; reducing waste, saving costs, creating better value for customers and instigating a permanent change in the thinking and behaviours of his employees. His goal is to implement a plan over the next 3 – 5 years that develops a continuous improvement culture across the whole of the business, with the following targets:

To be the preferred/ sole supplier of pork products to their existing supermarket client

To be named as best in sector

To achieve a safe working environment

To increase Customer satisfaction from 88.2%, (current) to 95%

To increase Job security for the workforce

To increase employee Job satisfaction from 63%, (current) to 90%

To increase employee retention by 5%

To decrease employee sickness levels from 4.1% to 2%

Some of the board are suspicious of the project. Only the MD, the HR Director and the Commercial Director have previous experience of Continuous Improvement. Some of the more longstanding members of the board have concerns as they strongly feel that as the business is already successful there is no need for change. There could also be potential barriers if ROI is not established. A previous initiative to introduce a new product line was put in jeopardy by the supermarket chain who threatened to remove their business if they perceived that production of their products was being affected in any way because of planned changes.

At site level, Site Managers in the North always complain that sites in the South get preferential treatment when it comes to new initiatives and training, however all Managers are concerned about the resource and staffing implications of the project.

You have been engaged by the MD to work with the organisation to implement the required CI culture through a structured programme of training and consultancy support. You will identify and develop CI Champions throughout the organisation who will lead on and implement real factory-based projects. You will coach and encourage staff at all levels of the organisation to contribute ideas and to get involved, which will ultimately lead to the culture change to which the MD aspires.

# Task 1 – Identifying Stakeholders

Please ensure that you have read the case study before commencing this task.

Please ensure that you have read the Case study: **Ashville Pork** before you begin to complete Task 1

Once you have read the case study you must complete the **Stakeholder Identification table** template below:

You will need to identify all the stakeholders from the case study and add them to the table, you must ensure that you identify each stakeholder’s interest in the project, what their influences are within the project and their importance to the project.

**Ashville Pork - Stakeholder Identification Table**

|  |  |  |  |
| --- | --- | --- | --- |
| **Stakeholder** | **Interest** | **Influence** | **Importance** |
| Managing Director (MD) | Successful implementation of CI culture, operational efficiency, long-term sustainability | High – Driving the project and has authority over decisions and resource allocation | **High** – Project sponsor and visionary |
| HR Director | Employee engagement, culture change, training and development | Medium – Supports cultural shift, responsible for rolling out training | **High** – Key to embedding CI in HR practices |
| Commercial Director | Maintaining and strengthening relationship with supermarket client | Medium – Has influence over external relationships and client satisfaction | **High** – Helps align CI with customer expectations |
| Operations Director | Smooth running of operations across sites, minimal disruption | High – Controls site-level implementation, can support or block progress | **High** – Crucial for practical execution across sites. |
| Finance Director | Cost control, ROI on CI investment, financial sustainability | High – May resist project if ROI is unclear, controls funding | **High** – Needs to be convinced to support resource allocation |
| Site Managers (North & South) | Fair resource allocation, successful site-level outcomes | Medium – Voice concerns, shape perception and participation of site staff | **Medium-High** – Operational gatekeepers |
| Employees (Factory Floor) | Job security, improved working conditions, recognition | Low individually, but collectively medium if engaged | **High** – Culture change relies on their buy-in and participation |
| Supermarket Chain (Main Customer) | Consistent product quality, timely supply | Medium – Past actions show they can block initiatives | **High** – 70% of business; success of CI must not disrupt supply |
| Independent Retailers | Reliable supply and quality | Low – Less influential than supermarket client | **Medium** – Important for diversification and growth |
| Bob Ashville (Founder) | Legacy of the company, maintaining traditional values | Medium – Informally influences long-term staff and board culture | **Medium** – Could be a cultural resistor or ally depending on engagement |
| CI Champions (To be developed) | Opportunity for growth, leading change on the ground | Low initially, growing over time with support | **High (long-term)** – Key drivers of project success at operational level |

# Task 2 – Influence/Importance Matrix

Please ensure that you have read the case study before commencing this task.

Please ensure that you have completed Task 1 the **Stakeholder Identification table** before you move on to task 2.

You must now complete the **Influence / Importance Matrix** provided below:

You will need to use the information you have collated within the stakeholder identification table and assess and identify each stakeholder’s influence and importance in relation to the below criteria, (A to D) i.e. who is the most important stakeholder and who has the most influences etc. once you have done this you need to plot them on the **Influence / Importance Matrix** below.

A) High importance low influences the “Victims

B) High importance high influences the “ones that can make the difference”

C) Low importance low influences they “Bystanders”

D) Low importance high influences the “irresponsible”

 (initially

1] Managing Director (MD)

2]Operations Director

3]Finance Director

4]Commercial Director

5]Site Managers

6]HR Director

1] Employees (Factory Floor)

2] Independent Retailers

)SITE

1)LOCAL MEDIA

2)Supermarket chain

1] Bob Ashville (Founder)

2] External Consultants (if mentioned)

# Task 3 – Project Overview

Please ensure that you have read the case study before commencing this task.

Please ensure that you have completed Task 2 the **Influence / Importance Matrix** before you move on to task 3.

You must now create a broad **project Overview,** ensure that you cover the six main points below within your project overview and highlight at minimum of 8 tasks that will be completed during the project:

* **Scope:** defines what will be covered in the project.
* **Resource:** what can be used to meet the scope.
* **Stakeholders:** relevant to the project.
* **Time:** what tasks are to be undertaken and when.
* **Quality:** the spread or deviation allowed from a desired standard.
* **Risk:** defines in advance what may happen to drive the plan off course, and what will be done to recover the situation

|  |
| --- |
| Project Overview |
| Scope: The project will introduce a Continuous Improvement (CI) culture and Lean Manufacturing practices across all 12 Ashville Pork sites in the UK. The scope includes:   * Training and development of CI Champions. * Coaching of staff at all levels. * Identification and implementation of waste-reduction and efficiency-improvement projects. * Alignment of staff behaviour and mindset with CI principles. * Standardisation of processes and practices across sites.   Excluded: Changes to product lines, facility expansion, or IT system overhauls |
| Resources:  **Human:** CI consultants, HR and training team, internal CI Champions, site managers, team leaders, employees.  **Financial:** Budget provided by the MD and overseen by the Finance Director.  **Material:** Training materials, time allocated for workshops and coaching, visual management tools, communication platforms.  **Technological:** Internal systems to track progress, monitor KPIs, and gather feedback. |
| * Stakeholders: **High Influence & Importance:** MD, Operations Director, Finance Director, Supermarket Chain. * **High Importance but Lower Influence:** HR Director, Commercial Director, Site Managers, Employees, CI Champions. * **External & Advisory:** Independent retailers, Bob Ashville (as informal influencer).   Stakeholder engagement plans will vary depending on role and influence level. |
| Time:   * **Project Duration:** 3–5 years (as per MD's vision). * **Initial Phase (Months 1–6):** Stakeholder engagement, training plans, CI Champion identification. * **Year 1:** Pilot CI projects in selected sites (ideally North & South). * **Year 2–3:** Full rollout of CI practices to all sites. * **Year 4–5:** Review, continuous development, standardisation, and culture embedding.   Regular progress reviews will be held quarterly. |
| Quality:   * Target customer satisfaction increase from **88.2% to 95%**. * Employee satisfaction target from **63% to 90%**. * CI project standards will be measured using KPIs like waste reduction, downtime, process consistency, and safety compliance. * All training will be evaluated using feedback and competency checks.   Deviation from standards will be flagged and investigated during routine audits. |
| Risk:   **Resistance to change** from long-standing board members or site staff.   **Resource constraints**, particularly staffing and time.   **Perceived favouritism** between North and South sites.   **Supermarket concerns** about disruption to supply during implementation.   **Failure to show ROI** may reduce board support.   **Cultural pushback** influenced by Bob Ashville’s legacy.  Mitigation:   Early and ongoing engagement with all stakeholders.   Clear communication of benefits and quick wins.   Phased rollout to minimise operational disruption.   Regular feedback sessions with frontline staff and managers.   ROI measurement framework to demonstrate early results.   Leverage support from MD and HR Director for internal advocacy. |
| Tasks:  1-**stakeholders** with a clear presentation of CI vision, goals, and benefits.  2- **Identify and train CI Champions** across all 12 sites.    **3-Develop and deliver CI training programmes** at all organisational levels.  4-**Launch pilot CI projects** in both North and South sites to ensure fairness and balance.  5- **Create and implement a communication strategy** to keep all employees informed and involved.  6-**Establish a KPI monitoring system** for tracking progress on CI goals.  7- **Conduct quarterly progress reviews** to assess project impact and make adjustments.  8-**Celebrate early wins and successes** to build momentum and reinforce engagement. |

# Task 4 – RACI Matrix

Please ensure that you have completed Task 3 the **Project Overview** before you move on to task 4.

You must now complete the **RACI Matrix** for theAshville Pork Project. In the RACI Matrix please ensure that you include all the tasks that you have included within the Project overview and define the role and involvement of all the stakeholders you have included within the project overview, identifying their involvement using the key below.

Ashville Pork: **RACI Matrix**

NB: R – Responsible; A – Accountable; C – Consulted; I - Informed

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Names=  TASKS |  | | STAKEHOLDERS | | | | | | | | |
| MD | HRD | | OD | FD | CD | SM | EMP | BOB  ASHVILLE | CI  Champs |  |
| 1. | Engage stakeholders | A | R | | C | C | C | C | I | I | I |  |
| 2. | Identify/train CI Champions | A | R | | C | I | I | C | I | I | R |  |
| 3. | Deliver CI training programmes | A | R | | C | I | I | C | I | I | R |  |
| 4. | Launch pilot CI projects | C | C | | A | I | I | R | R | I | R |  |
| 5. | Communication strategy | A | R | | C | I | C | I | I | I | C |  |
| 6. | Establish KPI system | A | C | | R | R | C | I | I | I | C |  |
| 7. | Conduct quarterly reviews | A | C | | R | C | C | C | I | I | C |  |
| 8. | Celebrate early wins | A | C | | R | I | I | C | R | I | R |  |
| 9. | Monitor site-level adoption | C | A | | I | I | R | R | R | I | C |  |
| 10. | Align CI goals with customer expectations | A | C | | C | I | R | I | I | I | C |  |

# Task 5 – Negotiation Action Plan

Please ensure that you have completed Task 4 the **RACI Matrix** before you move on to task 5.

You must now identify the areas of the project that you may be required to negotiate to secure the support of stakeholders or the sharing of resources, you need to ensure you have identified what you want success to look like, who will be involved in the negotiation and what will ensure success. Once you have identified these you must complete the **Negotiation Action Plan** below:

Negotiation Action Plan:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Purpose of negotiation | Desired Outcome | Who will be involved? | Group-based or individual | Factors that might increase success |
| Secure budget and resources for CI training and rollout | Full financial support and timely release of funds, | MD, Finance Director, HR Director | Group-based | Clear ROI forecast, alignment with company goals, early wins shown from pilot |
| Gain operational support for pilot projects across North & South sites | Agreement to allow staff release time and prioritisation of CI activities | Operations Director, Site Managers | Group-based | Transparent communication, balanced site selection (North & South), visible MD support |
| Address concerns from long-standing board members about the need for change | Board members agree on project vision and support ongoing implementation | Finance Director, Operations Director, Bob Ashville (informal) | Individual | Personalised discussions, reference to market trends, customer pressure, and legacy preservation |
| Maintain trust and support from the supermarket client | Client reassured that CI changes will not affect product quality or delivery | Commercial Director, MD, Supermarket Representative | Individual | Regular updates, phased implementation, demonstration of improvements |
| Encourage participation from employees in idea generation and CI projects | Employees contribute actively to continuous improvement efforts | HR Director, Site Managers, Employees | Group-based | Recognition programs, clear communication of benefits, inclusive culture |

# Task 6 – Stakeholders Engagement Strategy

Please ensure that you have completed Task 5 the **Negotiation Action Plan** before you move on to task 6.

You must now develop a brief **Stakeholders Engagement Strategy;** this will help you to plan how often you will need to communicate with the different groups and decide which tools to use for each one. The strategy must provide details of:

1. A prioritised communication plan that you will follow
2. Identification of potential conflicts and a detail plan of how they will address them.

**Stakeholder Engagement Strategy**

|  |
| --- |
| 1. Communications plan: **Managing Director (MD)**    * **Priority**: High    * **Frequency**: Weekly    * **Tools**: One-on-one meetings, email summaries, project dashboards    * **Purpose**: Ensure strategic alignment, provide updates, address issues quickly 2. **Operations Director**    * **Priority**: High    * **Frequency**: Bi-weekly    * **Tools**: Review meetings, KPI dashboards    * **Purpose**: Coordinate site-level activities and project implementation 3. **HR Director**    * **Priority**: High    * **Frequency**: Weekly    * **Tools**: Training planning meetings, emails, shared calendars    * **Purpose**: Oversee training programmes and employee engagement 4. **Finance Director**    * **Priority**: Medium-High    * **Frequency**: Monthly    * **Tools**: Budget reviews, ROI reports    * **Purpose**: Secure and track project funding, align spending with outcomes 5. **Site Managers (North & South)**    * **Priority**: High    * **Frequency**: Weekly (during pilot), then monthly    * **Tools**: Site meetings, internal newsletters, feedback forums    * **Purpose**: Ensure smooth execution at site level and gather team feedback 6. **CI Champions**    * **Priority**: High    * **Frequency**: Weekly    * **Tools**: Coaching sessions, CI tracking tools, chat platforms    * **Purpose**: Guide CI projects, encourage staff involvement 7. **Employees (Factory Floor)**    * **Priority**: Medium    * **Frequency**: Monthly or as needed    * **Tools**: Briefings, posters, team huddles, suggestion boxes    * **Purpose**: Keep staff informed, promote involvement, reduce resistance 8. **Commercial Director**    * **Priority**: Medium    * **Frequency**: Monthly    * **Tools**: Cross-department updates, strategy meetings    * **Purpose**: Align internal and external expectations, support customer retention 9. **Supermarket Chain (Main Client)**    * **Priority**: High    * **Frequency**: Quarterly    * **Tools**: Progress reports, quality performance reviews    * **Purpose**: Maintain trust and reassure minimal disruption 10. **Bob Ashville (Founder)**  * **Priority**: Low * **Frequency**: Ad hoc * **Tools**: Informal updates, company newsletters * **Purpose**: Respect legacy, manage cultural influence |
| 1. Conflicts and resolutions: 2. **Conflict**: Resistance from senior leadership (Finance/Operations)    * **Resolution**: Present CI benefits with data and examples; involve them in early wins 3. **Conflict**: Perception of bias between North and South sites    * **Resolution**: Launch pilots in both regions; ensure balanced resource allocation 4. **Conflict**: Supermarket concern over production disruption    * **Resolution**: Communicate timeline early; show process stability during rollout 5. **Conflict**: Employee fear of job change or loss    * **Resolution**: Reassure through clear messaging; highlight benefits like job security and involvement 6. **Conflict**: Resource limitations (time/staff) during training    * **Resolution**: Use flexible schedules; rotate staff for training during low-impact hours 7. **Conflict**: CI Champions lacking authority or clarity    * **Resolution**: Define roles clearly via RACI matrix; empower with support from leadership 8. **Conflict**: Suggestions from staff not acted on    * **Resolution**: Build a feedback loop; visibly implement and celebrate employee contributions   Top of Form  Bottom of Form |

# Task 7 – Project Presentation

Please ensure that you have completed Task 6 the **Stakeholders Engagement strategy** before you move on to task 7.

You must now, using all the information that you have gathered within all the task document you have produced, develop a **Power Point Presentation** about the project,that you could present to the Ashville Pork’s senior management team to explain all aspects of your proposed project;

The presentation must be no morethan **10 minutes** long and must include the following:

* The project outline etc.
* Stakeholders involvement etc.
* The potential activities/priorities
* How the project can meet the needs
* The Time frames & milestones
* Conflicts and mitigations
* What success will look like.



You should refer to this table when completing the tasks described above to ensure that you cover the required Learning Outcomes, as detailed here:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Evidence source** |  | **Learning Outcome**  **1**  Understand the importance of building meaningful and mutually supportive relationships with other individuals and organisations | **Learning Outcome**  **2**  Understand how to identify stakeholders and their requirements | **Learning Outcome**  **3**  Recognise opportunities for resource sharing with partners | **Learning Outcome**  **4**  Undertake an effective negotiation to reach desired outcomes | **Learning Outcome**  **5**  Identify strategies for reducing and minimising conflict – and for dealing with it when it does arise |
| 1. Stakeholder Identification  Table |  | ü | ü |  |  |  |
| 2. Stakeholder Influence/  Importance  Matrix |  | ü | ü |  |  |  |
| 3. Project  Overview |  |  |  | ü |  |  |
| 4. RACI Matrix |  |  | ü |  |  |  |
| 5. Negotiation Action Plan |  |  |  |  | ü |  |
| 6. Stakeholder Engagement Strategy |  | ü | ü | ü |  | ü |
| 7. Power Point  Presentation |  | ü | ü | ü | ü | ü |