

U28803:**Plan change**

Unit Descriptor :

This unit is about the planning that is needed to make a specific change or put into practice a programme of change. It involves developing a strategy to make the change that is needed, taking note of barriers, risks and the need to put appropriate monitoring and communication systems in place.

PERFORMANCE CRITERIA**BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE**

To be competent you must achieve the following:

This element requires that you:

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| 1. Identify the procedures, systems, structures and roles that need to be changed, and assess the gap between their current and required future state. | a. Find practical ways to overcome barriers. |
| 2. Identify and assess barriers to change. | b. Present information clearly, concisely, accurately, and in ways that promote understanding. |
| 3. Develop strategies and plans that set out the way forward. | c. Are vigilant for potential risks. |
| 4. Assess the risks and benefits associated with the strategies and plans and develop contingency arrangements. | d. Give people opportunities to provide feedback and you respond appropriately. |
| 5. Make sure your plans include short-terms 'wins' as well as longer-term deliverables. | e. Set demanding but achievable objectives for yourself and others. |
| 6. Develop systems for monitoring and assessing progress. | f. Work towards a clearly defined vision of the future. |
| 7. Develop a communication strategy for the change process that keeps people informed and allows people to give feedback. | g. Identify the implications of consequences of a situation. |
| 8. Identify training and support needs and plan how to met these. | |

UNDERPINNING KNOWLEDGE**General knowledge and understanding**

You need to understand:

1. The main models and methods for managing change effectively, and their strengths and weaknesses.
2. Effective planning techniques.
3. Theory and application of the change/performance curve.
4. Theory and understanding of teams, including an understanding of team-building techniques and how to apply them.
5. How to assess the risks and benefits associated with strategies and plans.
6. The importance of contingency planning and how to do so effectively.
7. How to make critical decisions.
8. The political, bureaucratic and resource barriers to change, and the techniques that deal with these.
9. Stakeholder expectations and how they influence the process.

Industry/sector specific knowledge and understanding

10. Your organisation's current position in the sector and market in which it works, compared with its main competitors, relevant to the change programme.
11. The range of information sources that are relevant to the sector, and related sectors, in which your organisation operates.
12. Current and emerging political, economic, social, technological, environmental and legal developments in the sector and in related sectors.

Context specific knowledge and understanding

13. Your vision for the future, the reasons for change, the risks and expected benefits.
14. Business critical activities and interdependencies.
15. Those factors (for example, strategy, procedures, policies and structure) that need to be changed, and the associated priorities and reasons.
16. Your organisation's communication channels, both formal and informal.

EVIDENCE REQUIREMENTS

1. Critical Aspects of Evidence

Performance Criteria	Evidence of Performance Criteria: <ul style="list-style-type: none"> possible examples of evidence 	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
O1 O2 O4	Reviews of current procedures, systems, structures or roles you have undertaken and proposals for change you have made:				
	<ul style="list-style-type: none"> information you have collected and analysed about the effectiveness, efficiency and economy of current procedures, systems, structures or roles. 	a, b, c, d	1, 9	10,11,12	13,14,15
	<ul style="list-style-type: none"> meetings you have led to identify problems with current procedures, systems, structures or roles and possible solutions or changes that need to be made. 	a, b, d	1, 4, 8, 9	10,11,12	13,14,15 16
	<ul style="list-style-type: none"> reports or proposals you have prepared or presentations you have made, to argue for changes in procedures, systems, structures or roles, based on your analysis. 	b, f, g	1, 2, 5 6, 8, 9	10,11,12	13,14,15 16
	<ul style="list-style-type: none"> feasibility studies, cost-benefit analyses, decision tables and other financial and risk assessments you have made, and potential barriers to change that you have identified, to determine the likely success of proposals for change. 	b, c, g	1, 2, 5 6, 7, 8	-	13,14,15
	<ul style="list-style-type: none"> personal statement (reflections on your reasons for initiating a change review). 	c, e, f, g	1, 7, 9	10,11,12	13,14,15
O1 O3 O4 O5	Plans for changes that you have been responsible for producing:				
	<ul style="list-style-type: none"> objectives, project and action plans, descriptions of role and responsibilities, Gantt charts, network diagrams, and other plans for the implementation of changes that you have proposed. 	a, b, c, e, f g	1,2, 6, 7, 8	-	13,14,15
	<ul style="list-style-type: none"> training, coaching, mentoring, counseling and other development and support services you have proposed for the people affected by the change. 	a, g	1, 4, 8	12	13,14,15

EVIDENCE REQUIREMENTS (continued)

Performance Criteria	Evidence of Performance Criteria: • possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
Plans for changes that you have been responsible for producing (continued):					
O6 O8	• targets, milestones, critical success factors, key performance indicators and other techniques you have proposed to establish metrics against which to monitor progress.	e, f	2, 3	-	13,14,15
	• specifications of systems and procedures you have proposed to monitor performance against these metrics.	d, g	2	-	14,15
Plans for ensuring effective communication during the change process:					
O3 O6	• your proposals and plans for team briefings, newsletter, displays, bulletin boards, intranet pages, email lists and other methods for communicating the need for and change and the progress of the change process.	b, d	1, 9	-	16
O7	• systems you have designed to monitor the effect of the change process on those people affected and collect feedback on its effectiveness in achieving its goals.	d	1	-	16

2. Method of Assessment

A combination of direct performance evidence (e.g. observation of performance and products of work) and supplementary evidence such as witness testimony personal statement, professional discussion and questioning.

3. Context of Assessment

The unit should be assessed using evidence from the workplace. Simulation is **not** allowed.

4. Links to other units

This unit is closely linked to the units **Implement change** and **Provide leadership in your area of responsibility** in the overall suite of National Occupational Standards for management.