

Unit 413

Initiate and implement operational change

UAN:	T/506/1980
Level:	4
Credit value:	4
GLH:	19
Relationship to NOS:	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none">• CFAM&LCA2 Plan change• CFAM&LCA3 Engage people in change• CFAM&LCA4 Implement change• CFAM&LCA5 Evaluate change
Assessment requirements specified by a sector or regulatory body:	Skills CFA Assessment Strategy Competence units (S/NVQ)
Aim:	This unit aims to develop the knowledge and skills required to initiate and implement operational change. Upon completion of this unit, learners will have developed an understanding of the implementation of operational change and will be able to prepare for, manage, and evaluate operational change.

Learning outcome
The learner will: 1. understand the implementation of operational change
Assessment criteria
The learner can: 1.1 explain sources of information indicating the need for change 1.2 analyse the advantages and limitations of different project and change management techniques 1.3 analyse the characteristics, strengths and weaknesses of evaluation techniques used in change management.

Learning outcome
The learner will: 2. be able to plan for operational change
Assessment criteria
The learner can:

2.1	develop an operational plan that includes specific, measurable, achievable, realistic and time-bound (SMART) objectives and resources
2.2	take action to ensure that colleagues are briefed on their roles, responsibilities and change objectives
2.3	provide colleagues with the support needed to implement operational change.

Learning outcome	
The learner will:	
3.	be able to manage operational change
Assessment criteria	
The learner can:	
3.1	implement the change plan within the agreed timescale using available resources
3.2	assess the significance of deviations from the change plan
3.3	address interdependency issues and tensions that affect the achievement of change objectives
3.4	assess the value and risks of unintended outcomes from operational change
3.5	inform stakeholders of any unforeseen obstacles or problems and the actions that have been taken.

Learning outcome	
The learner will:	
4.	be able to evaluate the effectiveness of operational change
Assessment criteria	
The learner can:	
4.1	evaluate the effectiveness of operational change
4.2	identify areas for improvement, justifying conclusions and recommendations with evidence
4.3	communicate to stakeholders the lessons learned from the change.