Unit 411 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: • 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.

Assessment Guidance
Evidence may be provided by: • report* • professional discussion • questioning

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.

Assessment Guidance
Evidence may be provided by: • report* • professional discussion • questioning • product • witness testimony

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.

Assessment Guidance
Evidence may be provided by: • report* • professional discussion • questioning • product • witness testimony

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.

Assessment Guidance
Evidence may be provided by: • report* • professional discussion • questioning • product • witness testimony.

Additional Guidance *

Should candidates submit a report it is anticipated this would cover the full unit and therefore be a minimum of 3500 words to a maximum of 6000 words and based on their own organisation.

(The above guidance has been introduced for use from March 2016.)