

NOS PSSSPO101 Lead teams in ports

Unit PSSSPO101.3 Plan change (SQA Unit Code-H79E 04)

Performance Criteria

You must be able to

Plan change

1. identify the procedures, systems, structures and roles that need to be changed, and assess the gap between their current and required future state
2. identify and assess barriers to change
3. develop strategies and plans that set out the way forward
4. assess the risks and benefits associated with the strategies and plans and develop contingency arrangements
5. ensure plans include short-term 'wins' as well as longer-term deliverables
6. develop systems for monitoring and assessing progress
7. develop a communication strategy for the change process that allows people to give feedback
8. identify training and support needs and plan how to meet these
9. find practical ways to overcome barriers
10. present information clearly, concisely, and in ways that promote understanding
11. provide opportunities for those affected by the plan to give feedback and respond appropriately to the feedback
12. set demanding but achievable objectives for yourself and others
13. communicate a clearly defined vision of the future
14. identify the implications or consequences of a situation

Knowledge and understanding

You need to know and understand

1. the legal responsibilities for maintaining own and others' health and safety in the workplace
2. how to develop formal proposals and plans for the practical implementation of an idea and how to support others in doing this
3. how to develop creativity in own self and others
4. the resources required for creativity and innovation, particularly time
5. how to learn from mistakes
6. how to recognise the achievements of the originators/developers of ideas which have been successfully implemented.
7. the sector(s) in which the organisation works
8. the limits of own authority
9. the organisational guidelines and procedures for developing and implementing ideas, including to whom formal proposals and plans should be submitted
10. the needs of the customers
11. the opportunities to work with other teams in the organisation
12. the main models and methods for managing change effectively, and their strengths and weaknesses
13. effective planning techniques that may be used in developing a plan

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14. the theory and application of the change/performance curve
15. the theory of teams, including an understanding of team-building techniques and how to apply them
16. how to identify the features that need to be changed and the associated priorities and reasons
17. how to assess the risks and benefits associated with strategies and plans
18. the importance of contingency planning and how to do so effectively
19. how to make critical decisions
20. current and emerging political, economic, social, technological, environmental and legal developments in the sector and in related sectors
21. the organisation's current position in the sector and market in which it works, compared with its main competitors, relevant to the change programme
22. the range of information sources that are relevant to the sector, and related sectors, in which the organisation operates
23. the political, bureaucratic and resource barriers to change and techniques for managing them
24. stakeholder expectations and how they influence the change process
25. the vision for the future, and how to state the reasons for change, the risks and expected benefits
26. your organisation's business critical activities and interdependencies
27. how to identify your own organisation's formal and informal communication channels
28. problem solving techniques
29. how to identify development and other support needs and ways in which these needs can be met
30. how to manage expectations during change

Additional Information

This standard is applicable to planning and implementing change and links to team leadership and innovation and promoting equal opportunity and diversity in ports.

The performance criteria, knowledge and understanding requirements are related to the individual's own organisation, job role and area of operations. This includes but is not limited to the individual's immediate place of work. It extends to areas, operations and persons that may be impacted upon by the individual's activity in the workplace.

The performance criteria, knowledge and understanding requirements are specific to the: regulations, industry and other guidance recognised by the individual's employer, employing organisation's objectives, policies, procedures, and working practices; that relate to the elements covered in this standard.

The performance criteria, knowledge and understanding requirements are specific to the individual's own level of authority and responsibility.

Ports and the activities which take place there vary. Employers and any other duty holders must comply with the legal duties imposed on them by health and safety legislation, including the

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Health and Safety at Work Act 1974. This will also involve careful and continuing risk assessments to enable duty holders to plan, implement, manage and review policies and procedures which address the risks associated with the conduct of their business. The statutory duty of the employee to take reasonable care for the health and safety of themselves and other persons who may be affected by their acts or omissions at work and to cooperate with the employer with regard to the employer's health and safety duties, are an essential part of this standard.