Unit DR6J 04 (703)   Plan Change

Unit Summary

This Unit is about the planning that is needed to make a specific change or put into practice a wider 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.

'Change', in its various forms, is happening more often within food and drink manufacturing. The driving force for change may be external or internal to the business or a mixture of both. It may be a reaction to events or an attempt to improve the business for the future.

In order to achieve this Unit you must demonstrate that you meet all the requirements of the Units. This means all of the stated outcomes and behaviours and every item of knowledge and understanding. Your assessor must be able to observe you in the workplace or you must provide the following **tangible evidence** to your assessor. Please note that **simulation** is **not** allowed for this Unit, ie all your evidence must relate to real work activities.

Achievement of this Unit will provide you with opportunities to develop the following SQA Core Skills:

Communication Higher
♦ Produce well-structured written communication on complex topics.

Problem Solving Higher
♦ Plan, organise and complete a complex task.
♦ Review and evaluate a complex problem solving activity.

I have completed the requirements of this Unit.

Candidate name: _____ **Date:** _____

Candidate signature: _____ **Date:** _____

I can confirm the candidate has completed all requirements of this Unit.

Assessor signature: _____ **Date:** _____

IV signature: _____ **Date:** _____

Assessment centre: _____

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You must be able to

1   Identify the procedures, systems, structure 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   Make sure your 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.

Behaviours

This means you:

♦   find practical ways to overcome barriers
♦   present information clearly, concisely, accurately and in ways that promote understanding
♦   are vigilant for potential risks
♦   give people opportunities to provide feedback and you respond appropriately
♦   set demanding but achievable objectives for yourself and others
♦   work towards a clearly defined vision of the future
♦   identify the implications or consequences of a situation

Evidence of Performance

The following provides guidance on **possible** examples of evidence.

Reviews of current procedures, systems, structures or roles you have undertaken and proposals for change you have made:

♦ information you have collected and analysed about the effectiveness, efficiency and economy of current procedures, systems, structures or roles

♦ meetings you have led to identify problems with current procedures, systems, structures or roles and possible solutions or changes that need to be made

♦ reports or proposals you have prepared or presentations you have made, to argue for changes in procedures, systems, structures or roles, based on our analysis

♦ 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

♦ personal statement (reflections on your reasons for initiating a change review)

Plans for changes that you have been responsible for producing:

♦ 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

♦ training, coaching, mentoring, counselling and other development and support services you have proposed for the people affected by the change

♦ targets, milestones, critical success factors, key performance indicators and other techniques you have proposed to establish metrics against which to monitor progress

♦ specifications of systems and procedures you have proposed to monitor performance against these metrics

Plans for ensuring effective communication during the change process:

♦ your proposals and plans for team briefings, newsletter, displays, bulletin boards, intranet pages, e-mail lists and other methods for communicating the need for and change and the progress of the change process

♦ 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

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No	Activity	Assessor initials/date
1		
2		
3		
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You need to know and understand Evidence of knowledge and understanding should be collected during observation of performance in the workplace. Where it cannot be collected by observing performance, other assessment methods should be used.	**Evidence**
General knowledge and understanding	
K1	The main models and methods for managing change effectively, and their strengths and weaknesses.	
K2	Effective planning techniques.	
K3	Theory and application of the change/performance curve.	
K4	Theory and understanding of teams, including an understanding of team-building techniques and how to apply them.	
K5	How to assess the risks and benefits associated with strategies and plans.	
K6	The importance of contingency planning and how to do so effectively.	
K7	How to make critical decisions.	
K8	The political, bureaucratic and resource barriers to change, and the techniques that deal with these.	
K9	Stakeholder expectations and how they influence the process.	
Knowledge and understanding in the context of your business	
K10	Your vision for the future, the reasons for change, the risks and expected benefits.	
K11	Business critical activities and interdependencies.	
K12	Those factors (eg, strategy, procedures, policies and structure) that need to be changed, and the associated priorities and reasons.	
K13	Your business' communication channels, both formal and informal.	
Industry or sector specific knowledge and understanding	
K14	Your business' current position in the sector and market in which it operates, compared with its main competitors, relevant to the change programme.	
K15	The range of information sources that are relevant to the sector, and related sectors, in which your business operates.	
K16	Current and emerging political, economic, social, technological, environmental and legal developments in your sector and in related sectors.	

Notes/Comments

Assessor signature: _____   **Date:** _____