Unit DR57 04 (704)　　　　Implement Change

Unit Summary

This Unit is about implementing the strategy and associated plans for a specific change or a wider programme of change. It involves establishing the necessary resources and supporting systems, including monitoring and communications, to turn the 'vision' into a practical reality.

'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:

Working With Others Higher
♦   Work with others in a group to analyse, plan and complete a complex activity.

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 Put into practice the strategies and plans for change in line with the available resources.
2 Design new work processes, procedures, systems, structures and roles to achieve the vision behind the change.
3 Identify, assess and deal with problems and barriers to change.
4 Monitor, document and communicate progress to all involved.
5 Recognise and reward people and teams who achieve results.
6 Maintain the momentum for change.
7 Make sure change is effective and meets the requirements of the business.

Behaviours

This means you:

♦ recognise changes in circumstances promptly and adjust plans and activities promptly
♦ find practical ways to overcome barriers
♦ present information clearly, concisely, accurately and in ways that promote understanding
♦ make time available to support others
♦ clearly agree what is expected of others and hold them to account
♦ recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal
♦ work towards a clearly defined vision of the future
♦ recognise the achievements and the success of others

Evidence of Outcomes

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

Designs or specifications for new work processes, procedures, systems, structures and roles that you have developed and implemented:
♦ notes of meetings you have led and discussions you have had to develop new work processes, procedures, systems, structures and roles
♦ new work processes, procedures, systems, structures and roles designs or specifications you have produced
♦ action plans, timetables or schedules for introducing and implementing new work processes, procedures, systems, structures and roles that you have produced
♦ risk assessments and contingency plans for the introduction and implementation of new work processes, procedures, systems, structures and roles
♦ records of meetings you have led to plan the introduction and implementation of new work processes, procedures, systems, structures and roles
♦ personal statement (reflections on the process of, and your role in, developing, introducing and implementing new work processes, procedures, systems, structures and roles)

Records of actions you have taken, decisions you have made and meetings you have held to facilitate the change:
♦ records of development and support activity you have provided for the people affected by the change
♦ notes or records of meetings you have had with people directly affected by the change, to explain the implications for them and their work, and records of agreements you have made with them to take action address potential barriers or problems they identify
♦ records of decisions you have made and actions you have taken in response to feedback you have received from people affected by change
♦ records of personal (letters or e-mails, notes of briefings or other face-to face meetings) and public recognition (newsletters, notice boards, awards, etc) and recommendations or awards of rewards (bonuses, prizes, promotion, etc) for people and teams for achieving results, that you have organised
♦ personal statements (reflections on your own actions and behaviour to facilitate the change process)
♦ witness statements (comment on your actions and behaviour to facilitate the change process)

Records and communications to others on the progress of the planned change:
♦ records on performance and notes of meetings to discuss progress and identify any barriers to progress, and action plans and other records of action you have agreed to address these barriers
♦ project reports you have prepared for those to whom you are accountable, on the progress of the project
♦ newsletters, e-mails, intranet pages, presentations and briefings you have made and other communications you have prepared to ensure that all the people involved are kept informed about progress towards achieving the change project goals

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No	Activity	Assessor initials/date
1		
2		
3		
4		
5		
6		
7		

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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	Theory and application of the change/performance curve.	
K3	Theory and understanding of teams, including an understanding of team-building techniques and how to apply them.	
K4	How to manage reward systems.	
K5	Problem solving techniques.	
K6	The political, bureaucratic and resource barriers to change, and the techniques that deal with these.	
K7	How to identify development and other support needs and ways in which these needs can be met.	
K8	How to manage expectations during change.	
Knowledge and understanding in the context of your business	
K9	Your vision for the future, the reasons for change, the risks and expected benefits.	
K10	Business critical activities and interdependencies.	
K11	Those factors (eg, strategy, procedures, policies and structure) that need to be changed, and the associated priorities and reasons.	
K12	Your business' communication channels, both formal and informal.	
Industry or sector specific knowledge and understanding	
K13	Your business' current position in the sector and market in which it operates, compared with its main competitors, relevant to the change programme.	
K14	The range of information sources that are relevant to the sector, and related sectors, in which your business operates.	

Notes/Comments

Assessor signature: _____   **Date:** _____