Unit Title:	**Implement change**
OCR unit number:	13
Level:	3
Credit value:	5
Guided learning hours:	28
Unit reference number:	T/506/1929

Unit aim and purpose

This unit aims to develop the knowledge and skills required to implement change and introduces learners to the key principles of change management. Upon completion of this unit, learners will be able to plan and manage the implementation of change. After having implemented change, learners will also be able to evaluate the effectiveness of the implementation of change plans.

Learning Outcomes	Assessment Criteria	Additional Guidance
The Learner will: 1 Understand the principles of change management	**The Learner can:** 1.1 Explain the importance of effective leadership when implementing change 1.2 Explain the role of internal and external stakeholders in the management of change 1.3 Evaluate the suitability of **change management models** for different contexts 1.4 Explain how to assess the business risks associated with change 1.5 Assess the need for contingency planning when implementing change 1.6 Assess the need for crisis management when implementing change 1.7 Explain the different types of barriers to change and how to deal with these 1.8 Explain how to evaluate change management projects	**Change management models** may include: • Lewin – force field analysis • Kotter - 8 steps • Nudge theory • Psychological contract • Fisher – personal change • Kubler-Ross: Stages of Change • Stephen Covey: 7 Habits Model
2 Be able to plan the implementation of change	2.1 Explain the need for change	

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Learning Outcomes	Assessment Criteria	Additional Guidance
	2.2 Explain the potential consequences of not implementing change 2.3 Explain the roles and responsibilities of a change management project team 2.4 Develop a plan that includes specific, measurable, achievable, realistic and time-bound (SMART) objectives and resources 2.5 Brief team members on their roles and responsibilities and the objectives of the change 2.6 Gain acceptance to the need for change from team members and other stakeholders	
3 Be able to manage the implementation of a change plan	3.1 Explain organisational escalation processes for reporting problems 3.2 Analyse the advantages and disadvantages of monitoring techniques 3.3 Implement the plan within the agreed timescale 3.4 Provide support to team members and other stakeholders according to identified needs 3.5 Monitor the progress of the implementation against the plan 3.6 Manage problems in accordance with contingency plans	
4 Be able to evaluate the effectiveness of the implementation of change plans	4.1 Assess the suitability of **techniques** used to analyse the effectiveness of change 4.2 Collate valid feedback and information from stakeholders 4.3 Analyse feedback and information against agreed criteria 4.4 Identify areas for future improvement 4.5 Communicate the lessons learned with those who may benefit	**Techniques** used to analyse the effectiveness of change may include: • Impact evaluation • Process evaluation • Outcome or summative evaluation • Data analysis • Feedback • Observations • Meetings

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Assessment

This unit is internally assessed by centre staff and externally verified by OCR Assessors.

Guidance on assessment

Skills CFA Assessment Strategy Competence units (S/NVQ)

National Occupational Standards (NOS) mapping/signposting

The mapping in the table below provides an indication of where evidence might be available for assessment against some of the knowledge and understanding contained in the national occupational standards (NOS). It does not claim to guarantee that evidence will meet the NOS.

NOS can be viewed on the relevant Sector Skills Council's website or the Occupational standards directory at www.ukstandards.co.uk.

Occupational standards	Unit number	Title
Management & Leadership (2012) National Occupational Standards:	CFAM&LCA2 CFAM&LCA3 CFAM&LCA4 CFAM&LCA5	• Plan change • Engage people in change • Implement change • Evaluate change

Additional information

For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications' (A850)* on the OCR website www.ocr.org.uk .