

<b>Unit Title:</b>	<b>Initiate and implement operational change</b>
OCR unit number:	22
Level:	4
Credit value:	4
Guided learning hours:	19
Unit reference number:	T/506/1980

## Unit aim and purpose

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 Outcomes	Assessment Criteria	Additional Guidance
<b>The Learner will:</b> 1 Understand the implementation of operational change	<b>The Learner can:</b> 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	
2 Be able to plan for operational change	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	
3 Be able to manage operational change	3.1 Implement the change plan within the agreed timescale using available resources	

Learning Outcomes	Assessment Criteria	Additional Guidance
	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	
4 Be able to evaluate the effectiveness of operational change	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

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](http://www.ukstandards.co.uk).

Occupational standards	Unit number	Title
Management & Leadership (2012) National Occupational Standards:	CFAM&LCA2 CFAM&LCA3 CFAM&LCA4 CFAM&LCA5	<ul style="list-style-type: none"> <li>Plan change</li> <li>Engage people in change</li> <li>Implement change</li> <li>Evaluate change</li> </ul>

## Additional information

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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](http://www.ocr.org.uk) .