

# Unit 319 Plan and implement innovation and change

## Unit summary

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Plan and implement change and new ways of working in your area of responsibility.

## Skills

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You will apply the following skills:

- Evaluating
- Planning
- Organising
- Communicating
- Negotiating
- Managing resources
- Analysing
- Motivating
- Problem solving
- Decision-making

## Performance indicators

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You will:

### **Plan opportunities for change**

1. Encourage individuals and teams to challenge existing ways of working
2. Identify options for innovation and change
3. Plan change, identifying your vision, goals, objectives, timescales and resources
4. Agree plans for change with decision-makers

### **Implement change**

5. Communicate your plans for change
6. Encourage colleagues to contribute to your plans
7. Negotiate changes to your plans whilst still focusing on your vision and goals
8. Implement change, providing information, support and motivation to those affected
9. Identify and solve problems
10. Monitor and evaluate change

## Knowledge

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You will know:

1. Why change and innovation are important to organisations, individuals and teams
2. How to engage teams and individuals in the whole change process and encourage them to feel they are contributing to the process
3. The impact of change and innovation on teams and individuals and how to manage this impact to achieve positive outcomes
4. How teams and individuals can challenge existing ways of working creatively and constructively
5. Why it is important to have a vision and goals for change and innovation and to communicate them to those involved
6. Why planning is important to promoting change and innovation
7. The types of problems that may arise during a change process and how to respond to these
8. Why it is important to monitor and evaluate the change process and how to make use of the outcomes of evaluation

## Evidence Requirements

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This section is aimed at the assessor and sets out the evidence requirements for this unit.

1. Evidence for this unit is generated when your candidate is carrying out real work in a private sector organisation, not-for-profit organisation or public service organisation whether full-time or part-time, paid or voluntary.
2. A Realistic Working Environment or Simulation is not allowed for this unit.
3. Evidence must show that your candidate has consistently met the standard over a sufficient period of time for you to consider the candidate competent.
4. You may use the following assessment methods when assessing this unit:

Performance evidence	Observation	Yes
	Examination of work products	Yes
Supplementary evidence	Witness testimony	Yes
	Questions *	Yes

\* This includes verbal and written questioning, questionnaires, work based tasks, reflective accounts, case studies, professional discussion and feedback reports.

5. Your candidate needs to show that they:

**Plan opportunities for change.** Evidence may include:

- Aim, objectives and budgets
- Timescales
- Resource plans
- Action plans
- Risk assessments

- Reviews
- Appraisals
- Personal development plan
- Continuous professional development records
- Minutes of team meetings
- Minutes of 1-1 meetings

**Implement change.** Evidence may include:

- Notes from planning meetings
- Implementation plans
- Training plans
- Action plans
- Updated plans
- Monitoring records
- Snagging lists
- Feedback from colleagues
- Communicating change using emails, letters, meeting notes, memos
- Reviews
- Appraisals
- Personal development plan
- Continuous professional development records
- Minutes of team meetings
- Minutes of 1-1 meetings

**Evaluate change.** Evidence may include:

- Evaluation forms
- Analysed information
- Evaluation reports
- Reviews
- Appraisals
- Personal development plan
- Continuous professional development records
- Minutes of team meetings
- Minutes of 1-1 meetings

## 6. Contingencies

Performance Indicator 9	If no problems occur during the assessment period professional discussion or dedicated tasks may be used to confirm competence
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## 7. Evidence generated for this unit may contribute towards Unit 301:

- Communicate information
- Plan and be accountable for your work
- Improve your own performance
- Behave in a way that supports effective working

and Unit 302

- Work to achieve your organisation's purpose and values
- Support sustainability
- Support diversity
- Maintain security and confidentiality
- Assess and manage risk