Unit: CPC 515 Manage change in organisational activities

Key Purpose
The key purpose identified for those working in commissioning, procurement and contracting is to: "Specify, shape and secure quality services, responses and projects that deliver improving outcomes for individuals, families and communities within the strategic objectives of the organisation"

Elements of competence

CPC 515 A Identify opportunities for improvements in activities
CPC 515 B Evaluate proposed changes for benefits and disadvantages
CPC 515 C Plan the implementation of change in activities
CPC 515 D Agree the introduction of change
CPC 515 E Implement changes in activities

About this unit
This unit is about improving operational activities that are within your control. This unit is for those who have operational responsibility for programmes and resources, or strategic responsibility for the development of commissioning within the organisation, or both; have a broad span of control; productively identify and implement change and quality improvements; negotiate budgets and contracts, and lead high-level meetings.

Scope
The scope helps to make sure that you provide evidence related to the work you do. Terms in this section give you options related to the words highlighted in bold in the performance criteria. Your evidence for this unit should cover any option that is part of your work.

> **The people with whom you might be working include**: team members; colleagues working at the same level as the worker; higher-level managers or sponsors; people outside the agency; specialists.
> **Monitoring activities might be through**: direct observation; considering oral information from others; examining written information from others.
> **Evaluation might be**: quantitative and/or qualitative

Values

The values underpinning this unit have been derived from the values and principles statement, relevant service standards and codes of practice for health and social care in the four UK countries. The values and principles statement is at the start of these units:

Key words and concepts

This section provides explanations of the key words and concepts used in this unit. In occupational standards it is quite common to find familiar words or phrases used, which, in the detail of the standards, may be used in a very particular way. **Therefore we would encourage you to read this section carefully before you begin working with the standards and to refer back to this section as required.**

CPC 515 A Identify opportunities for improvements in activities

Performance criteria
You need to

> 1 monitor and evaluate activities at intervals most likely to reveal potential improvements
> 2 gather information on trends and developments which is relevant, valid, reliable and sufficient to identify potential improvements
> 3 give opportunities to relevant people to make recommendations for improvements in activities
> 4 identify improvements that are realistic and consistent with your agency's values and objectives
> 5 provide clear and accurate information regarding identified improvements to relevant people at an appropriate time.

CPC 515 B Evaluate proposed changes for benefits and disadvantages

Performance criteria
You need to

> 1 get complete and accurate information to evaluate current and proposed products and services and the processes involved

2 evaluate current and proposed products, services and processes accurately, and identify their relative benefits and disadvantages

3 produce an accurate and comprehensive analysis (qualitative and/or quantitative) of the implications of proposed changes

4 provide opportunities for relevant people to help evaluate proposed changes

5 evaluate proposed changes by taking into account previous experience and likely future circumstances

6 integrate contributions from relevant people in your final recommendations, where appropriate.

CPC 515 C Plan the implementation of change in activities

Performance criteria

You need to

1 provide clear and accurate information on the proposed change to relevant people at appropriate times

2 give opportunities for relevant people to comment on the proposed change and contribute to planning its implementation

3 identify and evaluate *(internal and/or external)* obstacles to change in a way that enables them to overcome them effectively

4 produce plans for the implementation of change that are detailed, comprehensive, accurate and consistent with agency objectives

5 make a clear case for the proposed change and support your case with sound evidence

6 integrate contributions from relevant people in your implementation plans, where appropriate

7 identify clearly in your plans the implications for, and the roles of, all those involved in the proposed change.

CPC 515 C Agree the introduction of change
Performance criteria

You need to

1 present plans for the introduction of change clearly

2 identify the nature and benefits of the change and the implications for all relevant people

3 check and confirm relevant people's understanding of the implications of the change and their commitment to their role in the process

4 make compromises during *(spoken and/or written)* negotiations on the implementation of change which result in modifications to plans which are consistent with the objectives of the change

5 conduct negotiations in a manner that maintains good working relationships with those involved

6 present any reasons for not reaching agreement on the introduction of change to relevant people in a manner which maintains morale and motivation.

CPC 515 D Implement changes in activities
Performance criteria
You need to

1 present your plans for implementing changes at a time, level and pace appropriate for those involved

2 provide resources and support sufficient for the changes to take place within agreed time scales

3 monitor and evaluate the changes at appropriate times against agreed implementation plans

4 make sufficient modifications to implementation activities to resolve any problems arising

5 implement changes in a way, which enables the relevant people to contribute to the process effectively

6 achieve the anticipated results from the changes within agreed time scales

7 maintain the quality of work to an agreed standard throughout the period of change

8 keep monitoring and evaluation records that are clear, accurate and available only to authorised people.

Knowledge specification for the whole of this unit

Competent practice is a combination of the application of skills and knowledge informed by principles and values. This specification details the knowledge and understanding required to carry out competent practice in the performance described in this unit.

When using this specification **it is important to read the knowledge requirements in relation to the expectations and requirements of your job role.**

You need to show that you know, understand and can apply in practice:

1. Principles underpinning the management of change; how to make and argue an effective case   for change; how to identify and evaluate the implications of proposed changes for people in the agency; the importance of negotiation and consultation in the management of change and methods to do so; how to respond when agreement on change cannot be reached; how to identify the implications of change for the quality of the agency's work and strategies to minimise adverse effects

2. Continuous improvement: the importance of the continuous improvement in activities to the effectiveness of the agency and your role and responsibilities in relation to this

3. Involvement and motivation: the importance of empowering other staff to make recommendations to improve work activities and how to encourage them to do so; the importance of encouraging others to contribute to the evaluation of proposed changes and how to do so; the importance of integrating all appropriate views and opinions into the final recommendations; the importance of enabling those affected by change to contribute to the style of implementation and how to achieve this; how to gain the commitment of people to the change process

4. Planning: the previous experience of change relevant to the current proposals and its implication for what they are proposing; the importance of planning for the management of change and how such plans should be made; how to develop an effective action plan for change

5. Analytical techniques: how to assess recommendations to check whether they are realistic; how to evaluate proposed changes for benefits and disadvantages; how to analyse the required information both qualitatively and quantitatively; how to identify and evaluate potential obstacles to change and produce solutions which minimise their impact on what is proposed

6. Information handling: the types of information on internal and external trends needed to identify potential improvements and how to validate such information; the types of information needed to evaluate proposed changes and how to validate such information

7. Monitoring and evaluation: how to monitor and assess the effectiveness and efficiency of   activities and identify potential improvements; the importance of monitoring and evaluating   change and how to do so

8. Agency context: the structure of the agency and the responsibilities of people within it; the   agency values

and objectives which have a bearing on the recommendations they are making   and how to interpret their implications

9. How to communicate effectively with team members, colleagues, line managers and   specialists; the principles and processes of effective communication and how to apply them

10. The principles of consultation and negotiation in the management of change and how to apply   them; the importance of clear communication in the management of change and the types of   information which need to be communicated to different groups of people