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### Overview

This unit is about the planning that is needed to make a specific change or put into practice a programme of change. It involves developing a strategy to make the change that is needed, taking note of barriers, risks and the need to put appropriate monitoring and communication systems in place.

The unit is recommended for first line managers, middle managers and senior managers.

# SFJCCBE3.1

## Plan change

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### Performance criteria

*You must be able to:*

- P1 identify the procedures, systems, structures and roles that need to be changed, and assess the gap between their current and required future state
- P2 identify and assess barriers to change
- P3 develop strategies and plans that set out the way forward
- P4 assess the risks and benefits associated with the strategies and plans and develop contingency arrangements
- P5 make sure your plans include short-term 'wins' as well as longer-term deliverables
- P6 develop systems for monitoring and assessing progress
- P7 develop a communication strategy for the change process that allows people to give feedback
- P8 identify training and support needs and plan how to meet these

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### Knowledge and understanding

*You need to know and understand:*

#### General knowledge and understanding

- K1 the main models and methods for managing change effectively, and their strengths and weaknesses
- K2 effective planning techniques
- K3 theory and application of the change/performance curve
- K4 theory and understanding of teams, including an understanding of team-building techniques and how to apply them
- K5 how to assess the risks and benefits associated with strategies and plans
- K6 the importance of contingency planning and how to do so effectively.
- K7 how to make critical decisions
- K8 the political, bureaucratic and resource barriers to change, and the techniques that deal with these
- K9 stakeholder expectations and how they influence the process

#### Industry/sector specific knowledge and understanding

*You need to know and understand:*

- K10 your organisation's current position in the sector and market in which it works, compared with its main competitors, relevant to the change programme
- K11 the range of information sources that are relevant to the sector, and related sectors, in which your organisation operates
- K12 current and emerging political, economic, social, technological, environmental and legal developments in the sector and in related sectors

#### Context specific knowledge and understanding

*You need to know and understand:*

- K13 your vision for the future, the reasons for change, the risks and expected benefits
- K14 business critical activities and interdependencies
- K15 those factors (for example, strategy, procedures, policies and structure) that need to be changed, and the associated priorities and reasons
- K16 your organisation's communication channels, both formal and informal

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### Additional Information

#### Behaviours

1. You find practical ways to overcome barriers.
2. You present information clearly, concisely, accurately and in ways that promote understanding.
3. You are vigilant for potential risks.
4. You give people opportunities to provide feedback and you respond appropriately.
5. You set demanding but achievable objectives for yourself and others.
6. You work towards a clearly defined vision of the future.
7. You identify the implications or consequences of a situation.

#### Skills

Communicating  
Planning  
Analysing  
Team-building  
Negotiating  
Obtaining feedback  
Influencing  
Problem-solving  
Monitoring  
Risk management  
Contingency-planning  
Information management  
Decision-making

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<b>Developed by</b>	Skills for Justice
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<b>Originating organisation</b>	MSC
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<b>Original URN</b>	C5
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<b>Relevant occupations</b>	Public Services; Public Service Professionals; Government and Related Organisations
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<b>Suite</b>	NOS for Operational Delivery Contact Centre roles
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<b>Key words</b>	Operational Delivery, Contact Centre, plan change,
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