

### Overview

This standard is about improving the organisational activities under your control and managing the necessary changes effectively. It covers identifying possible areas for improvement, considering the feasibility of proposed changes, planning the implementation of change, reaching agreement with those involved and finally implementing the planned changes.

#### There are five elements

##### **1 Identify opportunities for improvement in activities**

This involves monitoring activities in your area of responsibility on a regular basis, considering the trends in your organisation and its environment which may prompt improvements and change. It includes encouraging your team members to suggest improvements.

##### **2 Evaluate proposed changes for benefits and disadvantages**

This involves comparing current practice with what is being proposed and analysing the implications of change. It includes looking at your organisation's previous experience of improvements and change, and the possible future circumstances which will affect your proposals.

##### **3 Plan the implementation of change in activities**

This involves consulting with those involved and planning the changes. It includes identifying the likely obstacles to change, devising strategies to overcome these obstacles and making a clear and persuasive case for improvements.

##### **4 Agree the introduction of change**

This involves presenting your plans and case for change to relevant people and negotiating any modifications to your plans.

##### **5 Implement changes in activities**

This involves ensuring everyone involved is well informed, and that sufficient resources are allocated. It includes monitoring and evaluating the change and making any necessary refinements to your plans. It also includes ensuring that the quality of work is maintained throughout the period of change.

# SFJ EFSM9

## Implement and manage change in organisational activities

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### Performance criteria

*You must be able to:*

#### Identify opportunities for improvement in activities

- P1 monitor and evaluate activities at intervals to reveal potential improvements
- P2 gather information on trends and developments that is relevant, valid, reliable and sufficient to identify potential improvements
- P3 give opportunities to relevant people to make recommendations for improvements in activities
- P4 identify improvements which are realistic and consistent with your organisation's values and objectives
- P5 forward details of proposed change relating to service delivery improvements to the relevant person

#### Evaluate proposed changes for benefits and disadvantages

*You must be able to:*

- P6 obtain complete and accurate information to evaluate current and proposed products and services and the processes involved
- P7 evaluate current and proposed products, services and processes to identify their relative benefits and disadvantages
- P8 analyse the implications of proposed changes on organisational performance
- P9 provide opportunities for relevant people to help evaluate proposed changes
- P10 recommend proposed changes which take account of previous experience and likely future circumstances of the organisation
- P11 produce final recommendations which integrate contributions from relevant people, where appropriate

#### Plan the implementation of change in activities

*You must be able to:*

- P12 provide accurate information on the proposed change to relevant people and contribute to planning its implementation
- P13 give opportunities for relevant people to comment on the proposed change and contribute to planning its implementation
- P14 identify and evaluate obstacles to change and ways to overcome them effectively
- P15 produce plans for the implementation of change which are detailed, comprehensive, accurate and consistent with organisational objectives
- P16 make a case for the proposed change and support your case with sound evidence
- P17 integrate contributions from relevant people, where appropriate
- P18 identify the implications for, and the roles of those involved in the proposed change

#### Agree the introduction of change

## SFJ EFSM9

### Implement and manage change in organisational activities

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*You must be able to:*

- P19 present plans for the introduction of change to all stakeholders
- P20 identify the nature and benefits of the change and the implications for relevant people
- P21 check and confirm relevant people's understanding of the implications of the change and their commitment to their role in the process
- P22 ensure any compromises you make during negotiations on the implementation of change result in modifications to plans which are consistent with the objectives of the change
- P23 present any reasons for not reaching agreement on the introduction of change to relevant people

#### **Implement changes in activities**

*You must be able to:*

- P24 present your plans for implementing changes at a time, level and pace appropriate for those involved
- P25 provide sufficient resources and support to those involved for the changes to take place within agreed time scales
- P26 monitor and evaluate changes at appropriate times against agreed implementation plans
- P27 make sufficient modifications to implementation activities to resolve any problems arising
- P28 enable relevant people to contribute to the process effectively
- P29 achieve the results you anticipate from the changes within agreed time scales
- P30 maintain the quality of work to an agreed standard throughout the period of change
- P31 maintain records which are clear, accurate and available only to authorised people

## SFJ EFSM9

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#### Knowledge and understanding

*You need to know and understand:*

- K1 how to assess recommendations to check whether they are realistic
- K2 how to identify and evaluate potential obstacles to change and produce solutions which minimise their impact on what is proposed
- K3 how to communicate effectively with your team members, colleagues, line managers and specialists
- K4 the principles and processes of effective communication and how to apply them
- K5 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
- K6 the principles of consultation and negotiation in the management of change and how to apply them
- K7 the importance of the continuous improvement in activities to the effectiveness of the organisation and your role and responsibilities in relation to this
- K8 the types of information on internal and external trends needed to identify potential improvements and how to validate such information
- K9 the importance of empowering other staff to make recommendations to improve work activities and how to encourage them to do so
- K10 the importance of enabling those affected by change to contribute to the style of implementation and how to achieve this
- K11 how to monitor and assess the effectiveness and efficiency of activities and identify potential improvement
- K12 the importance of monitoring and evaluating change and how to do so
- K13 the structure of your organisation and the responsibilities of people within it
- K14 the organisational values and objectives which have a bearing on the recommendations you are making and how to interpret their implications
- K15 the principles underpinning the management of change and how to apply them
- K16 how to identify the implications of change for the quality of the organisation's work and strategies to minimise adverse effects
- K17 the importance of negotiation and consultation in the management of change and methods to do so
- K18 how to identify and evaluate the implications of proposed changes for people in the organisation
- K19 how to respond when agreement on change cannot be reached
- K20 how to make and promote an effective case for change
- K21 the importance of planning for the management of change and how such plans should be made
- K22 how to develop an effective action plan for change

## SFJ EFSM9

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<b>Originating organisation</b>	Management Standards Centre
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<b>Relevant occupations</b>	Fire and Rescue Service – Group Manager; Fire and Rescue Service – Area Manager
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<b>Suite</b>	Emergency Fire Services Management
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<b>Key words</b>	Implement change; manage change; organisational activities
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