Innovation and Change

QCF Units of Assessment

Final NVQ Units

April 2010

Contents

Title	Respond to change in a business environment
Skills CFA Unit No.	Q227
WBA Unit No.	F/601/2517
Level	2
Credit Value	3
GLH	16

Learning Outcomes	Assessment Criteria
The learner will	The learner can
1. Understand the causes and effects of change in a business environment	1.1 Give examples of changes in working practices in a business environment, and explain why they are happening 1.2 Describe the possible effects of changes in working practices on people within a business environment 1.3 Explain how change can benefit an organisation, team and individual
2. Understand own role in supporting change	2.1 Describe ways in which individuals can support change in a business environment 2.2 Explain the purpose and benefits of contributing to planning for change 2.3 Explain how individuals can prepare for changes within a business environment and in ways of working 2.4 Describe the types of support that people need during change 2.5 Explain the benefits of good communication with others and accurate information during change 2.6 Describe how to identify the effects of changes on own work and reasons for doing so 2.7 Explain the purpose of reviewing the effects of changes on people, processes and outcomes 2.8 Describe ways of reviewing the

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	effects of changes on people, processes and outcomes
3. Understand own role in responding to change	3.1 Explain the purpose of change as part of a process of continuous improvement 3.2 Explain the possible effects of changes on own values 3.3 Explain the benefits of responding positively to changes
4. Be able to respond to change	4.1 Identify changes needed in own area of work 4.2 Make suggestions for change 4.3 Complete own work tasks using changed procedures or ways of working 4.4 Identify where training or other support is needed 4.5 Actively seek support, as required 4.6 Give support to other people during change, or seek support, as required 4.7 Ask questions to clarify issues
5. Be able to support the evaluation of change	5.1 Give feedback on the effects of changes in own work 5.2 Make suggestions for further actions, as required

Additional Information about the unit	
Unit purpose and aim(s)	This unit is about recognising the affects of changes in workplace activities and the people who carry them out.
Unit expiry date	31 December 2013
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Skills CFA

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Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Assessment Strategy
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15. Business, Administration and Law 15.2 Administration
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	1 August 2010
Unit guided learning hours	16

Title	Contribute to innovation in a business environment
Skills CFA Unit No.	Q326
WBA Unit No.	A/601/2547
Level	3
Credit Value	4
GLH	30

Learning Outcomes	Assessment Criteria
The learner will	The learner can
1. Understand the purpose and benefits of innovation in a business environment	1.1 Explain the purpose of innovation as a way of staying competitive and offering new solutions 1.2 Explain the purpose of questioning existing ways of working in own area of work and assumptions about them
2. Understand how to contribute to research, develop and review ideas for new approaches and solutions	2.1 Explain the purpose of reviewing existing working methods, products or services 2.2 Explain ways of reviewing existing working methods, products or services 2.3 Identify sources of information for new approaches and solutions 2.4 Describe ways of collecting information on possible improvements 2.5 Explain the purpose of working with others when developing new approaches and solutions 2.6 Explain the benefits of working with others when agreeing how to present ideas to decision-makers, and ways of doing so 2.7 Explain how to work with others to develop and agree an idea 2.8 Explain how to decide when an idea is, or is not possible 2.9 Explain the purpose of reviewing and learning from mistakes

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3. Understand how to present suggestions for new approaches and solutions	3.1 Explain the purpose of selling ideas to decision-makers
	3.2 Describe how to present and sell suggestions for new approaches and solutions to decision-makers to achieve a positive outcome
4. Be able to contribute to research and develop ideas	4.1 Question constructively existing ways of working in own area of responsibility
	4.2 Contribute to researching and identifying possible improvements to working methods, products or services in own area of responsibility
	4.3 Contribute to the collection of information that can be used to develop ideas for new approaches and solutions
	4.4 Agree criteria for evaluating ideas including fit with organisational aims and objectives
5. Be able to present suggestion for new approaches and solutions	5.1 Present and sell suggestions for new approaches and /or solutions
	5.2 Communicate risks to others in a suitable format
6. Be able to evaluate, review and make suggestions for new approaches and solutions	6.1 Contribute to the evaluation of ideas for new approaches and solutions using a) fit with organisational aims and objectives b) other agreed criteria
	6.2 Evaluate ideas to challenge own assumptions and thinking about ways of working, products or services
	6.3 Contribute to the selling of ideas to others
	6.4 Seek feedback on ideas, analyse feedback, and show a willingness to compromise
	6.5 Contribute to the assessment of idea(s) and decide whether a

	suggestion for a new approach / solution is possible

Additional Information about the unit	
Unit purpose and aim(s)	This unit is about making contributions to improving ways of working, products or services, by questioning, researching and actively developing ideas for new ways of working, products or services which can then be put forward as suggestions to decision-makers.
Unit expiry date	31 December 2013
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Skills CFA
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Assessment Strategy
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15. Business, Administration and Law 15.2 Administration
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	1 August 2010
Unit guided learning hours	30

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Title	Contribute to innovation in a business environment
Skills CFA Unit No.	Q418
WBA Unit No.	K/601/2575
Level	4
Credit Value	6
GLH	25

Learning Outcomes	Assessment Criteria
The learner will	The learner can
1. Understand the purpose and benefits of innovation in a business environment	1.1 Evaluate the purpose of innovation as a way of staying competitive and offering new solutions 1.2 Explain the purpose of questioning existing ways of working and assumptions about them
2. Understand how to research, develop and review ideas for new approaches and solutions	2.1 Explain the purpose of reviewing existing products and services, and ways of doing so 2.2 Evaluate ways of reviewing existing products and services 2.3 Identify sources of information for new approaches and solutions 2.4 Describe ways of collecting information on possible improvements 2.5 Explain the purpose of working with others when developing new approaches and solutions 2.6 Explain the purpose and benefits of working with others when agreeing how to present ideas to decision-makers 2.7 Evaluate how to work with others to develop and agree an idea 2.8 Explain the purpose and benefits of acknowledging contributions made by others 2.9 Explain how to evaluate ideas, including cost / benefit and

	impact analysis
	2.10 Explain how to question assumptions to develop concepts and propositions
	2.11 Explain the purpose of reviewing and learning from mistakes
3. Understand how to present suggestions for new approaches and solutions	3.1 Explain the purpose of selling ideas to decision-makers
	3.2 Analyse how to present and sell suggestions for new approaches and solutions to decision-makers to achieve a positive outcome
	3.3 Explain the purpose of risk analysis
	3.4 Explain when it is appropriate to take 'acceptable' risks
	3.5 Evaluate the purpose and benefits of accepting feedback
	3.6 Explain how to develop and document proposals for change
4. Be able to research and develop ideas for new approaches and solution	4.1 Question constructively existing ways of working in own area of responsibility
	4.2 Research and identify possible improvements to working methods, services or products in own area of responsibility
	4.3 Collect information that can be used to develop ideas for new approaches and solutions
	4.4 Carry out a risk analysis
	4.5 Agree criteria for evaluating ideas including fit with organisational aims and objectives
5. Be able to present suggestions for new approaches and solutions	5.1 Put forward a formal proposal of new approaches and / or solutions
	5.2 Communicate risks to others in a suitable format
6. Be able to evaluate, review and make suggestions for new approaches and solutions	6.1 Identify the cost and benefits of new ideas to include a) resources required

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	b) assessment of impact on others
	6.2 Evaluate ideas for new approaches and solutions using
	a) fit with organisational aims and objectives
	b) other agreed criteria
	6.3 Evaluate ideas to challenge own assumptions and thinking about ways of working
	6.4 Put forward a formal proposal to persuade decision-makers of the benefits of your idea(s)
	6.5 Communicate and sell ideas to others
	6.6 Seek feedback on ideas, analyse feedback, and show a willingness to adapt
	6.7 Assess idea(s) and decide whether a suggestion for a new approach / solution is possible

Additional Information about the unit	
Unit purpose and aim(s)	This unit is about identifying and evaluating new ideas for innovation in the business environment.
Unit expiry date	31 December 2013
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Skills CFA
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Assessment Strategy
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15. Business, Administration and Law

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	15.2 Administration
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	1 August 2010
Unit guided learning hours	25

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Title	Plan change for a team
Skills CFA Unit No.	Q419
WBA Unit No.	M/601/2576
Level	4
Credit Value	6
GLH	22

Learning Outcomes	Assessment Criteria
The learner will	The learner can
1. Understand the purpose and value of planning change	1.1 Explain the purpose and benefits of planning change for a team to organisations, individuals and a team
2. Understand the role of the team and individuals in planning change	2.1 Explain the purpose and benefits of engaging the team and individuals in planning change 2.2 Explain the purpose and benefits of encouraging the team and individuals to feel that they are making contributions to planning change 2.3 Explain the purpose and benefits of using a team and individuals to challenge ways of working constructively and creatively when planning change
3. Understand the purpose and value of communication when planning change	3.1 Explain the purpose and benefits of having goals for changes in a team and communicating them to those involved 3.2 Explain the purpose and benefits of making sure decision-makers are committed to planned changes
4. Understand the purpose and value of negotiation and dealing with problems when planning change	4.1 Explain the purpose and benefits of being adaptable during change planning and the change process 4.2 Explain the purpose and benefits of being able to renegotiate plans for changes

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	4.3 Analyse the types of problems and risks that may occur while planning change
	4.4 Explain ways of responding to problems while planning change
	4.5 Explain the purpose and benefits of dealing with problems when planning change
5. Be able to identify and develop opportunities for change for a team	5.1 Recognise opportunities for change for a team
	5.2 Review options for change in terms of the constraints, risks, benefits, costs and implications for a team
	5.3 Identify the risks and benefits for a team associated with options for change
	5.4 Persuade the team to commit itself to change
6. Be able to plan change for a team	6.1 Encourage individuals and the team to challenge existing ways of working and put forward new ideas
	6.2 Plan change for a team identifying vision, goals, objectives, timescales and resources
	6.3 Agree plans for change with relevant decision-makers, as required

Additional Information about the unit	
Unit purpose and aim(s)	This unit is about planning changes across teams in a department or part of an organisation at the level of a departmental manager or director.
Unit expiry date	31 December 2013
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula	Skills CFA

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(if appropriate)	
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Assessment Strategy
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15. Business, Administration and Law 15.2 Administration
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	1 August 2010
Unit guided learning hours	22

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Title	Implement, monitor and review change
Skills CFA Unit No.	Q504
WBA Unit No.	K/601/2589
Level	5
Credit Value	6
GLH	20

Learning Outcomes	Assessment Criteria
The learner will	The learner can
1. Understand the purpose and benefits of implementing change	1.1 Explain the purpose and benefits of implementing change for organisations, individuals and a team
2. Understand the role of the team and individuals in implementing change	2.1 Explain the purpose and benefits of engaging teams and individuals in implementing change
	2.2 Explain the purpose and benefits of encouraging teams and individuals to feel that they are making contributions to implementing change
	2.3 Evaluate the impact of implementing change on an organisation, the team and individuals
	2.4 Explain how to manage the impact of implementing change to achieve a positive outcome
3. Understand the implications of implementing change	3.1 Explain how to evaluate options for implementing change
	3.2 Explain and evaluate the constraints on implementing change
	3.3 Analyse the implications of change on the organisation
	3.4 Explain how to assess risks and benefits with those involved during the change process
4. Understand the purpose and benefits of communication when implementing change	4.1 Explain the purpose and benefits of communication with all involved when implementing change

	4.2 Explain the purpose and benefits of making sure all those involved in change remain committed when implementing change
5. Understand the purpose and benefits of negotiation and dealing with problems when implementing change	5.1 Explain the purpose and benefits of being adaptable during a change process 5.2 Analyse the types of problems that may occur during the implementation of change 5.3 Explain ways of responding to problems during the implementation of change 5.4 Explain the purpose and benefits of dealing with problems during the implementation of change
6. Know how to monitor and review change and understand the purpose and benefits of doing so	6.1 Explain ways of monitoring and reviewing change 6.2 Explain the purpose and benefits of monitoring and reviewing change 6.3 Analyse ways of making use of the outcomes of reviewing 6.4 Explain the purpose and benefits of giving feedback to those who have been involved in the change process
7. Be able to implement change for a team	7.1 Communicate plans for change clearly and logically 7.2 Encourage team members to contribute to plans for change 7.3 Implement change with those involved in the change, providing information, support and motivation to those affected 7.4 Adapt and negotiate amendments to plans for change 7.5 Identify and solve, or refer problems, as required
8. Be able to monitor and review change	8.1 Monitor the effects of change with those involved in the change

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	8.2 Review the effects of change with those involved in the change
	8.3 Provide feedback to those involved in change
	8.4 Use feedback to agree further changes if required

Additional Information about the unit

Unit purpose and aim(s)	This unit is about implementing change and evaluating the effects of change with all those involved in the change process.
Unit expiry date	31 December 2013
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Skills CFA
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Assessment Strategy
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15. Business, Administration and Law\n\n15.2 Administration
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	1 August 2010
Unit guided learning hours	20

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Title	Plan change across teams
Skills CFA Unit No.	Q503
WBA Unit No.	D/601/2587
Level	5
Credit Value	6
GLH	26

Learning Outcomes	Assessment Criteria
The learner will	The learner can
1. Understand the purpose and benefits of planning change across teams	1.1 Explain the purpose and benefits of planning change across teams for organisations, individuals and teams
2. Understand the role of teams and individuals in planning change across teams	2.1 Explain the purpose and benefits of engaging teams and individuals in planning change across teams
	2.2 Evaluate the purpose and benefits of encouraging teams and individuals to feel that they are making contributions to planning change
	2.3 Analyse the purpose and benefits of using teams and individuals to challenge ways of working constructively and creatively when planning change
3. Understand the purpose and benefits of communication when planning change across teams	3.1 Explain the purpose and benefits of having a vision and goals for changes across teams and communicating them to those involved
	3.2 Analyse the purpose and benefits of making sure team members and decision-makers are committed to planned changes
4. Understand the purpose and benefits of negotiation and dealing with problems when planning change across teams	4.1 Explain the purpose and benefits of being adaptable during change planning across teams
	4.2 Explain the purpose and benefits of being able to

	renegotiate plans for changes across teams
	4.3 Explain the types of problems and risks that may occur while planning change across teams
	4.4 Explain ways of responding to problems while planning change across teams
	4.5 Explain the purpose and benefits of dealing with problems when planning change across teams
5. Be able to identify and develop opportunities for change across teams	5.1 Recognise opportunities for change across teams
	5.2 Evaluate options for change in terms of the constraints, risks, benefits, costs and implications across the teams involved
	5.3 Evaluate the risks and benefits for the teams and the organisation associated with these options
	5.4 Persuade teams and decision-makers to commit themselves to change
6. Be able to plan for change across teams	6.1 Encourage individuals and teams to challenge existing ways of working and put forward new ideas
	6.2 Plan change across teams identifying vision, goals, objectives, timescales and resources
	6.3 Agree plans for change with teams and decision-makers

Additional Information about the unit	
Unit purpose and aim(s)	This unit is about planning changes across a department or teams within a department, at the level of a department manager or director.
Unit expiry date	31 December 2013

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Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Skills CFA
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Assessment Strategy
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15. Business, Administration and Law 15.2 Administration
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	1 August 2010
Unit guided learning hours	26

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Title	Implement and evaluate organisational change
Skills CFA Unit No.	Q602
WBA Unit No.	D/601/2590
Level	6
Credit Value	6
GLH	15

Learning Outcomes	Assessment Criteria
The learner will	The learner can
1. Understand the purpose and benefits of implementing change in organisations	1.1 Analyse the purpose and benefits of change to organisations, individuals and teams
2. Understand the role of teams and individuals in implementing organisational change	2.1 Explain the purpose and benefits of engaging teams and individuals across an organisation in implementing change
	2.2 Explain the purpose of vision and goals and how to communicate them
	2.3 Explain the purpose and benefits of encouraging teams and individuals across an organisation to feel that they are making contributions to implementing change
	2.4 Explain the impact of change on an organisation, its teams and individuals
	2.5 Analyse how to manage the impact of change to achieve a positive outcome
3. Understand the implications of implementing change	3.1 Explain how to evaluate options for change for organisations
	3.2 Analyse the constraints on change for organisations made by
	a) organisational requirements
	b) existing roles and responsibilities
	c) risk factors
	d) business technologies

	e) supporting staff
	f) coaching / mentoring staff
	3.3 Analyse the implications of change for organisations on
	a) organisational requirements
	b) existing roles and responsibilities
	c) risk factors
	d) business technologies
	e) supporting staff
	f) coaching/mentoring staff
	3.4 Explain how to evaluate risks and benefits for organisations during the change process
	3.5 Analyse the implications on organisational change of legal, regulatory requirements and ethical considerations
4. Understand the purpose and value of communication when implementing organisational change	4.1 Explain the purpose and benefits of communication with all involved when implementing organisational change
	4.2 Explain the purpose and benefits of making sure decision-makers and members of the organisation remain committed during change
5. Understand the purpose and value of negotiation and dealing with problems when implementing organisational change	5.1 Explain the purpose and benefits of being adaptable during a change process across an organisation and being able to renegotiate plans
	5.2 Analyse the types of problems that may occur during organisational change
	5.3 Evaluate ways of responding to problems during organisational change
	5.4 Explain the purpose and benefits of dealing with problems during organisational change
6. Understand the purpose of monitoring and evaluating change	6.1 Analyse ways of monitoring and evaluating change across an organisation

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	6.2 Explain the purpose and benefits of monitoring and evaluating organisational change
	6.3 Analyse the ways of making use of the outcomes of evaluation
	6.4 Evaluate the purpose and benefits of giving feedback to those who have been involved in organisational change
7. Be able to implement change across an organisation	7.1 Communicate plans for organisational change clearly and logically
	7.2 Implement change in an organisation, providing information, support and motivation and encouragement to those affected
	7.3 Encourage members of teams / departments to contribute to plans for change
	7.4 Adapt and negotiate amendments to organisational change plans whist still focusing on vision and goals for organisational change, where necessary
	7.5 Identify and solve problems
	7.6 Make sure any legal and regulatory requirements are met
	7.7 Make sure any ethical considerations are met
8. Be able to monitor and evaluate change in an organisation	8.1 Monitor and analyse the effects of change in different parts of an organisation
	8.2 Analyse and evaluate the effects of change for different parts of an organisation
	8.3 Provide feedback to those involved in change
	8.4 Analyse feedback to agree further changes if required

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Additional Information about the unit

Unit purpose and aim(s)	This unit is about making substantial changes across an organisation or parts of an organisation, at the level of a director or chief executive.
Unit expiry date	31 December 2013
Details of the relationship between the unit and relevant national occupational standards or other professional standards or curricula (if appropriate)	Skills CFA
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)	Assessment Strategy
Support for the unit from an SSC or other appropriate body (if required)	Skills CFA
Location of the unit within the subject/sector classification system	15. Business, Administration and Law 15.2 Administration
Name of the organisation submitting the unit	Skills CFA
Availability for use	Shared
Unit available from	1 August 2010
Unit guided learning hours	15

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