

Unit FM5.22 Implementing change in an organisation and managing the impact on facilities management

The assessment criteria form part of the unit and specify the standard that a learner is expected to meet to demonstrate that the learning outcomes within the unit have been achieved. The additional guidance, which is shown in brackets and italics alongside the assessment criteria, does not technically form part of the unit, in that it is not included in the reference version of the unit shown by the Register of Regulated Qualifications. The additional guidance is provided to illustrate how the assessment criteria might be interpreted. The BIFM will generally expect assessors to interpret the assessment criteria as described, or to an equivalent level of demand.

(At level 5, the evidence provided by learners to confirm that they meet the assessment criteria should relate to organisations where they have worked or where they are working.)

Aim of the unit:

This unit helps a learner to put in place plans, processes, procedures and make the change a reality as well as supporting others through the change process.

Title:	Implementing change in an organisation and managing the impact on facilities management	
Level:	5	
Credit value:	4	
Learning outcomes	Assessment criteria	
<i>A learner when awarded credit for this unit will:</i>	<i>Assessment of this learning outcome will require a learner to demonstrate that they can:</i>	
1. Develop plans, processes and procedures to implement the 'vision' for change in an organisation	1.1 Develop a plan and design new work processes, procedures, systems, structures and roles to achieve the 'vision' behind the change (<i>see below</i>) 1.2 Describe the process to implement the plan of change (<i>see below</i>) <i>(All of the assessment criteria for this learning outcome and for the remaining learning outcomes in the same unit can be addressed by the development of an organisational plan, together with a communications plan, based on practice at an organisation where the learner currently works or has worked in the past.)</i>	

<p>2. Be able to translate the 'vision' into a practical reality</p>	<p>2.1 Monitor, document and communicate progress to key stakeholders involved in the change <i>(see below)</i></p> <p>2.2 Manage change to maintain momentum <i>(see below)</i></p> <p>2.3 Adjust plans and activities according to changes in circumstances and available resources <i>(see below)</i></p> <p>2.4 Evaluate the changes effected against the requirements of an organisation and the impact on facilities management. <i>(no additional guidance)</i></p> <p><i>(All of the assessment criteria for this learning outcome can be addressed by the same exercise used for the previous and subsequent learning outcomes. The change management process should use standard project management techniques, including post project review.)</i></p>
<p>3. Be able to support others through the change process</p>	<p>3.1 Outline the change cycle <i>(see below)</i></p> <p>3.2 Identify development and other support needs and ways in which they can be met <i>(see below)</i></p> <p>3.3 Review expectations during change and clearly agree what is expected of others <i>(see below)</i></p> <p>3.4 Present information clearly, concisely, accurately and in ways that promote understanding <i>(see below)</i></p> <p>3.5 Develop systems to reward the achievements and success of others <i>(see below)</i></p> <p><i>(All of the assessment criteria for this learning outcome can be addressed by the same exercise used for the previous and subsequent learning outcome. The outline of the change cycle should relate to a model defining different stages, such as loss, doubt, discomfort, discovery, understanding & integration. The evidence relating to the remaining assessment criteria should show how support, structure and guidance was provided, and should highlight the importance of communication.)</i></p>

4. Be able to evaluate the impact of change	<p>4.1 Evaluate the impact of change upon an organisation (<i>see below</i>)</p> <p>4.2 Evaluate the impact of the change on the facilities management function. (<i>see below</i>)</p> <p><i>(Both of the assessment criteria for this learning outcome can be addressed by the same exercise used for the previous learning outcomes. The evaluations should acknowledge that change is inevitable, and the importance of analysing consequences. Possible examples of situations that produce change could include factors relating to survival, legislation, or commercial opportunity.)</i></p>	
Unit expiry date	31st October 2017	
Unit reference number	T/601/1848	
Details of the relationship between the unit and relevant national occupational standards (if appropriate)	Management Standards C6 Implement change	
FM Professional Standards reference	FM functional area:	FM functional area component:
	Leadership and Management	Change Management

Resources:

- Facilities Change Management by Edward Finch
- Change Management: Concepts and Practice (Technical Manager's Survival Guides) by Marcus Goncalves
- Leadership and Change Management by Annabel Beerel
- Financial Times Briefing: Change Management (Financial Times Series) by Richard Newton
- Managing Change in Organizations by Colin Carnall
- Managing Change: A Strategic Approach to Organisational Dynamics by Prof Bernard Burnes
- Facilities Change Management in Context by Professor Edward Finch