

Specification of Competency Standards for Human Resource Management

Unit of Competency

Title	Evaluate effectiveness of change initiatives
Code	106928L6
Range	Evaluating change effectiveness from time to time and making adjustment as needed. This applies to the periodic review and alignment of all change initiatives with major stakeholders to identify improvement opportunities, and maintain the organisation in alignment with its culture and core values.
Level	6
Credit	5
Competency	<p>Performance Requirements</p> <ol style="list-style-type: none"> 1. Knowledge in the Subject Area <ul style="list-style-type: none"> • Understand the starting point / current situation before change is implemented • Understand criteria for measuring change effectiveness in order to develop a comprehensive and criteria-based evaluation mechanism for the organisation • Understand different types of evaluation methodologies in order to develop an appropriate evaluation mechanism for the organisation 2. Applications and Processes <ul style="list-style-type: none"> • Design a proper monitoring and reporting system to capture change results for assessing change effectiveness • Evaluate the change results in relation to business performance and organisation atmosphere • Determine business impact as a result of change • Develop a communication platform for employees to give feedback and respond to the feedback in a timely and transparent manner • Engage major stakeholders in the evaluation of change initiatives 3. Professional Behaviour and Attitude <ul style="list-style-type: none"> • Conduct pulse survey in a timely manner to assess the reactions to change, and make adjustment as appropriate • Educate employees with success stories and change experience in an open and positive manner as part of the improvement process • Define the scope of evaluation to cover multiple factors or levels (e.g. from employee reaction to business impact)
Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Establishment of clear and specific criteria for measuring change effectiveness. • Execution of change results analysis in a timely manner to determine the pace and effectiveness of change initiatives. • Formulation and implementation of adjustments to originally planned change initiatives. • Engagement with major stakeholders in the evaluation of change initiatives.
Remark	