

SAQA ID 59201

NATIONAL CERTIFICATE: GENERIC MANAGEMENT

CLUSTER 7

Accredited
course
information:

Unit Standard ID	NQF Level	Credits
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252020

5

6

Create and manage an environment that promotes innovation

Accredited
course
information:

Unit Standard ID	NQF Level	Credits
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252026

5

6

Apply a systems approach to decision making

Accredited
course
information:

Unit Standard ID	NQF Level	Credits
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252021

5

8

Formulate recommendations for a change process

LEARNER POE

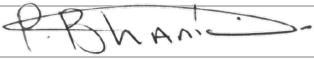
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PRE-ASSESSMENT MEETING CHECKLIST

Your facilitator/assessor will go through the below checklist with you. Please (✓) in the space provided to confirm that the points were discussed.

#	POINTS TO BE DISCUSSED	✓
Did the facilitator/Assessor:		
1.	Provide a clear explanation of Outcomes-based assessment and the NQF system.	
2.	Explain the assessment process and the principles of good assessment practice.	
3.	Explain the roles and responsibilities of the learner, assessor and moderator.	
4.	Explain the learner's rights, discuss the appeals process and assessment policies	
5.	Ensure the learner was ready for the assessment by conducting formative assessment	
6.	Provide the Learner with a copy of the unit standard against which they will be assessed	
7.	Discuss and identify any special needs of the learner	
8.	Discuss the VACS evidence requirements	
9.	Discuss the assessment planning and conducting documents indicating the evidence, methods, resources, timing and special needs	
10.	Discuss the importance of confidentiality of all the information.	
11.	Give the Learner an opportunity to seek clarification on any items discussed	
Learner Signature:		
Assessor Signature:		
Date of Meeting:		



ASSESSMENT PLAN

This document is for **assessment purposes** only. You are only required to complete your name and sign once the Assessor has assessed your Portfolio and provided you with feedback.

Note that Formative Assessments have been based on the EEK's applicable to the unit standards in this Cluster, hence the practical application has been addressed in the Summative Assessments only.

Date of Assessment								
Assessor Declaration	The assessor at this moment declares that this document will be completed and a judgment made once all the evidence submitted according to this plan has been assessed against model answers and the VACS criteria							
Assessor Name				Assessor signature				
Moderator Name				Moderator Signature				
Learner Name				Learner Signature				
Mentor/ Facilitator Name				Mentor/ Facilitator Signature				
Key to Methods	Obs	Observation	Q	Questioning	PE	Product Evaluation	LB	Logbook

ID 252020 - Create and manage an environment that promotes innovation.

	Specific Outcomes and Assessment Criteria	Assessment	Evidence	Method	C	NYC	2 nd	3 rd
SO1: Analyse own unit in terms of opportunities for innovation.								
1.1	Identify the features of an environment that promotes innovation.	Formative Topic 1 Summative 1, 2	Knowledge Practical Demonstration	Q PE				
1.2	Analyse own unit in relation to the features of an environment conducive to innovation.	Summative 2	Knowledge Practical Demonstration	Q PE				
1.3	The findings of the analysis are interpreted to determine whether the current environment promotes innovation.	Summative 2	Knowledge Practical Demonstration	Q PE				
1.4	Areas for improvement are identified on the basis of the analysis conducted.	Summative 2	Knowledge Practical Demonstration	Q PE				
SO2: Demonstrate an understanding of the techniques for promoting creativity.								
2.1	Creativity and innovation techniques are identified in terms of generally accepted theory and practice.	Summative 1,2	Knowledge Practical Demonstration	Q PE				
2.2	Three techniques for promoting creativity are explained with practical examples.	Formative Topic 1, 3 Summative 1, 2	Knowledge Practical Demonstration	Q PE				
SO3: Develop a plan for creating an environment conducive to innovation.								
3.1	The role of the unit manager in creating an environment conducive to innovation is described with reference to continuous improvement and innovation of the unit.	Summative 2	Knowledge Practical Demonstration	Q PE				
3.2	The processes, actions and approaches necessary to create an environment	Summative 2	Knowledge Practical Demonstration	Q PE				

	conductive to innovation are recorded in the plan.							
3.3	The implementation of the plan is described with reference to the environment and availability of resources.	Summative 2	Knowledge Practical Demonstration	Q PE				
3.4	The plan is promoted within the unit in order to encourage commitment.	Summative 2	Knowledge Practical Demonstration	Q PE				
SO4: Lead a team through a creative thinking process.								
4.1	Techniques for promoting innovation and creativity are applied to generate ideas for a new or improved process, project or product.	Summative 2	Knowledge Practical Demonstration	Q PE				
4.2	A number of alternative solutions are generated in relation to the process, project or product.	Summative 2	Knowledge Practical Demonstration	Q PE				
4.3	The best alternative is selected from the solutions generated on the basis of the evaluation criteria.	Summative 2	Knowledge Practical Demonstration	Q PE				
4.5	A concept is developed for implementation in accordance with the entity's policies and procedures	Summative 2	Knowledge Practical Demonstration	Q PE				
4.6	The concept is recorded and communicated for implementation.	Summative 2	Knowledge Practical Demonstration	Q PE				

ID 252026 - Apply a systems approach to decision making

	Specific Outcomes and Assessment Criteria	Assessment	Evidence	Method	C	NYC	2nd	3rd
SO1: Apply critical and analytical skills to analyse an issue or problem.								
1.1	Critical and analytical skills are applied to analyse and define an issue/problem affecting the functioning of a unit.	Summative 2	Knowledge Practical Demonstration	Q PE				
1.2	Critical and analytical skills are applied to determine factors impacting on the issue/problem and other areas in a unit and the entity affected by the issue/problem.	Summative 2	Knowledge Practical Demonstration	Q PE				
SO2: Engage with stakeholders in analysing the issue/problem and developing solutions.								
2.1	The purpose of the consultation is communicated to stakeholders with reference to the aspects of the issue/problem and solutions to be discussed.	Summative 2	Knowledge Practical Demonstration	Q PE				
2.2	The critical and analytical processes for analysing the issue/problem and generating ideas on addressing the issue/problem are explained with examples.	Summative 2	Knowledge Practical Demonstration	Q PE				
2.3	The participation of stakeholders is obtained by analysing the unit's internal and external environment to identify factors relevant to the issue/problem.	Summative 2	Knowledge Practical Demonstration	Q PE				
2.4	The participation of team members is obtained in developing solutions to the issue/problem that would contribute towards the functioning of the unit and the broader system within which it operates.	Summative 2	Knowledge Practical Demonstration	Q PE				
2.5	The different ideas, values and perspectives of team members and	Summative 2	Knowledge	Q PE				



	Specific Outcomes and Assessment Criteria	Assessment	Evidence	Method	C	NYC	2 nd	3 rd
	stakeholders are recognised and respected in view of the value they add to the solution developed.		Practical Demonstration					
SO3: Select feasible solutions through a systems approach.								
3.1	The inputs from stakeholders are analysed to identify feasible solutions to the issue/problem that would improve the functioning of the unit and the broader system within which it operates.	Summative 2	Knowledge Practical Demonstration	Q PE				
3.2	The identified solutions are prioritised in terms of their potential outcomes on the various processes/sections in the unit, the wider entity and external stakeholders.	Summative 2	Knowledge Practical Demonstration	Q PE				
3.3	A solution(s) is selected that is most appropriate within a systems context taking into consideration interrelated issues that impact on the solution and areas that will be impacted upon by the implementation of the solution.	Summative 2	Knowledge Practical Demonstration	Q PE				
SO 4: Formulate and communicate the decision.								
4.1	The decision on addressing the issue/problem is formulated with reference to the impact of the decision on the unit and the broader system within which it operates.	Summative 2	Knowledge Practical Demonstration	Q PE				
4.2	Actions required to implement the decision in the unit are described with reference to activities, role players, resources and timelines.	Summative 2	Knowledge Practical Demonstration	Q PE				
4.3	Change processes that are required to support the implementation of the decision are described with reference to their impact on the success of the implementation of the decision.	Summative 2	Knowledge Practical Demonstration	Q PE				
4.4	The decision is communicated to relevant team members in the unit and other stakeholders who will be involved in its implementation in a user-friendly format.	Summative 2	Knowledge Practical Demonstration	Q PE				
ID 252021 - Formulate recommendations for a change process								
	Specific Outcomes and Assessment Criteria	Assessment	Evidence	Method	C	NYC	2 nd	3 rd
SO1: Demonstrate knowledge of an insight into the need for change within the context of environmental change.								
1.1	The nature of change and its impact on organisational sustainability are explained with reference to internal and external environmental change affecting a specific unit.	Summative 2	Knowledge Practical Demonstration	Q PE				
1.2	The need for change is motivated by identifying the benefits of change for a unit.	Summative 2	Knowledge Practical Demonstration	Q PE				
SO2: Analyse an area requiring the implementation of a change process.								
2.1	The need for change in a unit of an entity is identified in terms of the desired state compared with the current state.	Summative 2	Knowledge Practical Demonstration	Q PE				
2.2	The results of a SWOT or other suitable analysis are presented to substantiate the argument in favour of a change process.	Summative 2	Knowledge Practical Demonstration	Q PE				



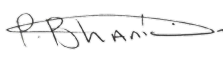
	Specific Outcomes and Assessment Criteria	Assessment	Evidence	Method	C	NYC	2 nd	3 rd
SO3: Select a model for implementing a change management process.								
3.1	The characteristics of two change models are described with reference to their appropriateness for different change processes.	Summative 2	Knowledge Practical Demonstration	Q PE				
3.2	The reasons for selecting the model are described with reference to the findings of the analysis.	Summative 2	Knowledge Practical Demonstration	Q PE				
SO4: Formulate recommendations on implementing the change process								
4.1	The change management plan presented describes the changes to be implemented in relation to the needs identified in the SWOT analysis.	Summative 2	Knowledge Practical Demonstration	Q PE				
4.2	The actions proposed for managing the anticipated human responses to the change process are appropriate to the findings of the SWOT analysis.	Summative 2	Knowledge Practical Demonstration	Q PE				
4.3	The role and competencies of the change leader responsible for facilitating the dynamics of the change process are motivated in relation to the proposed change process.	Summative 2	Knowledge Practical Demonstration	Q PE				



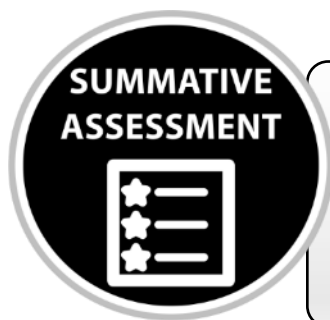
FORMATIVE ASSESSMENT ACTIVITIES



Learner Instruction: Please complete the following checklist to indicate that you have completed all the formative assessment activities required for your portfolio. These activities must have been completed on the DigiAssist System and evidence of each outcome pdf printed signed and placed behind this page.

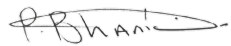
#	FORMATIVE ASSESSMENT ACTIVITY	TICK TO CONFIRM COMPLETION
1	Formative Assessment Activity 1	
2	Formative Assessment Activity 2	
3	Formative Assessment Activity 3	
4	Formative Assessment Activity 4	
Learner signature:		
Assessor signature:		
Moderator signature:		





Learner Instruction: Please complete the following checklist to ensure that you have completed all the summative assessment activities. These activities should be completed in full and as per instructional video provided after the Cluster, ensure to have full understanding of what is required before attempting these activities.

SUMMATIVE ASSESSMENT ACTIVITIES

#	<i>SUMMATIVE ASSESSMENT ACTIVITY</i>	<i>TICK TO CONFIRM COMPLETION</i>
1.	Summative Assessment Activity 1	
2.	Summative Assessment Activity 2	
Learner Signature:		
Assessor Signature:		
Moderator Signature:		



SUMMATIVE ASSESSMENT ACTIVITY 1: KNOWLEDGE ASSESSMENT



252020 SO1 AC 1, SO 2, SO 3 AC 1

252021 SO 1 AC 1, SO 3

EEK: All

CCFO: All

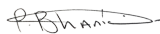
Assessment Method: Questioning

INSTRUCTIONS: Use the method as explained in your POE Instructional Video from Cluster 1 to complete the questions.

1. Which of the following features that promote innovation are not evident in your work environment? Explain why you say they are not evident.
 - a. Openness
 - b. Creative Thinking
 - c. Questioning
 - d. Encouragement to risk taking
 - e. Rewards for innovation
 - f. Culture of enquiry
 - g. Challenge the facts
 - h. Learning from mistakes
2. What creativity and innovation techniques are being applied in your workplace? Explain using 3 techniques of why these techniques are being used or not. If nothing is being applied explain which techniques could be used and why they are suitable.
3. What is the role of a unit manager in creating an environment conducive to innovation? Describe this role ensuring to refer to continuous improvement and innovation of the unit.
4. What is change and the impact on organisational sustainability? Give reference to internal and external environmental change that would affect your specific unit.
5. If you could choose two change models, which would you choose and why? Explain referring to appropriateness for different change processes.

Feedback to Learner:



VACS Assessment of Evidence	V	A	C	S
The result of the First Assessment	C	NYC	Date	
Result of Second assessment	C	NYC	Date	
The result of the Third Assessment	C	NYC	Date	
Learner Signature:			Date	
Assessor Signature:			Date	
Moderator Signature:			Date	



SUMMATIVE ASSESSMENT ACTIVITY 2: ASSIGNMENT



US 252020 SO 1 AC 1 – 4, SO 3, 4

US 252026 SO 1 – 4

US 252021 SO 1 AC 2, SO 2, SO 3 AC 2, SO 4

EEK: All

CCFO: All

Assessment Method: Product Evaluation

INSTRUCTIONS: Use the method as explained in your POE Instructional Video from Cluster 1 to complete the questions. You may use formal downloadable templates for this activity, ensuring that all elements as prescribed are evident in the document.

Special Instructions: This may be a simulated activity to ensure that all elements are included in the assignment. The assignment has been logical ordered to:

- a. Analyse a unit for opportunities for innovation
- b. Solve a problem if opportunities are not being implemented
- c. Formulate a change recommendation
- d. Create a change implementation plan

TASK 1

Do the following:

1. Plan to analyse your unit for opportunities for innovation, the analysis should include:
 - a. Objective
 - b. Features that should be present in the environment
 - c. Description of features not there and why they should be to promote a conducive innovation
 - d. Findings on the analysis
 - e. Areas for improvement
 - f. Recommendations to implement change
 - g. What techniques of creativity and innovation can be applied to promote this?
 - h. Roles of the unit management in creating this environment.
2. Arrange a meeting with the role players to discuss your findings and promote the implementation plan.

Provide the following as evidence:

1. A neatly professionally prepared planning document encompassing all the information in a – h above.
2. A transcript or minutes of the meeting held with role-players to discuss and promote the plan.

TASK 2

You found some features lacking in the environment to promote a conducive innovative environment. This is a problem as your organisation prides itself on innovation and wants an improved innovative environment.

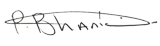
Do the following:

1. Draft a document in which you outline the problem by ensuring to include all elements of the problem – The problem statement, cause and effects of the problem, etc.
2. Arrange a meeting with your team to discuss the problem, analyse and decide on possible solutions.
3. Document the problem-solving process of the meeting to create a professional document, to produce to management.
4. Develop a change management plan to implement the changes that need to make because of the solution decided on. Ensure to have followed all the change management process activities.
5. Arrange a meeting with management or team to discuss the implementation of the change.

Provide the following as evidence:

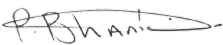
1. A professional document in which you document the problem, the causes and effects of the problem, the alternative solutions as well as an analysis of the best possible solution. Ensure that you have gone through all the phases in the problem-solving process, to maximise benefit of the solution.
2. A professional documented change management plan with implementation strategy.
3. Minutes or transcripts of both meetings for the problem-solving session and the change implementation.

Feedback to Learner:

VACS Assessment of Evidence	V	A	C	S
The result of the First Assessment	C	NYC	Date	
Result of Second assessment	C	NYC	Date	
The result of the Third Assessment	C	NYC	Date	
Learner Signature:				Date
Assessor Signature:				Date
Moderator Signature:				Date

LEARNER EVALUATION OF THE ASSESSMENT PROCESS

Kindly complete the form below to provide feedback to the assessor

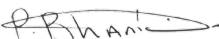
Please answer the following questions by ticking the applicable box		
Criteria	Yes	No
Did the assessor go through the assessment meeting with you?		
Did the assessor explain the reason for the assessment		
Did you receive a copy of the Unit standard/s you were being assessed against		
Did the assessor explain the assessment methods and criteria?		
Where the instructions for each assessment clear?		
Did your assessor provide you with developmental feedback?		
Do you agree with the feedback?		
Additional Comments:		
Learner Name		
Signature:		
Date:		



DEVELOPMENT PLAN

To be completed by the Assessor.

Assessor it is important to provide the learner with direction, development, and growth. Observation during the process will assist in completing this for the learner. Take note of time management, self-esteem, confidence, organisation, self-management and discipline.

Learner Name	
Assessor Name	
Programme Name:	
Date:	
Areas of development and additional evidence required	
Resubmission date:	
Learner Signature:	
Assessor Signature:	

