

Project Guidelines: RECTC 5-11 – Organisational Development

Introduction

This document provides guidance for Level 5 Diploma in Recruitment Leadership learners on submitting a Project for RECTC 5-11 – Organisational Development. Three appendices are included:

- A. Proposal Form - to be completed and submitted to Study Coach/Tutor
- B. Business Plan Cover Sheet – to be completed and submitted to the RECAO with your project
- C. Assessment sheet – to be completed by the Assessor/Examiner post-submission.

1 Timetable

- **Submission deadline for the Proposal** - As soon as possible after enrolling
- **Feedback/approval from Study Coach/Tutor** - Within two weeks of receipt
- **Deadline for REC to receive the final Project** - 5pm on Day of the L5 Diploma examination
- **Results will be issued** - Six weeks after submission deadline

2 Initial steps

We strongly recommend you talk to your employer about producing the Organisational Development project which is likely to take the format of a practical and comprehensive plan for Organisational Development.

The project should take the form of a business presentation and will need to demonstrate a comprehensive understanding of organisational development, including theories relating to organisational design, the considerations and implications of organisational design, the principles of organisational development, the implications of human resources in organisational design and development, the theories relating to change management, and how to plan, implement and monitor

transformational change processes. Owner/managers undertaking this Unit should discuss (where possible) their ideas with other senior staff, advisors or appropriate stakeholders.

The Organisational Development project may be based on an entire organisation, a section of it or at a branch/office level. If you require further guidance on the scope of the Organisational Development project, you should contact your Study Coach/Tutor as soon as possible after enrolling.

3 Step 1

Discuss your outline ideas for the Organisational Development project with your Study Coach/Tutor; they will advise you about the suitability.

4 Step 2

When your Organisational Development project proposal has been verbally agreed, you will need to complete the Proposal Form, submit it to your Study Coach for sign off and then send a copy to the REC Professional Development Department in London (REC, Dorset House, First Floor, 27 - 45 Stamford Street, London SE1 9NT).

5 Step 3

Once your Organisational Development project proposal has been agreed, you should begin work on the project, remembering that you may only have a few weeks or months to complete the work before the final deadline.

6 The Purpose of the Organisational Development Project

The Organisational Development project is designed to encourage you to apply what you have learned during your studies into a practical based situation and to produce evidence of a sound, well thought-through plan for Organisational Development project that can be implemented in a timely and cost-effective manner.

Your Organisational Development project should be well structured, in several sections, and each of these will provide clear evidence of knowledge and learning. Marks are awarded for different parts of the Organisational Development project, and while a good performance in one section may compensate for a poorer performance in another, the project should be well presented demonstrating the standards expected of a professional business document.

7 Project Length

Whilst there is no maximum length for the Organisational Development project, you should aim for a word count of around 7,500 words. Projects with fewer than 7,500 words are unlikely to achieve the necessary marks to gain a pass. The word count does not include appendices or the bibliography.

8 Content

It is essential that the Organisational Development project is consistent with Learning Outcomes identified in the syllabus for RECTC 5-11:

1. Understand theories relating to organisational design
2. Understand the considerations and implications of organisational design
3. Understand principles of organisational development
4. Understand the implications of human resources in organisational design and development
5. Understand theories relating to change management
6. Understand how to plan, implement and monitor transformational change processes

Where a project consists of an Organisational Development plan, it should conform to the accepted structures for typical Organisational Development plans, but must incorporate the learning outcomes listed above.

9 Using the typical Project structure

Where candidates opt to produce an Organisational Development plan for the project, this should follow recognised structures. A typical project structure is given below, showing the potential word count allocation (this is given for guidance – individual projects may require more weighting in particular areas of organisational development to be effective).

Section Heading	Sample content	Possible word allocation
Project title	Brief, succinct title	
Table of contents	Section headings and appendices	

Section Heading	Sample content	Possible word allocation
Executive Summary/Introduction	<ul style="list-style-type: none"> • Provides a summary and overview of the main objectives and activities in the Organisational Development plan. Ideally (but this is not essential), this will have input from senior management to set the plan in context. Should include reference to the overall business aims and objectives. • This part of the plan should enable the reader to understand the salient points of the plan. • Should summarise each of the other sections of the Organisational Development plan • Should inform and help the reader to quickly understand and (where appropriate) support your Organisational Development plan • This should be based on the evidence-based research used to justify the Organisational Development plan 	700 words
Background/Situation Analysis	<ul style="list-style-type: none"> • Strategic considerations, including vision, mission, aims and values of the organisation. • Relationship between strategy and organisational design • Key factors to be considered in organisational development • Geographical spread of organisation • Organisational culture • Investigations will include any critical factors facing the organisation, a knowledge of the external environment, market place and key drivers that will impact on the recruitment consultancy • Evaluation and interpretation of evidence used to formulate the organisational development plan, including use of appropriate tools (such as PESTLE) • Historical information regarding organisational development will help input further evidence into this analysis, which can then be subjected to assessment 	1,750 words

Section Heading	Sample content	Possible word allocation
Organisational Development Strategy	<ul style="list-style-type: none"> • Links into the business plan. This serves as a way of focussing the mind on what the recruitment consultancy mission is and ensures that the Organisational Development activities planned are in sync with this. It will include a breakdown of specific needs that have been identified • The Organisational Development plan should outline the input required or to be received from other parts of the organisation to ensure implementation is possible. The Organisational Development plan will outline the actions required (how and when these will happen), to achieve the agreed objectives • Evaluating the development of people and resources • Critical evaluation of the organisational development process • Implications for human resources (including current, future and anticipated people requirements). May include assessment of talent attraction/recruitment and retention issues • Impact of Organisational Development on the business • Change management - including internal/external drivers, factors that may hinder/assist change processes 	2,000 words
Financial Controls	<ul style="list-style-type: none"> • Finance, budget and financial resources • Financial projections are a key to a successful implementation of the Organisational Development plan at the next stage, when evaluation is undertaken • Financial projections should enable the setting of realistic goals and check points • Objectives should be SMART 	1,050 words

Section Heading	Sample content	Possible word allocation
Implementation & Monitoring Controls	<ul style="list-style-type: none"> • Data collection, data analysis and data collection methods • Types of data collected • Metrics and key performance indicators, explaining how to monitor, evaluate, control and adjust implementation of the plan. This provides clarity since it demonstrates how well the plan is working in real time • KPIs may be both financial and non-financial • Analysis of ROI • Tools for monitoring/evaluating the plan • Trigger/check points to amend or adjust the Organisational Development plan • Evaluation of employee engagement as part of organisational change • Techniques and processes used for monitoring the implementation of change processes 	1,000 words
Summary & Conclusions	<ul style="list-style-type: none"> • Assessing impact of transformational change on the organisation <p>Summarise and offer conclusions based on evidence-based research</p> <p>Describe any unexpected outcomes</p> <p>Who has been involved? How successful has this involvement been?</p> <p>Further transformational change that may be required to meet business and operational needs</p> <ul style="list-style-type: none"> • Is the plan to be implemented and, if so, are all the requirements for control outlined in the previous section in place? 	500 words

Section Heading	Sample content	Possible word allocation
Reflective learning and learning outcomes	<ul style="list-style-type: none"> • Commentary on why you chose to look at this particular topic • Which diagnostic tools have been used? How useful were they and where there shortfalls in the quality of decision making information that you have noted? • Identify any difficulties in completion of the Organisational Development plan • If you were to do this project again, what would you do differently? • Are there any areas for further research and assessment that may be necessary to complete the Organisational Development plan to your satisfaction? 	500 words

Note: The project must be presented as a business presentation, so do make effective use of appendices, a bibliography and supporting documentation.

10 Drafting the title for the Project

The choice of a succinct and clear title can never be overstated. As a guide, the title should give the reader a full feel for the subject and content that will be covered; it should not be drafted as a newspaper headline, but should reflect the aims and objectives of the project in unambiguous terms.

For example, let us assume that a project is using an Action Research Process, the following title would be appropriate:

The use of Action Research Process for organisational development of the permanent recruitment division of XYZ Recruitment Limited

Whereas, the title below is too loose and fails to give the reader any idea of what may be contained:

Out with the old and in with new

As well as assisting the reader, a good title will ensure that you keep on track within the defined parameters that you are looking to cover. Projects that have long winded, verbose and broad generalisations in the title often suffer from precisely these issues in terms of the content. Candidates are therefore recommended to constantly remind themselves of the title that they have chosen, to ensure the content remains relevant and consistent.

The wording you adopt for your title at the outset will have a huge impact on the quality of the work produced – so, do take great care with this stage.

11 Study Coach/Tutor support

You will be allocated a Study Coach/Tutor to support you with your Organisational Development Project.

Your Study Coach/Tutor will offer advice regarding your Organisational Development project, research methods and give you written feedback on your draft project.

12 Confidentiality of information

Your Organisational Development project will be seen by the RECAO Unit Chief Examiner, Awarding Committee members and RECAO staff. Whilst the RECAO will do all it can to keep information confidential, it is **your** responsibility to ensure that you do not include any information which candidates or clients would consider confidential.

13 Quoting from textbooks and other sources

You may wish to gather material and ideas from outside sources. This might include text books, articles in magazines or newspapers and websites.

Where you quote directly from texts to illustrate a point you must indicate who the author is, the book title, and the page number in the original text. Quotations and source material should be referenced as follows:

Example – Citing a textbook:

Refer to the author(s), the date of publication, the full title, where it was published, and the publisher:

Handy, Charles (1995). *The Age of Unreason*. London: Random House.

You can do this in the body of your International Business Considerations Project, e.g. “Handy (1995)” – or you can use footnotes. List all your sources in a **bibliography** at the end. Good referencing shows the examiner that you have done some background reading and also helps you to find sources at a later date.

The Internet:

The Internet is a source of useful research information. Where possible, be selective in the sites you choose, making sure that they have a sound theoretical basis. Information used from the Internet should also be included in the bibliography by indicating author, year of publication, article, and Internet address, e.g.:

Starke, A. (1996) *Internet recruitment shows rapid growth*. Online article available at: <http://www.shrm.org/hrmagazine/articles/0896rec.htm> [Accessed 25 September 2002]

14 Plagiarism

When submitting your Organisational Development project, you do so on the basis that it is an original piece of work.

Examples of plagiarism include:

- Verbatim copying of another person’s work without acknowledgement
- Close paraphrasing of another person’s work by simply changing a few words or altering the order of presentation, without acknowledgement
- Unacknowledged quotation of phrases from another person’s work
- Deliberate presentation of another person’s ideas as your own
- Copying or close paraphrasing with occasional acknowledgement of source may also be deemed to be plagiarism if the absence of quotation marks implies that the phraseology is the student’s own
- Copying of data

It is acceptable to *quote* from other sources, but you must give full acknowledgement to your sources. These may include text books, journal articles, Internet articles, company documents etc.

If you are working alongside someone else who is a current or past REC candidate, make sure that you do not submit any project material which has already been used, or will be used, by another candidate entering an REC Level 5 Diploma in Recruitment Leadership project.

Plagiarism may result in your work not being accepted for marking.

15 Statement of Authenticity

A Project Cover Sheet must be attached to your project when submitting and must be signed by you and by your employer (or other responsible person) to confirm that it is your work. The REC reserves the right not to accept for assessment any project which does not have an appropriately completed and signed Cover Sheet, or any project where plagiarism (see above) is suspected.

16 Late submission

Permission for late submission of projects is given *in exceptional circumstances*. Any request must be in writing to the RECAO (not to your Study Coach/Tutor) explaining the reason for late submission. The RECAO reserves the right not to assess any work submitted late without written permission.

17 Checklist on Format and Presentation

- ✓ Clearly written, spell-checked, grammatically correct and well-signposted
- ✓ Leave plenty of white space on each page – it's easier on the eye
- ✓ Keep standards up! Writer fatigue soon becomes apparent
- ✓ Write with clarity, use simple language and short sentences
- ✓ Proof read your project prior to submission
- ✓ Number all pages and appendices and ensure they are cross-referenced
- ✓ Only include appendices which are relevant and useful
- ✓ It is not necessary to produce your project in colour. However, a high standard of business presentation is required
- ✓ When binding your project, do not enclose each page in plastic
- ✓ Write as if you are preparing to present the document to senior executives in your organisation!

18 Assessment Criteria

Projects are assessed using eight **Assessment Headings**. Each assessment heading attracts a total of 100 marks.

Summary of Assessment Headings:

The project is assessed using the following assessment headings:

1. The theories relating to organisational design
2. The considerations and implications of organisational design
3. Principles of Organisational Development
4. The implications of human resources in organisational design and development
5. Theories relating to change management
6. How to plan, implement and monitor transformational change processes
7. Reflective learning/learning outcomes
8. Format and Presentation

19 Frequently Asked Questions

What happens if my Project is lost in the post?

Projects do get lost in the post which is why it is your responsibility to keep a hard copy of your submitted final project. We strongly recommend all projects to be sent via Recorded/Tracked delivery post.

What mark is required for a Pass?

The pass mark for each unit of the Level 5 Diploma in Recruitment Leadership is determined after all work has been assessed. Drawing on past examinations, it is likely that you will need to achieve approximately 60% to be awarded a pass in this module. Assessors do not, however, make a pass/fail decision; this is ultimately the responsibility of the Level 5 Diploma in Recruitment Leadership Awarding Committee.

What happens if my submitted Project does not match the approved proposal?

This will almost certainly require your project to be referred for special scrutiny and you may be asked to resubmit. It is fundamental that your project relates to your original proposal.

What if my Project is late?

Late entries will only be accepted in exceptional circumstances.

Appendix A: Project Proposal Form

RECTC 5-11 – Organisational Development

Name	
Telephone	
E-mail	
Study Coach/Tutor's Name	
Date of Submission	
Working Title	
<p>Project Outline <i>(E.g. is this an Organisational Development plan for an entire organisation, a section of it or a branch? Is this a review of a current Organisational Development plan, etc.?)</i></p>	
<p>Approved by Project Study Coach/Tutor: YES/ NO (please circle)</p> <p>Comments:</p>	
Project Study Coach/Tutor's Signature:	Date:
<p>IMPORTANT NOTE: As part of the REC's quality assurance systems, a copy of a sample of candidates' submitted projects will be retained. Chosen projects will only be used to help the REC improve its quality assurance systems. By submitting your Organisational Development project, you agree to this copy being kept, and where your project contains confidential information relating to your employer, you must ensure that they agree to this too.</p>	

Appendix B: Project Cover Sheet

RECTC 5-11 - Organisational Development

Surname and first name
Company name
Address (for return of project)
Telephone number (daytime)
Email address
Project Study Coach/Tutor's name
Project title
Please indicate word length excluding appendices and bibliography
Date of submission
<p>IMPORTANT NOTE: As part of the REC's quality assurance systems a copy of candidates' submitted projects will be retained. Projects will only be used to help the REC improve its quality assurance systems. By submitting your project, you agree to this copy being kept, and where your project contains confidential information relating to your employer you must ensure that they agree to this too.</p>

Authentication by the candidate

I have produced this work without any help apart from that declared by the supervising employer/tutor (attach details if relevant).

Name in block capitals.....Signature.....Date

Authentication by the employer

To the best of my knowledge, the work submitted is solely that of the candidate.

Name in block capitals.....Signature.....Date

This form must be **fully completed and signed** and attached to the front of the candidate's work, and posted (Recorded/Tracked Delivery is strongly recommended) to: **REC Awarding**, Dorset House, First Floor, 27-45 Stamford Street, London, SE1 9NT.

Appendix C – Assessment sheet (to be completed by the assessor/examiner)
RECTC 5-11 - Organisational Development

Candidate's name:

	Area of Assessment	Mark	Weighting	Score (MxW)
1	The theories relating to organisational design	/100	0.15	
2	The considerations and implications of organisational design	/100	0.10	
3	Principles of Organisational Development	/100	0.15	
4	The implications of human resources in organisational design and development	/100	0.15	
5	Theories relating to change management	/100	0.15	
6	How to plan, implement and monitor transformational change processes	/100	0.15	
7	Reflective learning and learning outcomes	/100	0.10	
8	Format and presentation	/100	0.05	
	Total score (100%) & overall comments			

Name of Assessor/Examiner

Signature

Date