Australian Government

Department of Education, Employment and Workplace Relations

BSBCMN412A Promote innovation and change

Release: 1

INDUSTRY SKILLS COUNCILS
Creating Australia's Future

BSBCMN412A Promote innovation and change

Modification History

Not applicable.

Unit Descriptor

This unit covers the skills and knowledge required to promote the use and implementation of innovative work practices to effect change.
This unit is related to BSBCMN312A Support innovation and change.
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Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

Not applicable.

Elements and Performance Criteria Pre-Content

Not applicable.

Elements and Performance Criteria

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Element		Performance Criteria	
1	Identify and develop opportunities for improved work practices	1.1	Options for change incorporate identified improvements to work practices and procedures
		1.2	Risk factors affecting change are analysed to identify potential constraints
		1.3	Change is planned and resourced to promote the introduction and management of new processes
		1.4	Benefits of change are clear and consistent with organisational requirements
		1.5	Timelines and targets for implementation are realistic and support the achievement of change
2	Lead team to foster innovative work practices	2.1	Team members are selected to maximise innovative opportunities
		2.2	Work assignments are organised to facilitate innovative work skills
		2.3	Team members are provided with guidance and coaching on innovation in the workplace
		2.4	Models of innovative work practice are provided and discussed
3	Facilitate commitment to workplace change	3.1	Opinions and suggestions on improving work practices are encouraged to facilitate participation in change processes
		3.2	Goals and objectives of change are communicated clearly and promptly to individuals and teams
		3.3	Business technology is used to manage and provide access to information on progress towards objectives of change
		3.4	Mentoring and coaching is provided to support individuals and groups in introduction of change
		3.5	Decisions to overcome problems in the implementation of change are made in consultation with designated individuals and groups

		3.6	Effective relations and communications are maintained with clients and stakeholders during the process of change
4	Monitor and evaluate change	4.1	Organisation's systems and technology are used to monitor progress towards objectives
		4.2	Team members are actively encouraged to reflect on team activities and opportunities for improvement and innovation
		4.3	Team activities are evaluated based on feedback from team members, management, clients and other interested people
		4.4	Suggestions for work improvements made by team members are positively received and acted on where appropriate
		4.5	Evidence and information on the impact of change is accurate, relevant and reported within organisational requirements
		4.6	Recommendations for improving methods or techniques to manage change are negotiated with designated individuals and groups using appropriate negotiation skills
		4.7	Systems, records and reporting procedures are maintained according to organisational requirements
		4.8	Feedback on individual and group work practices is prompt and constructive

Required Skills and Knowledge

Not applicable.

Evidence Guide

The Evidence Guide identifies the critical aspects, underpinning knowledge and skills to be demonstrated to confirm competence for this unit. This is an integral part of the assessment of competence and should be read in conjunction with the Range Statement.

Critical Aspects of Evidence

Analysing and evaluating problems associated with change

Developing processes to introduce change

Establishing plans and schedules to achieve the objectives of change

Presenting information on the causes and introduction of the change

Communicating priorities, goals and objectives

Gathering evidence on the effect of change

Underpinning Knowledge*

* At this level the learner must demonstrate understanding of a broad knowledge base incorporating some theoretical concepts.

The relevant legislation from all levels of government that affects business operation, especially in regard to Occupational Health and Safety and environmental issues, equal opportunity, industrial relations and anti-discrimination

Understanding of common effects of change and innovation in the workplace

Understanding of industrial and organisational context of change

Understanding of organisation's policies, plans, procedures and structure

Knowledge of resources required by the organisation's operations

Understanding processes to interpret and apply feedback

Knowledge of principles and techniques of goal setting and recording priorities

Knowledge of the principles of negotiation

Underpinning Skills

Literacy skills to read and understand a variety of texts; prepare general information and papers according to target audience; spell with accuracy; use grammar and punctuation effectively as an aid to understanding

Planning skills to schedule work activities for the implementation of change

Team work skills for working as a member of a team during period of changes

Consultation skills for including stakeholders in the change process

Analytical skills for monitoring outcomes of change

Negotiation skills for dealing with competing objectives

Estimation skills for identifying resources necessary to support introduction of change

Ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities

Resource Implications

The learner and trainer should have access to appropriate documentation and resources normally used in the workplace

Consistency of Performance

In order to achieve consistency of performance, evidence should be collected over a set period of time which is sufficient to include dealings with an appropriate range and variety of situations

Context/s of Assessment

Competency is demonstrated by performance of all stated criteria, including paying particular attention to the critical aspects and the knowledge and skills elaborated in the Evidence Guide, and within the scope as defined by the Range Statement

Assessment must take account of the endorsed assessment guidelines in the Business Services Training Package

Assessment of performance requirements in this unit should be undertaken in an actual workplace or simulated environment

Assessment should reinforce the integration of the key competencies and the Business Services Common Competencies for the particular AQF Level. Refer to the Key Competency Levels at the end of this unit

Key Competency Levels

Collecting, **analysing and organising information** - (Level 2) to set goals and objectives

Communicating ideas and information - (Level 2) with members of the work team

Planning and organising activities -(Level 2)   to promote change

Working with teams and others - (Level 2) in completing scheduled tasks

Using mathematical ideas and techniques - (Level 2) as an aid to measure impact of change

Solving problems - (Level 2) to diagnose problems of implementation

Using technology - (Level 2) to manage scheduling of tasks

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Range Statement

The Range Statement provides advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment. The following variables may be present for this particular unit:

They may use legislation, **codes and national standards relevant to the workplace including**:

award and enterprise agreements and relevant industrial instruments

relevant legislation from all levels of government that affects business operation, especially in regard to Occupational Health and Safety and environmental issues, equal opportunity, industrial relations and anti-discrimination

relevant industry codes of practice

Change may include:

implementation of new work practices and/or services

organisational restructures

introduction of new technology

change in work location

new client base

staffing changes

job role changes

work priorities

Innovative work skills are:

the skills required to come up with and develop new ideas or the new use of an old idea. They include:

interpretation

conceptualisation

representation

reflection

evaluation

Organisational requirements may be included in:

quality assurances and/or procedures manuals

goals, objectives, plans, systems and processes

legal and organisational policy/guidelines and requirements

Occupational Health and Safety policies, procedures and programs

business and performance plans

anti-discrimination and related policy

access and equity principles and practice

ethical standards

quality and continuous improvement processes and standards

defined resource parameters

consultation and communication processes

Risk factors may include:

disturbances to workflow

confusion/loss of confidence

cost blow out

supplier problems

product/service delivery problems

time delays

Business technology may include:

computer

internet/extranet/intranet

email

software

answering machine

fax machine

telephone

Mentoring and coaching may include:

providing feedback to another team member

fair and ethical practice

non-discriminatory processes and activities

respecting the contribution of all participants and giving credit for achievements

presenting and promoting a positive image of the collective group

problem solving

providing encouragement

Monitoring progress may include:

weekly report

monthly report

consultative groups

occupational health and safety

union delegates

financial departments

public profiles

Evidence and information may include:

customer surveys

employee satisfaction

industrial disputes

supplier feedback

productivity measures

cost savings

marketshare data

Negotiation skills may include:

assertiveness

collaboration

solution designing

confidence building

conflict reduction

stress management

empathising

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employee satisfaction
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supplier feedback
productivity measures
cost savings
marketshare data
Negotiation skills may include:
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conflict reduction
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Unit Sector(s)

Not applicable.