BSBFLM510B Facilitate and capitalise on change and innovation

Release: 1

BSBFLM510B Facilitate and capitalise on change and innovation

Modification History

Not applicable.

Unit Descriptor

This unit specifies the outcomes required to plan and manage the introduction and facilitation of change. Particular emphasis is on the development of creative and flexible approaches, and on managing emerging opportunities and challenges.

This unit replaces BSBFLM510A Facilitate and capitalise on change and innovation.

Frontline managers have an active role in fostering change and acting as a catalyst in the implementation of change and innovation. They have a creative role in ensuring that individuals, the team and the organisation gain from change; and that the customer benefits through improved products and services.

At this level, work will normally be carried out within complex and diverse methods and procedures which require the exercise of considerable discretion and judgement, using a range of problem solving and decision making strategies.

This unit builds on BSBCMN412A Promote innovation and change. Consider co-assessment with BSBFLM512A Ensure team effectiveness, BSBFLM505B Manage operational plan, and BSBFLM509B Facilitate continuous improvement.

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Innovation and Business Skills Australia

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	Participate in planning the introduction and facilitation of change	1.1	The manager contributes effectively to the organisation's planning processes to introduce and facilitate change
		1.2	Plans to introduce change are made in consultation with appropriate stakeholders
		1.3	The organisation's objectives and plans to introduce change are communicated effectively to individuals and teams
2	Develop creative and flexible approaches and solutions	2.1	A variety of approaches to managing workplace issues and problems are identified and analysed
		2.2	Risks are identified and assessed, and action initiated to manage these to achieve a recognised benefit or advantage to the organisation
		2.3	The workplace is managed in a way which promotes the development of innovative approaches and outcomes
		2.4	Creative and responsive approaches to resource management improve productivity and services, and/or reduce costs

3	Manage emerging challenges and opportunities	3.1	Individuals and teams are supported to respond effectively and efficiently to changes in the organisation's goals, plans and priorities
		3.2	Coaching and mentoring assist individuals and teams to develop competencies to handle change efficiently and effectively
		3.3	Opportunities are identified and taken as appropriate, to make adjustments and to respond to the changing needs of customers and the organisation
		3.4	Information needs of individuals and teams are anticipated and facilitated as part of change implementation and management
		3.5	Recommendations for improving the methods and techniques to manage change are identified, evaluated and negotiated with appropriate individuals and groups

Required Skills and Knowledge

Not applicable.

Innovation and Business Skills Australia

Evidence Guide

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency. Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of Assessment Requirements

A person who demonstrates competence in this standard must be able to provide evidence that they are able to identify opportunities to improve performance in consultation with appropriate individuals and groups. They must be able to show evidence of the ability to develop flexible and creative approaches and strategies to introduce and manage change and innovation and to provide coaching and mentoring support to facilitate change. They must be able to assess risks associated with the introduction of change and manage emerging challenges and opportunities.

Specific Evidence Requirements

Required knowledge and understanding includes:

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

the principles and techniques involved in:

- change and innovation management
- development of strategies and procedures to implement and facilitate change and innovation
- use of risk management strategies: identifying hazards, assessing risks and implementing risk control measures
- problem identification and resolution
- leadership and mentoring techniques
- management of quality customer service delivery
- consultation and communication techniques
- record keeping and management methods

the sources of change and how they impact

the factors which lead/cause resistance to change

Required skills and attributes include:

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

functional literacy skills to access and use workplace information

communication skills to:

- gain the trust and confidence of colleagues
- deal with people openly and fairly
- use consultation skills effectively

research, analysis and reporting skills

 skills to:

- influence the organisation's culture so that it is receptive to change and innovation
- monitor trends in the internal and/or external environment
- respond positively to new situations/challenges
- evaluate alternative proposals for change
- manage resistance to change

- draw on the diversity of the workplace to assist the organisation benefit from change coaching and mentoring skills to provide support to colleagues

Key competencies or generic skills relevant to this unit

The seven key competencies represent generic skills considered essential for effective work participation. Innovation skills represent a further area of generic competence. The bracketed numbering indicates the performance level required in this unit:

Level (1) represents the competence to undertake tasks effectively

Level (2) represents the competence to manage tasks

Level (3) represents the competence to use concepts for evaluating and reshaping tasks. The bulleted points provide examples of how the key competencies can be applied for this unit.

Communicating ideas and information (3)

consulting with team and stakeholders on plans to introduce change

communicating changes to team and individuals

providing recommendations to management

Collecting, analysing and organising information (3)

obtaining information about the change process and identifying opportunities and risks

Planning and organising activities (3)

organising occasions to discuss change with the team and stakeholders

Working in a team (3)

supporting the team to respond positively to change

encouraging creative responses from team members

Using mathematical ideas and techniques (2)

making calculations associated with implementing change

Solving problems (3)

addressing difficulties arising from the changes

Using technology (2)

using technology to assist in the management of information to facilitate change

Innovation skills (3)

taking an innovative approach to the development of the change process to enhance business operations

Products that could be used as evidence include:

documentation produced in leading change and innovation, such as:

- contribution to organisational policies and procedures

- procedures and policies for dealing with change and innovation, and related codes of conduct

- evidence of actions taken to address information collection and retrieval

- evidence of actions taken to address methods of analysing information and developing change and innovation   processes

- evidence of actions taken to address internal and external change and innovation management issues

- evidence of actions taken to address issues and problems within work team and change process

- evidence of advice and input into management decisions related to the work team and change process

- learning and development plans for team members

- materials developed for coaching, mentoring and training

- induction programs developed and/or delivered

- records of OHS consultation

- risk assessment records
- reviews of people management
- records of people management lessons learned

Processes that could be used as evidence include:

how planning processes have introduced and facilitated change

how plans for change were introduced and consulted on

how communication processes were conducted

how the operational plan was managed

examples of approaches to managing workplace issues

examples of risk assessments and measures to minimise risk

how performance management system was implemented within work team

how problems and issues within the work team were addressed

how creative and innovative responses/approaches have affected productivity

examples of team members responses to change and how coaching and mentoring was of assistance

examples of adjustments to respond to changing needs of customers and/or the organisation

examples of response to information needs

examples of recommendations for improving methods for managing change

Resource implications for assessment include:

access by the learner and trainer to appropriate documentation and resources normally used in the workplace

Validity and sufficiency of evidence requires:

that this unit can be assessed in the workplace or in a closely simulated work environment

that where assessment is part of a learning experience, evidence will need to be collected over a period of time, involving both formative and summative assessment

that examples of actions taken by the candidate to facilitate and capitalise on change and innovation are provided

Integrated competency assessment means:

that this unit should be assessed with other frontline management units taken as part of this qualification, as applicable to the candidate's leadership role in a work team and as part of an integrated assessment activity

The Evidence Guide provides advice to inform and support appropriate assessment of this unit. It contains an overview of the assessment requirements followed by identification of specific aspects of evidence that will need to be addressed in determining competence. The Evidence Guide is an integral part of the unit and should be read and interpreted in conjunction with the other components of competency. Assessment must reflect the endorsed Assessment Guidelines of the parent Training Package.

Overview of Assessment Requirements

A person who demonstrates competence in this standard must be able to provide evidence that they are able to identify opportunities to improve performance in consultation with appropriate individuals and groups. They must be able to show evidence of the ability to develop flexible and creative approaches and strategies to introduce and manage change and innovation and to provide coaching and mentoring support to facilitate change. They must be able to assess risks associated with the introduction of change and manage emerging challenges and opportunities.

Specific Evidence Requirements

Required knowledge and understanding includes:

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

the principles and techniques involved in:

- change and innovation management
- development of strategies and procedures to implement and facilitate change and innovation
- use of risk management strategies: identifying hazards, assessing risks and implementing risk control measures
- problem identification and resolution
- leadership and mentoring techniques
- management of quality customer service delivery
- consultation and communication techniques
- record keeping and management methods

the sources of change and how they impact

the factors which lead/cause resistance to change

Required skills and attributes include:

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

functional literacy skills to access and use workplace information

communication skills to:

- gain the trust and confidence of colleagues
- deal with people openly and fairly
- use consultation skills effectively

research, analysis and reporting skills

  skills to:

- influence the organisation's culture so that it is receptive to change and innovation
- monitor trends in the internal and/or external environment
- respond positively to new situations/challenges
- evaluate alternative proposals for change
- manage resistance to change
- draw on the diversity of the workplace to assist the organisation benefit from change

coaching and mentoring skills to provide support to colleagues

Key competencies or generic skills relevant to this unit

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Planning and organising activities (3)

organising occasions to discuss change with the team and stakeholders

Working in a team (3)
supporting the team to respond positively to change
encouraging creative responses from team members
Using mathematical ideas and techniques (2)
making calculations associated with implementing change
Solving problems (3)
addressing difficulties arising from the changes
Using technology (2)
using technology to assist in the management of information to facilitate change
Innovation skills (3)
taking an innovative approach to the development of the change process to enhance business operations

Products that could be used as evidence include:
documentation produced in leading change and innovation, such as:
- contribution to organisational policies and procedures
- procedures and policies for dealing with change and innovation, and related codes of conduct
- evidence of actions taken to address information collection and retrieval
- evidence of actions taken to address methods of analysing information and developing change and innovation   processes
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- evidence of actions taken to address issues and problems within work team and change process
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how plans for change were introduced and consulted on
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examples of approaches to managing workplace issues
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Range Statement

The Range Statement adds definition to the unit by elaborating critical or significant aspects of the performance requirements of the unit. The Range Statement establishes the range of indicative meanings or applications of these requirements in different operating contexts and conditions.

The specific aspects which require elaboration are identified by the use of italics in the Performance Criteria.

Legislation, codes and national standards relevant to the workplace may include:

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 (OHS) and environmental issues, equal opportunity, industrial relations and anti-discrimination

relevant industry codes of practice

OHS considerations may include:

knowledge of OHS legislation, principles and practice within the context of the organisation's operations and plans

OHS practice as an ethical standard and legislative requirement

training of all employees in health and safety procedures, and regular updating of records

OHS hazard identification, risk assessment and control

implementation of procedures for dealing with hazardous events

adjustment of communications and OHS approach to cater for social and cultural diversity and special needs

Manager refers to:

a person with frontline management roles and responsibilities, regardless of the title of their position

Appropriate stakeholders may refer to:

those individuals and organisations who have a stake in the change and innovation being planned, including:

   organisation directors and other relevant managers

   teams and individual employees who are both directly and indirectly involved in the proposed change

   union/employee representatives or groups

   OHS committees

   other people with specialist responsibilities

   external stakeholders where appropriate - such as clients, suppliers, industry associations, regulatory and licensing   agencies

Risks may refer to:

any event, process or action that may result in goals and objectives of the organisation not being met

any adverse impact on individuals or the organisation

various risks identified in a risk management process

Information needs may include:

new and emerging workplace issues

implications for current work roles and practices including training and development

changes relative to workplace legislation, such as OHS

workplace data such as productivity, inputs/outputs and future projections

planning documents

reports

market trend data

scenario plans

customer/competitor data

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planning documents
reports
market trend data
scenario plans
customer/competitor data

Unit Sector(s)

Not applicable.