



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **BSBINN601A Manage organisational change**

**Release: 1**

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### **Modification History**

#### **Unit Descriptor**

This unit describes the performance outcomes, skills and knowledge required to determine strategic change requirements and opportunities, and to develop, implement and evaluate change management strategies.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

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#### **Application of the Unit**

This unit applies to managers with responsibilities that extend across the organisation or across significant parts of a large organisation. They may have a dedicated role in human resources management, human resources development, or work in a strategic policy or planning area.

The unit takes a structured approach to change management and applies to people with considerable work experience and organisational knowledge..

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#### **Licensing/Regulatory Information**

Refer to Unit Descriptor

#### **Pre-Requisites**

#### **Employability Skills Information**

This unit contains employability skills.

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## Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.

Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.

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## Elements and Performance Criteria

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Element	Performance Criteria
1 Identify change requirements/ opportunities	1.1 Identify <b>strategic change needs</b> through an analysis of strategic plans
	1.2 Review existing policies and practices against strategic objectives to identify change requirements
	1.3 Monitor trends in the <b>external environment</b> to identify events or trends which impact on the achievement of organisation's objectives
	1.4 Identify <b>major operational change requirements</b> due to performance gaps, business opportunities or threats, or management decisions
	1.5 Review and prioritise change requirements/opportunities with <b>relevant managers</b>
	1.6 Consult specialists and experts to assist in the identification of major change requirements/opportunities
2 Develop change management strategy	2.1 Undertake cost benefit analysis for high priority change requirements/opportunities
	2.2 Undertake <b>risk analysis</b> , identify <b>barriers to change</b> , and agree and document <b>mitigation strategies</b>

- 2.3 Develop **change management project plan**
- 2.4 Obtain **approvals** from relevant authorities to confirm the change management process
- 2.5 Assign **resources** to the project and agree reporting protocols with relevant managers
- 3 Implement change management strategy
  - 3.1 Develop communication/education plans in consultation with relevant groups and individuals
  - 3.2 Develop communication/education plan to promote the benefits of the change to the organisation and to minimise loss
  - 3.3 Arrange activities to deliver the communication/education plans to all relevant groups and individuals
  - 3.4 Consult with relevant groups and individuals for input to the change process
  - 3.5 Identify and respond to barriers to the change in accordance with risk management plans
  - 3.6 Action **interventions and activities** set out in project plan in accordance with project timetable
  - 3.7 Activate strategies for embedding the change
  - 3.8 Conduct regular evaluation and review, and modify project plan where appropriate to achieve change program objectives

## **Required Skills and Knowledge**

This section describes the skills and knowledge required for this unit.

### **Required skills**

innovation skills to think laterally and to develop creative means to enable people to accept change positively

high level interpersonal and leadership skills to obtain acceptance of change processes and to inspire trust

planning and organising skills to sequence events and to enable staff to be clear in times of change or turbulence.

### **Required knowledge**

change management process/cycle

organisational behaviour.

## Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.

### Overview of assessment

#### Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

- documentation of a change process that details the rationale for the change and its objectives; the process of implementing the change and a critical evaluation of how the change process was managed
- techniques for responding to resistance to change
- knowledge of change management process/cycle.

#### Context of and specific resources for assessment

Assessment must ensure:

- access to appropriate documentation and resources normally used in the workplace.

#### Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- analysis of responses to case studies and scenarios
- assessment of written reports on change management
- direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
- observation of demonstrated techniques in responding to resistance to change
- review of change management project plan and communication/education plans
- review of documentation outlining consultation with relevant groups and individuals for input to the change process

oral or written questioning to assess knowledge of organisational behaviour.

**Guidance information for assessment**

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

## Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.

<b>Strategic change needs</b> refers to:	actions arising from strategic planning activities to bring about major change in the organisation (they may relate to people, processes, technology or structure)
<b>External environment</b> may refer to factors that are:	consumer driven ecological economic ethical legal political social technological
<b>Major operational change requirements</b> means:	changes which need to be made to the organisation to maintain or improve performance and/or competitive position
<b>Relevant managers</b> refers to:	managers who: are affected by the change are participating in the change project hold a leadership position in the organisation
<b>Risk analysis</b> means:	determination of the likelihood of a negative event preventing the organisation meeting its objectives and the likely consequences of such an event on organisational performance
<b>Barriers to change</b> may include:	challenges to group norms/established roles existing organisational culture existing reward systems fear of loss of status, security, power, friends



	interdepartmental rivalry/conflict
	lack of involvement in the change
	low morale
	vested interests
<b>Mitigation strategies</b> means:	strategies put in place or action taken to reduce or eliminate risk identified
<b>Change management project plan</b> includes:	budget
	methodology for change program
	objectives/outcomes
	timetable
<b>Approvals</b> refers to:	formal approval from the manager/s who have responsibility for the area/s of the organisation affected by the change project
<b>Resources</b> may include:	contractors
	employees/managers
	external/internal consultants
	financial/budget approval
	hardware/software
	physical assets
<b>Interventions and activities</b> may include:	action research
	career planning
	inter-group team building
	job redesign
	sensitivity training
	succession planning
	surveys (with feedback)
	team building
	termination or redeployment
	training
	transition analysis

## **Unit Sector(s)**

empty

empt

## **Competency field**

Creativity and Innovation - Innovation

Creativity and Innovation - Innovation