LGACOM602B Coordinate and facilitate a change process

Release 3

Industry Skills Councils — Creating Australia's Future

LGACOM602B Coordinate and facilitate a change process

Modification History

LGACOM602B Release 2:   Layout adjusted.
LGACOM602B Release 1:   Primary release.

Unit Descriptor

This unit covers planning for and initiating organisational change in conjunction with all operational units. It incorporates the need for the thorough planning of the change process including fully scoping the need for change, consultation with stakeholders and the evaluation of actual outcomes against those that had been planned.

Application of the Unit

This unit supports the attainment of skills and knowledge required for competent workplace performance in councils of all sizes. Knowledge of the legislation and regulations within which councils must operate is essential. The unique nature of councils, as a tier of government directed by elected members and reflecting the needs of local communities, must be appropriately reflected.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a Unit of Competency	Performance criteria describe the required performance needed to demonstrate achievement of the element. Where **_bold italicised_** text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Establish need for change	1.1. Trends in **_internal_** and **_external environment_** are reviewed and monitored and the need for change is identified. 1.2. **_Consultation_** with the community and staff is undertaken and their needs and expectations are assessed. 1.3. Operations are continuously monitored and evaluated and improvement opportunities are identified and implemented.
2. Plan change	2.1. Options for change are identified and assessed in terms of their impact on organisational performance and any **_industrial implications_**. 2.2. A change plan is developed in consultation with employees and/or their representatives. 2.3. Change plan is endorsed by chief executive officer and/or council and disseminated to stakeholders.
3. Facilitate the implementation of change	3.1. Time schedules for implementing change are determined and amended as necessary. 3.2. Employee **_training and development_** requirements resulting from change are identified and included in change strategies. 3.3. Existing systems and processes are modified, or new systems and processes are introduced, to implement required change. 3.4. Staff members are informed of progress of change. 3.5. Staff needs are identified and appropriate support is arranged.
4. Evaluate change programs	4.1 **_Impacts of changes_** are monitored in accordance with the plan and specific goals. 4.2. Stakeholders are consulted and feedback is sought on effects of change. 4.3. Actual outcomes of change are compared against expected outcomes. 4.4. Modifications to change process are made as appropriate.

Required Skills and Knowledge

This describes the essential skills and knowledge and their level, required for this unit

Required Skills

- change management skills
- qualitative and quantitative research skills
- report writing
- negotiation and consultation skills
- facilitation skills

Required Knowledge

- equal employment opportunity and occupational health and safety legislation
- project management and time management
- industrial awards and agreements
- council policies and procedures
- strategies, policies and procedures on sustainable practice
- implications of human resources strategic plan and council's corporate directions
- evaluation methods

Evidence Guide

Overview of assessment requirements	A person who demonstrates competency in this unit will be able to perform the outcomes described in the Elements to the required performance level detailed in the Performance Criteria. The knowledge and skill requirements described in the Range Statement must also be demonstrated. For example, knowledge of the legislative framework and safe work practices that underpin the performance of the unit are also required to be demonstrated.
Critical aspects of evidence to be considered	The demonstrated ability to: • coordinate and facilitate a change process • establish the need for change • consult with and gain acceptance by key stakeholders • develop a comprehensive change process plan • conduct an evaluation of changes undertaken
Context of assessment	Assessment of performance requirements in this unit should be undertaken within the context of the local government framework. Competency is demonstrated by performance of all stated criteria, including the Range of Variables applicable to the workplace environment.
Method of assessment	The following assessment methods are suggested: • observation of the learner performing a range of workplace tasks over sufficient time to demonstrate handling of a range of contingencies • written and/or oral questioning to assess knowledge and understanding • completion of workplace documentation • third-party reports from experienced practitioners • completion of self-paced learning materials including personal reflection and feedback from trainer, coach or supervisor.
Evidence required for demonstration of consistent performance	Evidence should be gathered over a period of time in a range of actual or simulated management environments.
Resource implications	Access to a workplace or simulated case study that encompasses the following resources: • copies of relevant legislation, industrial awards and agreements • council policies • texts and resources on change management

- total quality management
- best practice
- unions and employees (or simulated role play)

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 in the Performance Criteria is detailed below.

Internal requirements may include:	• budgetary restrictions • changing work structures • management change • improvements leading to increased productivity • enterprise bargaining
External requirements may include:	• legislative changes • economic changes • political environment • demographic changes • community issues • technological changes • environmental issues • natural and other disasters
Consultation may be conducted by:	• feedback • consensus • majority vote • participative committees • meetings • submissions
Industrial implications may include:	• conditions of service including work conditions • associated legislation and industrial agreements, including awards, enterprise bargaining processes, occupational health and safety, equal employment opportunity and industrial democracy union, management and employee consultative process
Training and development may include:	• in-house • external • accredited • on the job • formal and informal
Impacts of change may include:	• working relationships • public relations • productivity and effectiveness measures • working environment • quality of products and services • industrial relations • individual skills, knowledge and career paths

- morale
- professional or technical procedures and protocols

Unit Sector(s)

Common