Australian Government

Department of Education, Employment and Workplace Relations

MSACMG701A Prepare for and implement change

Revision Number: 1

INDUSTRY SKILLS COUNCILS

Creating Australia's Future

MSACMG701A Prepare for and implement change

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit covers the establishment of the preconditions for the implementation of a change such as a 'step change' or a change resulting from a problem solving exercise such as a kaizen blitz. The unit can be applied to sub sections of an enterprise such as a team, area or department, or in the case of a small or medium sized manufacturer, to the whole enterprise.

Application of the Unit

| Application of the unit | This unit is intended for team leaders and people with a similar sphere of influence/scope of authority and responsibility. It applies to individuals who are already familiar with change leadership in a competitive manufacturing environment through either previous study or industry experience. Where this is not the case MSACMC410A Lead change in a manufacturing environment may be completed to supply the necessary skills.

Skills covered by this unit are applied in an organisation after a desired change has already been identified. This unit may also be applied in service organisations applying competitive manufacturing principles. |
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	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 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.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Define the change	1.1. Determine the purpose of the change 1.2. Identify key change project personnel 1.3. Record the current state that the change is addressing 1.4. Develop a consensus view of the intended future state including indicators of a successful change 1.5. Develop an agreed statement of the solution 1.6. Identify the health, safety and environment (HSE) impacts of the change 1.7. Determine the scope of the change project including taking into account the impact of the solution on any codes of practice, standards, contracts, commercial or industrial agreements 1.8. Obtain sign off from key change project personnel
2. Identify personnel required to implement the change and their roles	2.1. Develop a high level change network map 2.2. Identify employees, suppliers or customers who may be required to implement the change 2.3. Identify other demands on these people during the change 2.4. Investigate priorities, synergies and conflicts 2.5. Take appropriate action to resolve conflicts
3. Assess and manage the change related risks	3.1. Identify organisational capacity for the change including available resources and ability to absorb any disruption during the change 3.2. Clarify specific risk dimensions for this change 3.3. Develop appropriate transition approach
4. Build high level change plans	4.1. Develop high level involvement plan 4.2. Develop high level communication plan to all stakeholders 4.3. Develop high level competency development plan for all implementers 4.4. Develop high level alignment plan
5. Implement and sustain the change	5.1. Implement change plans 5.2. Check change objectives have been met 5.3. Transfer ownership of post change operations from change agents where relevant 5.4. Ensure support structures are in place 5.5. Check alignments have been obtained

ELEMENT	PERFORMANCE CRITERIA
	5.6. Check competencies have been developed and will be maintained
	5.7. Ensure base line is defined for continuous improvement
	5.8. Review project and capture learning from the project
	5.9. Take action to sustain improvement by standardising

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE
This section describes the skills and knowledge required for this unit.
Required skills
• decision making • communication at all levels • situation analysis
Required knowledge
• competitive manufacturing principles • change management • workplace strategy and vision • methods   of determining competency gaps • project planning and management

Evidence Guide

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	Demonstrates skills and knowledge required to: • prepare for and deliver change. In particular look for evidence of: • communication with all stakeholders • development of consensus • development and implementation of plans.
Context of and specific resources for assessment	Assessment may occur on the job or in an appropriately simulated environment. Access is required to real or appropriately simulated situations, including work areas, materials and equipment, and to information on workplace practices and OHS practices. Where applicable, reasonable adjustment must be made to work environments and training situations to accommodate ethnicity, age, gender, demographics and disability. Access must be provided to appropriate learning and/or assessment support when required. Where applicable, physical resources should include equipment modified for people with disabilities.
Method of assessment	• Assessment must satisfy the endorsed assessment guidelines of the Manufacturing Training Package. • Assessment methods must confirm consistency and accuracy of performance (over time and in a range of workplace relevant contexts) together with application of underpinning knowledge. • Assessment methods must be by direct observation of tasks and include questioning on underpinning knowledge to ensure its correct interpretation and application. • Assessment may be applied under project related conditions (real or simulated) and require evidence of process. • Assessment must confirm a reasonable inference that competency is able not only to be satisfied under the

EVIDENCE GUIDE	
	particular circumstance, but is able to be transferred to other circumstances. • Assessment may be in conjunction with assessment of other units of competency where required.
Guidance information for assessment	Assessment processes and techniques must be culturally appropriate and appropriate to the language and literacy capacity of the candidate and the work being performed.

Range Statement

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.	
Change project personnel	Change project personnel include: • the decision makers who determine if the proposed change may proceed and the key managers and implementers of the change
Current state	The current state is ideally defined by existing data. Where this is not available suitable proxies should be sought
Codes of practice/standards	Where reference is made to industry codes of practice, and/or Australian/international standards, the latest version must be used
Health, safety and environment (HSE)	All changes implemented should be at least neutral, or preferably beneficial, in their impact on health, safety and environment
High level change network	High level change network includes groups involved in the change and who need to be committed to the change and include: • sponsors • cascading change sponsors • targets • agents • advocates • enablers • impeders
Organisation	Organisation includes: • any part of a manufacturing or service organisation • companies, government bodies or other body of people aiming to produce a product to service a customer
Key change project personnel	Key change project personnel include:

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RANGE STATEMENT	
	• project sponsors • cascading sponsors • relevant managers • change agents
Sponsor	Project sponsors include: • those people who proposed the project and are its main supporters
Cascading sponsor	A cascading sponsor refers to: • a person who reports to a sponsor and so may be contributing on their behalf A cascading sponsor works with delegated authority and responsibility
Risks	Risks include: • business risks for example over spending • market risk, for example, loss of market share • HSE risks • relationship risks, for example, to shareholders, employees, suppliers, customers or the community
Organisation capacity	Organisation capacity includes: • organisation history of implementing change • capability in change implementation • adaptability of people to change • demand for the change in the part of the organisation
Risk dimensions	Specific risk dimensions include: • impact of the solution - its potential for disruption to production, quality, delivery and budgets • readiness of people to accept the change including readiness to accept changes in role and responsibilities • availability of resources including financial, plant and equipment, and dedicated personnel
Transition approach	Transition approach will depend on the nature of the risks determined and will include: • transition style (top down/pilot/process

RANGE STATEMENT	
	focused/ delegated change) • degree of sponsorship to be cascaded • balance of engagement/involvement • internal and/or external resources • use of change to build organisation capacity
High level involvement plans	High level involvement plans aim to create ownership by involving groups in specific activities within defined constraints of: • objectives for involvement • decision parameters and • timing of involvement The specific activities include: • problem/opportunity identification • solution design • implementation/transition planning • solution building • solution testing • solution piloting • training design • training delivery • communication roll out • solution roll out
Alignment plan	Alignment plan ensures alignment and sustainability between: • policies, processes and procedures • incentives and rewards (key performance indicators (KPIs) and intended outcomes) • consequences and penalties for non-compliance • preventing pre-change behaviours and patterns recurring
Sustaining improvement	Improvement may be sustained by including it in: • standard procedures and work instructions • standard practice • other relevant documents and practices
Team leader	Team leader may include: • any person who may have either a permanent or an ad hoc role in facilitating the function of

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RANGE STATEMENT	
	a team in a workplace

Unit Sector(s)

Unit sector	CM Graduate

Competency field

Competency field	

Co-requisite units

Co-requisite units		

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