



Australian Government

PSPMGT003 Manage change

Release: 1

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Modification History

Release	Comments
1	This unit was released in PSP Public Sector Training Package release 1.0 and meets the Standards for Training Packages. This unit supersedes and is equivalent to PSPMNGT604B Manage change. • Unit code updated • Content and formatting updated to comply with new standards • All PC transitioned from passive to active voice

Application

This unit describes the skills required to manage planned change that may be caused by restructuring or Machinery of Government changes, imposed by others, or business unit initiated change. It includes confirming that change is required, determining the likely impact of change, developing a change management strategy, fostering commitment to workplace change, and implementing the change management strategy.

This unit applies to those working in management roles where they are involved in organisational change mechanisms.

The skills and knowledge described in this unit must be applied within the legislative, regulatory and policy environment in which they are carried out. Organisational policies and procedures must be consulted and adhered to.

Those undertaking this unit would work autonomously, performing complex task in a range of familiar contexts.

No licensing, legislative or certification requirements apply to unit at the time of publication.

Competency Field

Management

Elements and Performance Criteria

ELEMENTS	PERFORMANCE CRITERIA
Elements describe the essential outcomes	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the range of conditions section.
1. Confirm that change is required	1.1 Consider factors impacting upon the business unit, the organisation or within the political environment. 1.2 Consult key stakeholders to establish that change is required and/or imminent and the nature of the change. 1.3 Conduct benchmarking with other similar organisations, functions, best practice standards to confirm the need for change. 1.4 Consult specialists and experts as required to assist in the identification of major change requirements or opportunities. 1.5 Identify and address the need for management support, expertise and advice to maximise the advantages of change management strategies.
2. Determine the likely impact of change	2.1 Analyse the proposed change in relation to organisational structure and function, and strategic objectives. 2.2 Identify the individuals, groups and others likely to be affected by change and their expectations and concerns. 2.3 Identify and explain the eventual impact of the proposed change on employees and employee relations in line with individuals' specific needs and their differing responses to change. 2.4 Discuss options and specific proposals for change and the consequences with staff and invite feedback to ensure that people are involved in the decisions that affect them. 2.5 Identify and plan for potential risks associated with change. 2.6 Communicate the requirements and planned outcomes for change.
3. Develop a change management strategy	3.1 Prepare change management strategy and related communication strategies with key stakeholders. 3.2 Structure the strategy to address the transition from present to future arrangements and identify tactics for dealing with ambiguity in roles, functions, organisational priorities or structures. 3.3 Discuss future trends and organisational needs and consider them in the process of developing strategies for dealing with change. 3.4 Design change management activities to comply with the framework provided by relevant legislation and organisational policy. 3.5 Devise time schedules, performance standards and interim

	checkpoints for change management strategies. 3.6 Obtain approval to implement the chosen change management strategy from senior management.
4. Foster commitment to workplace change	4.1 Use a range of strategies to foster a positive attitude to change, especially from the individuals on whom the organisational change will have the most effect. 4.2 Provide advice to key stakeholders on strategies for effective change management and show sensitivity to people's individual responses to change. 4.3 Seek and use resources required to implement change within the business. 4.4 Use leadership and communication strategies to assist others to deal with ambiguity and adapt to change.
5. Implement a change management strategy	5.1 Alter and implement policies, practices and procedures as required to support the change management strategy. 5.2 Identify and address barriers to change in accordance with the organisation's risk management plan. 5.3 Identify, review and renegotiate priorities with key stakeholders in light of changing circumstances. 5.4 Activate strategies for embedding the change in accordance with the change management strategy. 5.5 Develop a process and performance indicators to monitor the impact of change. 5.6 Implement adjustments to the change management strategy as a result of performance monitoring, to ensure sustained positive outcomes.

Foundation Skills

Foundation skills are embedded within the elements and performance criteria of this unit.

Unit Mapping Information

This unit supersedes and is equivalent to PSPMNGT604B Manage change.

Links

Companion Volume implementation guides are found in VETNet - <https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=bebbece7-ff48-4d2c-8876-405679019623>

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