



**Australian Government**

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

# **PSPGOV405B Provide input to change processes**

**Revision Number: 1**

## PSPGOV405B Provide input to change processes

### Modification History

Not applicable.

### Unit Descriptor

#### Unit descriptor

This unit covers understanding the reasons for change and initiating specific changes related to the work unit. It includes suggesting options and opportunities for change, encouraging commitment to workplace change, monitoring and evaluating change and dealing with ambiguity in the change process.

In practice, providing input to change may overlap with other generalist or specialist public sector work activities such as acting ethically, complying with legislation, applying government processes, gathering and analysing information, using resources, etc.

This is one of 6 units of competency in the *Working in Government* and *Management* Competency Fields that deal with change.

Related units are:

PSPGOV205B Participate in workplace change

PSPGOV306B Implement change

PSPGOV514A Facilitate change

PSPMNGT604B Manage change

PSPMNGT703A Lead and influence change

This unit replaces and is equivalent to *PSPGOV405A Provide input to change process*.

### Application of the Unit

Not applicable.

### Licensing/Regulatory Information

Not applicable.

## Pre-Requisites

Not applicable.

## Employability Skills Information

**Employability skills**      This unit contains employability skills.

## Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency.      Together, performance criteria specify the requirements for competent performance. Text in *italics* is explained in the Range Statement following.

## Elements and Performance Criteria

### ELEMENT

### PERFORMANCE CRITERIA

#### 1. Suggest options and opportunities for change

- 1.1 The need for change in work practice within the work unit is identified, suggestions sought and options devised
- 1.2 Options and opportunities for change are suggested to improve efficiency and effectiveness of the workgroup and the work environment
- 1.3 The broader workplace context, including future trends, is taken into account in suggestions for change
- 1.4 *Risk factors* affecting change are analysed to identify possible constraints

#### 2. Encourage commitment to workplace change

- 2.1 Positive encouragement is provided to implement workplace *change*
- 2.2 The needs and viewpoints of individuals are identified and considered when implementing change
- 2.3 Communication strategies are developed and support is provided to colleagues on adjusting to change
- 2.4 Issues requiring further action are identified and dealt with in accordance with *legislation, policy and procedures*

#### 3. Monitor and evaluate change

- 3.1 Implementation of change is monitored and feedback on individual and group work practices is prompt and constructive
- 3.2 Suggestions for improvements made by workgroup members are positively received and acted on where appropriate
- 3.3 Work activities are evaluated based on feedback from workgroup members and other *stakeholders*
- 3.4 *Evidence and information* is collected on the impact of change, is accurate, relevant and reported according to organisational requirements
- 3.5 Recommendations for improving methods or techniques to manage change are *negotiated* in accordance with organisational policy and procedures
- 3.6 Learning from the implementation of change are identified, shared with others and transferred to other change initiatives

#### 4. Deal with ambiguities in the change process

- 4.1 The need to operate within constraints beyond one's own control is recognised and accepted

**ELEMENT****PERFORMANCE CRITERIA**

- 4.2 Areas of ambiguity in proposed change are identified
- 4.3 Options for dealing with ambiguity and criteria for assessing those options are developed and communicated to the workgroup
- 4.4 Best option is selected, work is undertaken and ambiguity handled in accordance with option determined
- 4.5 The impact of change and identified related issues are communicated to management as required

## **Required Skills and Knowledge**

### **REQUIRED SKILLS AND KNOWLEDGE**

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

#### **Skill requirements**

Look for evidence that confirms skills in:

- communicating with a diverse range of individuals at different levels in the organisation
- applying problem solving strategies in the context of managing ambiguity and change
- working in teams
- applying monitoring and observation methods
- giving and receiving feedback, including 'managing upwards'
- responding to diversity, including gender and disability

#### **Knowledge requirements**

Look for evidence that confirms knowledge and understanding of:

- legislation, policy and procedures relating to public sector workplaces
- a range of change management models and their application to the work environment
- organisational structure and culture
- the nature of change and its effects in the workplace, including occupational health and safety issues such as workplace stress
- group dynamics
- emotional intelligence
- equal employment opportunity, equity and diversity principles

# Evidence Guide

## EVIDENCE GUIDE

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

### Units to be assessed together

- *Pre-requisite* units that must be achieved prior to this unit: *Nil*
- *Co-requisite* units that must be assessed with this unit: *Nil*
- *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:

PSPETHC401A Uphold and support the values and principles of public service

PSPGOV406B Gather and analyse information

PSPGOV408A Value diversity

PSPGOV411A Deal with conflict

PSPGOV412A Use advanced workplace communication strategies

PSPGOV414A Provide workplace mentoring

PSPGOV416A Monitor performance and provide feedback

PSPGOV418A Develop internal and external networks

PSPGOV422A Apply government processes

PSPLEGN401A Encourage compliance with legislation in the public sector

### Overview of evidence requirements

In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:

- the knowledge requirements of this unit
- the skill requirements of this unit
- application of Employability Skills as they relate to this unit
- provision of input to change in a range of (3 or more) contexts (or occasions, over time)

### Resources required to carry out assessment

These resources include:

- legislation, policy, procedures and protocols relating to the public sector environment

## EVIDENCE GUIDE

- a range of change management models and their application
- case studies and workplace scenarios to capture the range of situations likely to be encountered when providing input to change processes

### Where and how to assess evidence

Valid assessment of this unit requires:

- a workplace environment, or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when providing input to change processes, including coping with difficulties, irregularities and breakdowns in routine
- provision of input to change in a range of (3 or more) contexts (or occasions, over time)

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations.

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- portfolios
- projects
- questioning
- scenarios
- authenticated evidence from the workplace and/or training courses

### For consistency of assessment

Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments

## Range Statement

### RANGE STATEMENT

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in *italics* in the Performance Criteria is explained here.

- Risk factors may include***
- disturbances to workflow
  - confusion/loss of confidence
  - budget constraints
  - supplier problems
  - product/service delivery problems
  - time delays
  - ineffective communication
  - lack of participation/buy in of staff in workplace change leading to resistance and conflict

- Change may include***
- imposed change
  - self-initiated change
  - implementation of new work practices
  - legislative change
  - changes in the machinery of government
  - organisational restructuring
  - technology transfer to the workplace
  - changing work practices and procedures
  - staffing changes
  - shared services environment

- Legislation, policy and procedures may include***
- Commonwealth and State/Territory legislation
  - government policy
  - public sector code of ethics
  - national standards
  - the organisation's policies and practices
  - environmental or sustainability practices
  - organisational code of conduct



## RANGE STATEMENT

***Stakeholders may include***

- all those individuals and groups both inside and outside the organisation that have some direct interest in the organisation's behaviour, actions, products and services, including:
- employees at all levels of the organisation
- clients
- other public sector organisations
- community organisations
- private sector organisations
- union and association representatives
- boards of management
- government
- Ministers

***Evidence and information may include***

- client surveys
- employee satisfaction feedback
- industrial disputes
- supplier feedback
- productivity/efficiency measures
- cost savings.

## RANGE STATEMENT

- Negotiation may include*
- assertiveness
  - collaboration
  - solution designing
  - confidence building
  - conflict reduction
  - stress management
  - empathising
  - techniques such as:
  - speaking skills
  - presentation techniques
  - effective listening
  - questioning techniques
  - verbal and non-verbal communication
  - using personal attributes
  - culturally appropriate strategies
  - constructive feedback
  - issues identification
  - exploring options
  - identifying areas of agreement
  - recording agreements.
  - clarifying
  - restating position
  - summarising progress
  - deferring decision
  - preparing a compromise
  - using a mediator/third party

## Unit Sector(s)

Not applicable.

## Competency field

**Competency field** Working in Government