



Australian Government

Department of Education, Employment and Workplace Relations

PSPGOV514A Facilitate change

Revision Number: 1

PSPGOV514A Facilitate change

Modification History

Not applicable.

Unit Descriptor

Unit descriptor

This unit covers facilitation of workplace change in public sector environments where role ambiguity and uncertainty often accompany the change process. It includes planning for the introduction of change, dealing with emerging challenges and opportunities and handling ambiguity in the change process.

In practice, facilitating change may overlap with other generalist or specialist public sector work activities such as acting ethically, complying with legislation, leading a workgroup, coordinating resources, undertaking research and analysis, 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

PSPGOV405B Provide input to change processes

PSPMNGT604B Manage change

PSPMNGT703A Lead and influence change

This is a new unit of competency, added to the *Working in Government* Competency Field of the Training Package in 2004

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. Plan for the introduction of change

- 1.1 Research for the introduction of *change* is undertaken in order to consider the broader context of the organisation and emerging and future trends in the public sector
- 1.2 Own knowledge and understanding are supplemented through advice from and consultation with others
- 1.3 The interconnectedness of people, systems and structures is recognised and taken into account in planning for change
- 1.4 Plans are made in consultation with *stakeholders* in accordance with *legislation, policy and procedures*
- 1.5 The organisation's rationale for introducing change is communicated effectively to individuals/workgroups
- 1.6 Information needs of all stakeholders are anticipated and facilitated as part of change management

2. Deal with emerging challenges and opportunities

- 2.1 Strategies to engage stakeholders in the change process are developed and implemented
- 2.2 Internal and external clients are informed about the change process, possible inconveniences and the benefits intended from the change
- 2.3 *Risk factors* affecting change are identified, monitored and addressed in accordance with the organisation's risk management plan
- 2.4 Sensitivity is shown to people's individual responses to change and a range of *support mechanisms* is provided in line with specific needs
- 2.5 Learning from the implementation of change are identified and shared with others

3. Handle ambiguity in the change process

- 3.1 Ambiguity in the change process is identified and the need to work with issues that cannot be resolved immediately is communicated to others as part of any change process
- 3.2 Strategies to assist others to cope with apparent ambiguities are developed and implemented in accordance with specific needs and organisational requirements
- 3.3 Recommendations for improving the methods/techniques to manage change are identified, evaluated and negotiated in accordance with organisational policy and procedures

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
- responding to diversity, including gender and disability
- problem solving in the context of managing ambiguity and change
- giving and receiving feedback, including 'managing up'
- influencing others
- monitoring and observation
- coaching and mentoring others in the change process
- managing the effects of change in the workplace, including occupational health and safety issues such as workplace stress

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 tools and the application of these in the workplace
- organisational structure and culture
- 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:

PSPETHC501B Promote the values and ethos of public service

PSPGOV504B Undertake research and analysis

PSPGOV505A Promote diversity

PSPGOV506A Support workplace coaching and mentoring

PSPGOV507A Undertake negotiations

PSPGOV508A Manage conflict

PSPGOV511A Provide leadership

PSPGOV512A Use complex workplace communication strategies

PSPGOV515A Develop and use political nous

PSPGOV516A Develop and use emotional intelligence

PSPLEGN501B Promote compliance with legislation in the public sector

PSPOHS501A Monitor and maintain workplace safety

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
- facilitation of change in a range of (3 or more) contexts (or occasions, over time)

Resources required to

These resources include:

EVIDENCE GUIDE

carry out assessment

- legislation, policy, procedures and protocols relating to the public sector environment
- a range of change management models and tools
- case studies and workplace scenarios to capture the range of situations likely to be encountered when facilitating 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 facilitating change, including coping with difficulties, irregularities and breakdowns in routine
- facilitation of 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.

Change may include

- imposed, self-initiated or through identifying opportunities
- implementation of new work practices
- legislative change
- changes in the machinery of government
- structural and functional change
- technology transfer to the workplace
- changing work practices and procedures
- staffing changes
- shared services environment

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
- private sector organisations
- community groups
- union and association representatives
- boards of management
- government
- Ministers

Legislation, policy and procedures may include

- Commonwealth, State/Territory and Local Government legislation
- government policy.
- public sector code of ethics
- national standards
- environmental and sustainability practices
- the organisation's policies and practices
- organisational code of conduct

RANGE STATEMENT

- Risk factors may include***
- disturbances to workflow
 - resistance
 - ineffective communication
 - confusion/loss of confidence
 - cost blowout
 - supplier problems
 - product/service delivery problems
 - time delays

- Support mechanisms may include***
- explaining
 - clarifying
 - coaching
 - mentoring
 - problem solving
 - counselling
 - referral to available services
 - debriefing

Unit Sector(s)

Not applicable.

Competency field

Competency field Working in Government