



**Australian Government**

# **TLIF4104A Manage change in the rail safety environment**

**Release 1**

# **TLIF4104A Manage change in the rail safety environment**

## **Modification History**

Release 1 - New unit of competency

## **Unit Descriptor**

This unit involves the skills and knowledge required to manage change in a rail safety environment and the risks associated with it. Change may be required because of organisational restructuring or the introduction of new equipment, systems or practices. It includes establishing the context for change, developing a risk management strategy, advertising workplace change, implementing the change management strategy and monitoring the outcomes of the change process.

Licensing, legislative, regulatory or certification requirements are not applicable to this unit.

## **Application of the Unit**

People achieving competence in this unit will need to fulfil the applicable commonwealth and state/territory legislation and relevant regulations.

## **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. Assessment of performance is to be consistent with the evidence guide.

## Elements and Performance Criteria

### **1 Establish the context for change**

- 1.1 Requirement for change is confirmed through consideration of changes to legislation, business or organisational requirements
- 1.2 Key stakeholders are identified and consulted on the proposed change
- 1.3 Benchmarking is conducted with other similar organisational/functional/best practice standards to confirm the preferred methodology for managing the change
- 1.4 Specialists and experts are consulted as required to assist in identifying major change requirements or opportunities
- 1.5 Overall life-cycle and phases of change are identified

### **2 Develop risk management strategy**

- 2.1 Risk assessment is conducted to identify risks and hazards related to the change
- 2.2 Identified risks are evaluated and controls are established so far as is reasonably practicable in accordance with organisational policy and procedures
- 2.3 Responsibility for management of established controls is determined

### **3 Develop implementation plan**

- 3.1 Complexity of change is identified and appropriate phases and transition plans are developed
- 3.2 Communication strategy is developed in collaboration with key stakeholders
- 3.3 Modifications to systems and infrastructure are identified
- 3.4 Resources required to implement the change are identified
- 3.5 Affected personnel and required training/up skilling is identified
- 3.6 Updating of risk registers and other safety documentation is identified
- 3.7 Procedures for post implementation monitoring and review are established
- 3.8 Changes are documented and approval by key stakeholders is obtained in accordance with regulatory and organisational requirements

### **4 Communicate workplace change**

- 4.1 Anticipated change is advertised to appropriate organisational personnel who will be affected by the change
- 4.2 Range of strategies is used to foster a positive attitude to the change, especially from the individuals on whom the organisational change will have the most effect

4.3 Advice is provided to key stakeholders on strategies for effective change management and sensitivity is shown to people's individual responses to change

4.4 Leadership and communication strategies are used to assist others to deal with ambiguity and to adapt to change

## **5 Implement workplace change**

5.1 Policies, practices and procedures are altered and implemented as required to support the change management strategy

5.2 Modifications to systems and infrastructure are implemented

5.3 Required training/up skilling of affected personnel is facilitated

5.4 Risk registers and other safety documentation are updated to reflect the implemented change

## **6 Monitor and review change process and outcomes**

6.1 Organisational safety management system is reviewed and revised to reflect the changes

6.2 Ongoing process are monitored following the implementation of the change to ensure it is meeting organisational requirements

## Required Skills and Knowledge

This section describes the knowledge and skills required for this unit.

### Required knowledge:

- Change management strategies
- Hazard identification
- Key factors in the internal and external operating environment
- Negotiation processes
- Organisational goals, policies and procedures
- Relevant legislation, regulations, permit and licence requirements related to changes
- Risk management principles
- Safety management system

### Required skills:

- Adapt to any changes in legislation and regulations as they may relate to change management
- Communicate effectively with others when managing workplace change
- Conduct risk assessments
- Consult with stakeholders using appropriate words and language structure to explain complex ideas to different audiences
- Interpret and explain complex, formal documents and assist others to apply them in the workplace
- Monitor change management strategies
- Prepare written advice and reports
- Work collaboratively with employees and management when managing anticipated changes in the workplace

## Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required knowledge and skills, the range statement and the assessment guidelines for this Training Package.

### **Critical aspects for assessment and evidence required to demonstrate competency in this unit**

- The evidence required to demonstrate competency in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria of this unit and include demonstration of applying:
  - the required knowledge and skills
  - relevant legislation and workplace procedures
  - other relevant aspects of the range statement
- Assessment must include exercises which demonstrate competent performance of the following in a range of situations:
  - identifying barriers to change within an organisation
  - developing a plan to implement a specific change within an organisation
  - implementing a specific change within an organisation
  - conducting a review of an implemented change within an organisation

### **Context of and specific resources for assessment**

- Performance is demonstrated consistently over a period of time and in a suitable range of contexts
- Resources for assessment include:
  - a range of relevant exercises, case studies and/or other simulated practical and knowledge assessment, and/or
  - access to an appropriate range of relevant operational situations in the workplace
- In both real and simulated environments, access is required to:
  - relevant and appropriate materials and equipment, and
  - applicable documentation including workplace procedures, regulations, codes of practice and operation manuals

### **Method of assessment**

- As a minimum, assessment of knowledge must be conducted through appropriate written/oral tests
- Practical assessment must occur:
  - through activities in an appropriately simulated environment at the registered training organisation, and/or
  - in an appropriate range of situations in the workplace

## 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.

Changes may apply to:

- systems
- policies and procedures
- equipment
- practices
- regulatory requirements

External stakeholders may include:

- regulators
- consultants
- operators/maintainers
- constructors/manufacturers
- statutory bodies
- customers/community

Internal stakeholders may include:

- board and executives
- business managers
- consortium partners
- employees

Applicable legislation, regulations and codes may include:

- relevant legislation and regulations of the commonwealth government and each applicable state/territory regulatory authority
- relevant rail industry safe working codes and regulations
- relevant state/territory permit regulations and requirements
- relevant state/territory occupational health and safety (OH&S) and environmental legislation

## Unit Sector(s)

Not applicable.

## Competency Field

F – Safety Management