



Australian Government

Department of Education, Employment and Workplace Relations

BSBINN601B Manage organisational change

Revision Number: 1

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Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to determine strategic change requirements and opportunities; and to develop, implement and evaluate change management strategies. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.
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Application of the Unit

Application of the unit	This unit applies to managers with responsibilities that extend across the organisation or across significant parts of a large organisation. They may have a dedicated role in human resources management, human resources development, or work in a strategic policy or planning area. The unit takes a structured approach to change management and applies to people with considerable work experience and organisational knowledge.
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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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.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Identify change requirements and opportunities	1.1. Identify strategic change needs through an analysis of organisational objectives 1.2. Review existing policies and practices against strategic objectives to identify change requirements 1.3. Monitor trends in the external environment to identify events or trends that impact on the achievement of organisation's objectives 1.4. Identify major operational change requirements due to performance gaps, business opportunities or threats, or management decisions 1.5. Review and prioritise change requirements or opportunities with relevant managers 1.6. Consult specialists and experts to assist in the identification of major change requirements and opportunities
2. Develop change management strategy	2.1. Undertake cost-benefit analysis for high priority change requirements and opportunities 2.2. Undertake risk analysis, identify barriers to change, and agree and record mitigation strategies 2.3. Develop change management project plan 2.4. Obtain approvals from relevant authorities to confirm the change management process 2.5. Assign resources to the project and agree reporting protocols with relevant managers
3. Implement change management strategy	3.1. In consultation with relevant groups and individuals, develop communication or education plan to promote the benefits of the change to the organisation and to minimise loss 3.2. Arrange and manage activities to deliver the communication or education plans to relevant groups and individuals 3.3. Consult with relevant groups and individuals for input into the change process 3.4. Identify and respond to barriers to the change according to risk management plans 3.5. Action interventions and activities set out in project plan according to project timetable 3.6. Activate strategies for embedding the change 3.7. Conduct regular evaluation and review, and modify project plan where appropriate to achieve change

ELEMENT	PERFORMANCE CRITERIA
	program objectives

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- high level interpersonal and leadership skills to obtain acceptance of change processes and to inspire trust
- innovation skills to think laterally and to develop creative means to enable people to accept change positively
- learning skills to enable openness to new ideas and techniques which could contribute to ongoing organisational improvement
- planning and organising skills to sequence events and to enable staff to be clear in times of change or turbulence
- problem-solving skills to identify and respond to barriers to the change and analyse risks
- project management skills to implement the change management strategy
- teamwork skills to consult with relevant groups and individuals for input to the change process
- verbal communication skills to consult with relevant stakeholders and promote the change management plan

Required knowledge

- change management process or cycle
- components of a change management project plan
- impact of the external environment on change strategies
- organisational behaviour
- potential barriers to change
- range of strategies for embedding change

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	Evidence of the following is essential: • development of a change process that details rationale for the change and its objectives • implementation of a change process • critical evaluation of how the change process was managed • demonstration of techniques for responding to resistance to change.
Context of and specific resources for assessment	Assessment must ensure access to appropriate documentation and resources normally used in the workplace.
Method of assessment	The following assessment methods are appropriate for this unit: • analysis of responses to case studies and scenarios around change management • assessment of reports on change management • direct questioning combined with review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate • review of change management project plan and communication or education plans • review of records outlining consultation with relevant groups and individuals for input to the change process • oral or written questioning to assess knowledge of change management strategies.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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.

<i>Strategic change needs</i> may include:	- actions arising from strategic planning activities to bring about major change in the organisation, which may relate to: - people - processes - technology - structure.
<i>External environment</i> may refer to factors that are:	- consumer-driven - ecological - economic - ethical - global - legal - political - social - technological - the drive to corporate sustainability - the move to a knowledge economy - workforce-driven.
<i>Relevant managers</i> may include those:	- affected by the change - holding a leadership position in the organisation - participating in the change project.
<i>Barriers to change</i> may include:	- challenges to group norms or established roles - existing organisational culture - existing reward systems - fear of loss of status, security, power or friends - interdepartmental rivalry or conflict - lack of involvement in the change - low morale - vested interests.
<i>Resources</i> may include:	- contractors - employees and managers

RANGE STATEMENT	
	• external and internal consultants • financial and budget allocation • hardware and software • physical assets.
<i>Interventions and activities</i> may include:	• action research • career planning • job redesign • sensitivity training • succession planning • surveys (with feedback) • team building • termination or redeployment • training • transition analysis.

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Creativity and innovation - innovation
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Co-requisite units

Co-requisite units		