



Australian Government

Department of Education, Employment and Workplace Relations

CHCORG501B Facilitate workplace change and innovation

Release: 1

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Modification History

Not Applicable

Unit Descriptor

Descriptor

This unit describes the knowledge and skills required to facilitate change and innovation as a basis for achievement of organisation and strategic objectives

Application of the Unit

Application

The skills described in this unit may be applied across a range of community services workplace contexts

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 define the essential outcomes of a unit of competency.

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. Terms in italics are elaborated in the Range Statement.

Elements and Performance Criteria

ELEMENT

PERFORMANCE CRITERIA

1. Support staff to identify areas for *workplace change*

- 1.1 Implement ongoing continuous improvement processes to review relevance and effectiveness of workplace processes and systems
- 1.2 Identify potential for change in order to more effectively achieve organisation's objectives and contribute to meeting client and stakeholder needs
- 1.3 Work collaboratively with staff to foster innovation and generate ideas for improved processes, practices and/or systems
- 1.4 Acknowledge staff contributions and provide *support* and guidance to build on and enhance ideas in positive and beneficial ways
- 1.5 Review and discuss potential outcomes of identified changes and their alignment with client needs and issues and with organisation's values, philosophy and strategic objectives
- 1.6 Identify and discuss potential barriers to change and determine strategies to address identified challenges during the change implementation process

ELEMENT**PERFORMANCE CRITERIA****2. Facilitate implementation of change in the workplace**

- 2.1 Consult and negotiate with relevant stakeholders to facilitate understanding of and agreement with planned changes being implemented
- 2.2 Undertake risk assessment prior to implementing change and communicate risks to involved stakeholders
- 2.3 Ensure staff have a clear understanding of the purpose and nature of changes being implemented and implications specific to their work practices
- 2.4 Provide support as required to facilitate implementation of agreed changes
- 2.5 Address barriers and challenges to changes as required and in consultation with relevant stakeholders
- 2.6 Demonstrate acceptance of failure in trials of ideas or changes and focus on resolving issues and minimising impacts on clients and risk and cost to the organisation

3. Review the impacts of change and innovation in the workplace

- 3.1 Put in place processes to enable ongoing review of outcomes of change against expectations and previous outcomes or performance
- 3.2 Ensure prompt action is taken to address issues where changes have a negative impact
- 3.3 Identify and implement measures, where required, to enhance the implementation of change
- 3.4 Acknowledge, reinforce and promote the benefits of effective changes achieved

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Essential knowledge:

The candidate must be able to demonstrate essential knowledge required to effectively do the task outlined in elements and performance criteria of this unit, manage the task and manage contingencies in the context of the identified work role

These include knowledge of:

- A range of approaches to planning and management of workplace change and innovation
- Consultation and collaboration mechanisms appropriate to the workplace
- Funding/income strategies
- Principles and practices of change management theory
- Relevant government policies and systems
- Scope and outcomes of the workplace

Essential skills:

It is critical that the candidate demonstrate the ability to:

- Consult and work collaboratively with staff to plan and implement change and innovation
- Identify and address barriers to change in the workplace
- Implement organisation continuous improvement policies and procedures
- Review and adjust implementation of change
- Support and guide effective change in the workplace, including celebration of success and acceptance of failure

In addition, the candidate must be able to effectively do the task outlined in elements and performance criteria of this unit, manage the task and manage contingencies in the context of the identified work role

These include the ability to:

- Demonstrate application of skills in:
 - continuous improvement principles and practices

REQUIRED SKILLS AND KNOWLEDGE

- literacy
- communication and negotiating with relevant decision-makers and stakeholders associated with change
- community consultation
- planning and review processes
- coordinating a complex range of issues and relationships
- analysis
- leadership and motivation
- service quality maintenance
- cost management
- effective and safe facilitation of workplace change
- Facilitate processes to recognise and address environmental responsibility and sustainable practice issues

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, the Range Statement and the Assessment Guidelines for this Training Package.

Critical aspects for assessment and evidence required to demonstrate this unit of competency:

- The individual being assessed must provide evidence of specified essential knowledge as well as skills
- This unit is most appropriately assessed in the workplace under the normal range of workplace conditions
- It is recommended that assessment take place on more than one occasion or evidence gathered that provides evidence of competence over a period of time

EVIDENCE GUIDE

- Access and equity considerations:*
- All workers in community services should be aware of access, equity and human rights issues in relation to their own area of work
 - All workers should develop their ability to work in a culturally diverse environment
 - In recognition of particular issues facing Aboriginal and Torres Strait Islander communities, workers should be aware of cultural, historical and current issues impacting on Aboriginal and Torres Strait Islander people
 - Assessors and trainers must take into account relevant access and equity issues, in particular relating to factors impacting on Aboriginal and/or Torres Strait Islander clients and communities
- Context of and specific resources for assessment:*
- This unit can be assessed independently, however holistic assessment practice with other community services units of competency is encouraged
 - Resource requirements for assessment of this unit include access to an appropriate workplace where assessment can be conducted
- Method of assessment:*
- Assessment may include observations, questioning and evidence gathered from the workplace

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. Add any 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.

RANGE STATEMENT

Workplace change may relate to:

- Community expectations
- Levels and sources of funding
- Management decision-making processes
- Nature and focus of service, programs and activities
- Service users/funding providers
- Staff requirements
- Technological changes
- Use and availability of resources
- Workplace policies and approaches
- Workplace processes, practices and systems

Support may include:

- Emotional support
- Organisation resources
- Professional guidance
- Training or related skills and knowledge development

Unit Sector(s)

Not Applicable