



Australian Government

Department of Education, Employment and Workplace Relations

CSCORG504A Coordinate the implementation of change

Revision Number: 2

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Modification History

CSCORG504A Release 2: Layout adjusted. No changes to content.
CSCORG504A Release 1: Primary release.

Unit Descriptor

This unit of competency describes the outcomes required to influence the change management activities of the organisation and to support those involved in the change. It includes planning for, implementing and evaluating change in the workplace.

This is a generic management unit that has been designed to be contextualised for correctional services organisations and jurisdictions and relevant applications of organisational and systemic change.

Application of the Unit

This unit applies to candidates with both general and specialist competencies from a range of occupational areas.

In practice, coordinating the implementation of change may overlap with other generalist or specialist work activities, such as contributing to the goals of the organisation, work unit planning, managing activities to meet client requirements, coordinating resource allocation and usage, etc.

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. Where ***bold italicised*** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT

PERFORMANCE CRITERIA

- | | |
|---|---|
| 1 Plan for change. | <ul style="list-style-type: none">1.1 Create opportunities to develop and communicate solutions to problems and issues in the workplace.1.2 Use group processes to assess proposals to determine the benefits and costs of change and advise key people of the outcomes.1.3 Ensure that all key people are involved in developing a change management strategy and plan according to legislation, policy and procedures.1.4 Ensure plans for implementing change demonstrate an awareness of the political, resource and industrial context. |
| 2 Implement change in the workplace. | <ul style="list-style-type: none">2.1 Determine resources required to implement change and allocate as required and according to priorities.2.2 Provide direction and support in the change process to team members to enable commitment and a collective focus.2.3 Promote cooperation from key people to assist in and support the implementation of change.2.4 Provide information on the operational aspects of change within the work unit routinely to colleagues.2.5 Organise training where required to develop awareness and skills needed by staff to benefit from change. |
| 3 Evaluate change. | <ul style="list-style-type: none">3.1 Develop feedback and monitoring mechanisms to ensure implementation of change meets strategic plans and objectives.3.2 Monitor the impact of change and evaluate progress and issues according to evaluation mechanisms.3.3 Provide feedback on the impact of change to key people as input to planning and policy development and reporting. |

Required Skills and Knowledge

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

Required skills:

- 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 change
- 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.

Required knowledge:

- legislation, regulations, policies and procedures relating to protocols and guidelines for implementing change in the workplace
- Environmental or sustainability legislation, regulations and codes of practice applicable to industry
- a range of change management models and tools and the application of these in the workplace
- organisational structure and culture and the impact and effects of changes on individuals and organisations
- consultative mechanisms and protocols of the organisation
- political and industrial relations context of the industry
- group dynamics
- equal employment opportunities, equity and diversity principles.

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.

Overview of assessment

This unit should be assessed in the workplace or in a simulated workplace environment using material drawn from the range statement. The material should be relevant to organisational requirements and defined work role.

Assessment should include the opportunity to demonstrate evidence from work in the wider community. Evidence should be gathered over time in a range of contexts to ensure the candidate can achieve the unit outcome and apply the competency in different situations or environments.

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

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
- ability to coordinate the implementation of change in a range of (two or more) contexts or occasions, over time.

Context of and specific resources for assessment

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 coordinating the implementation of change, including coping with difficulties, irregularities and breakdowns in routine
- copies of legislation, policies, procedures and guidelines relating to protocols for implementing change within the organisation
- access to appropriate learning and assessment support when required.

Method of assessment

Evidence must include observation and information generated in the workplace as well as observation of performance in routine work functions or, where this is not possible, in a simulated exercise.

The following assessment methods are suggested:

- observation of performance in routine workplace activities within a range of agreed responsibilities and in various work locations

- written and/or oral questioning to assess knowledge and understanding
- completion of workplace documents and reports produced as part of routine work activities
- third-party reports from experienced practitioners
- completion of performance feedback from supervisors and colleagues
- case studies
- scenarios
- simulations or role plays.

Guidance information for assessment

Assessment methods should reflect workplace demands, and any identified special needs of the candidate, including language and literacy implications and cultural factors that may affect responses to the questions.

In all cases where practical assessment is used it will be combined with targeted questioning to assess the underpinning knowledge.

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 in the performance criteria is detailed below. 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.

Change may include:

- imposed, self-initiated or through identifying opportunities
- implementation of new work practices and procedures
- legislative change
- budgetary reform
- changes in the machinery of government
- organisational restructure and functional change
- emerging community issues
- new government initiatives and programs
- technology transfer to the workplace
- staffing changes
- shared services environment.

Key people 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 and Ministers.

Legislation, policies and procedures may include:

- federal, and state or territory legislation and local government regulations
- government policy
- code of ethics
- organisational code of conduct.

Support mechanisms may include:

- explaining and clarifying
- coaching
- mentoring
- problem solving
- counselling
- referral to available services
- debriefing.

Unit Sector(s)

Organisational administration and management.

Competency field

Not applicable.