



Australian Government

MSS403012 Facilitate change in a competitive systems and practices environment

Release: 1

MSS403012 Facilitate change in a competitive systems and practices environment

Modification History

Release 1. Unit code changed. Unit title changed. Application changed. Elements changed. Performance Criteria changed. Foundation Skills populated. Range of conditions removed. Assessment Requirements changed. Workplace outcome has changed. Supersedes and is not equivalent to MSS403010 Facilitate change in an organisation implementing competitive systems and practices.

Application

This unit describes the skills and knowledge required to assist in planning and implementing changes relating to competitive systems and practices and to identify change implementation issues and take action to have these issues addressed.

This unit applies to senior staff, team leaders, supervisors or those in similar roles who have been given the responsibility to facilitate change processes within a formal or ad hoc team, such as a work area or section of an organisation. Change implementation issues may arise in the implementation of specific competitive systems or practices or in other changes such as the introduction of new products, processes, services or equipment.

This unit does not cover the negotiation of change in a formal industrial relations sense. However these issues may be identified and would be referred to formal consultation and/or dispute settlement procedures.

This unit applies to any organisation that is implementing competitive systems and practices.

No licensing or certification requirements exist at the time of publication. Relevant legislation, industry standards and codes of practice within Australia must be applied.

Pre-requisite Unit

Nil

Competency Field

Competitive systems and practices

Elements and Performance Criteria

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Determine nature and	1.1 Confirm with management organisation's aims and objectives for

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impact of change for designated area and processes	competitive systems and practices techniques related to change process 1.2 Identify opportunities for implementation of change within work area to support desired outcome/s 1.3 Engage with team and relevant personnel to determine potential benefits, challenges and impacts on work practices from change
2. Identify key performance indicators (KPIs)	2.1 Liaise with team, management, technical, compliance and other stakeholders responsible for designing and/or implementing change to determine key performance indicators (KPIs) for own work and that of work area 2.2 Discuss KPIs with team to confirm or amend 2.3 Review data collection and processing with input from team and make or recommend revisions as needed 2.4 Raise and resolve any issues related to KPIs with relevant personnel
3. Identify and act on issues and concerns	3.1 Identify key stakeholders impacted by change 3.2 Discuss change and potential impacts with key stakeholders 3.3 Gain detailed understanding of issues and concerns of each stakeholder and determine appropriate action, with input from others as needed 3.4 Develop response and/or locate information required to address issues and concerns within scope of authority 3.5 Refer issues and concerns outside of scope of authority to relevant personnel
4. Develop a strategy to help implement change	4.1 Identify or develop work plan for implementing change 4.2 Make information available to team members to support change 4.3 Determine skills and/or other development needs of team in relation to change and provide or initiate support 4.4 Gather feedback on draft work plan from team, managers, technical experts and other stakeholders 4.5 Review feedback and reach agreement with stakeholders on changes to work plan, as needed
5. Implement change	5.1 Obtain authorisation to commence change implementation in accordance with organisation procedures 5.2 Assist in implementation of change in accordance with work plan and organisational work health and safety (WHS) and consultation

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	procedures 5.3 Provide information, mentoring or other support to team to assist them to contribute to implementation of change
6. Monitor implementation of change	6.1 Discuss progress with team, management, technical, compliance and other stakeholders to identify barriers or challenges to implementation of change 6.2 Take or initiate action to address issues 6.3 Monitor KPIs during implementation 6.4 Encourage and facilitate improvement suggestions of team members 6.5 Review feedback and improvement suggestions to identify areas requiring improvement in change implementation 6.6 Make improvements to implementation according to organisation procedures

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential to performance but not explicit in the performance criteria.

- Reading skills to interpret workplace documentation
- Writing skills to develop and amend work plan, document stakeholder issues and action taken, seek authorisations
- Oral communication skills to liaise with range of stakeholders, assist in implementation
- Numeracy skills to determine and monitor KPIs.

Other foundation skills essential to performance are explicit in the performance criteria of this unit.

Unit Mapping Information

No equivalent unit.

Links

Companion Volume Implementation Guides are found in VETNet - <https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=5b04f318-804f-4dc0-9463-c3fb9a3fe998>

Assessment Requirements for MSS403012 Facilitate change in a competitive systems and practices environment

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Performance Evidence

There must be evidence the candidate has completed the tasks outlined in the elements and performance criteria of this unit, and demonstrated the ability to:

- plan for, and assist in, implementation of at least one change related to competitive systems and practices
- identify at least 2 change implementation issues and take action according to scope of authority.

Knowledge Evidence

There must be evidence the candidate has knowledge of:

- application of competitive systems and practices to:
 - customer pull and flow
 - customer value
 - continuous improvement
 - muda
 - agile
- features of competitive operational practices being used in own work area
- methods of gathering data against key performance indicators (KPIs)
- work, health and safety (WHS) and environment principles and requirements for area of responsibility
- levels of autonomy and decision-making parameters
- organisation's change implementation procedures
- planning and implementation strategies
- change issues within vs beyond scope of authority and appropriate actions
- underpinning values relevant to competitive systems and practices including:
 - respect for people
 - respect for process
 - transparency and culture of learning
- techniques to encourage input to and engagement with change

- approaches to supporting team members to adapt to change
- possible skills and/or other development needs in relation to competitive operational practices being used in work area and options to address them
- employee assistance mechanisms within organisation.

Assessment Conditions

Skills must have been demonstrated in the workplace or in a simulated environment that reflects workplace conditions and contingencies. The following conditions must be met for this unit:

- use of suitable facilities, equipment and resources,
- modelling of industry operating conditions, including:
 - functioning competitive systems and practices environment.

Assessors must satisfy the NVR/AQTF mandatory competency requirements for assessors.

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