



Australian Government

MSS407001 Prepare for and implement change

Release: 1

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Modification History

Release 1. Supersedes and is equivalent to MSS407001A Prepare for and implement change

Application

This unit of competency covers the skills and knowledge required to establish the preconditions for the implementation of a change, such as a 'step change' or a change resulting from a problem-solving exercise, such as a kaizen blitz. The unit can be applied to subsections of an organisation, such as a team, area or department, or a small or medium sized enterprise (SME).

This unit is intended for team leaders and people with a similar sphere of influence/scope of authority and responsibility. It applies to individuals who are already familiar with change leadership in a competitive systems and practices environment through either previous study or industry experience.

Skills covered by this unit are applied in an organisation after a desired change has already been identified. This unit may also be applied in service organisations applying competitive systems and practices principles.

No licensing, legislative or certification requirements apply to this unit at the time of publication.

Pre-requisite Unit

Nil

Competency Field

Competitive systems and practices

Unit Sector

Not applicable

Elements and Performance Criteria

Elements describe the essential outcomes.

Performance criteria describe the performance needed to demonstrate achievement of the element.

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| 1 | Define the change | 1.1 | Determine the purpose of the change. |
| | | 1.2 | Identify key change project personnel. |
| | | 1.3 | Record the current state that the change is addressing. |

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| | | 1.4 | Develop a consensus view of the intended future state, including indicators of a successful change. |
| | | 1.5 | Develop an agreed statement of the solution. |
| | | 1.6 | Identify the health, safety and environment (HSE) impacts of the change. |
| | | 1.7 | Determine the scope of the change project, including taking into account the impact of the solution on any codes of practice, standards, contracts and commercial or industrial agreements. |
| | | 1.8 | Obtain sign-off from key change project personnel. |
| 2 | Identify personnel required to implement the change and their roles | 2.1 | Develop a high level change network map. |
| | | 2.2 | Identify employees, suppliers or customers who may be required to implement the change. |
| | | 2.3 | Identify other demands on these people during the change. |
| | | 2.4 | Investigate priorities, synergies and conflicts. |
| | | 2.5 | Take action to resolve conflicts. |
| 3 | Assess and manage the change-related risks | 3.1 | Identify organisational capacity for the change, including available resources and ability to absorb any disruption during the change. |
| | | 3.2 | Clarify specific risk dimensions for this change. |
| | | 3.3 | Develop appropriate transition approach. |
| 4 | Build high level change plans | 4.1 | Develop high level involvement plan. |
| | | 4.2 | Develop high level communication plan to all stakeholders. |
| | | 4.3 | Develop high level competency development plan for all implementers. |
| | | 4.4 | Develop high level alignment plan. |

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| 5 | Implement and sustain the change | 5.1 | Implement change plans. |
| | | 5.2 | Check change objectives have been met. |
| | | 5.3 | Transfer ownership of post-change operations from change agents, where relevant. |
| | | 5.4 | Ensure support structures are in place. |
| | | 5.5 | Check alignments have been obtained. |
| | | 5.6 | Check competencies have been developed and will be maintained. |
| | | 5.7 | Ensure base line is defined for continuous improvement. |
| | | 5.8 | Review project and capture learning from the project. |
| | | 5.9 | Take action to sustain improvement by standardising. |

Foundation Skills

This section describes those required skills (language, literacy and numeracy) that are essential to performance.

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Range of Conditions

This field allows for different work environments and conditions that may affect performance. Essential operating conditions that may be present (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) are included.

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| Competitive systems and practices include one or more of: | <ul style="list-style-type: none"> • lean operations • agile operations • preventative and predictive maintenance approaches • statistical process control systems, including six sigma and three sigma • Just in Time (JIT), kanban and other pull-related operations control systems • supply, value, and demand chain monitoring and analysis • 5S |
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	• continuous improvement (kaizen) • breakthrough improvement (kaizen blitz) • cause/effect diagrams • overall equipment effectiveness (OEE) • takt time • process mapping • problem solving • run charts • standard procedures • current reality tree.
High level change network includes one or more of:	• sponsors • cascading change sponsors • targets • agents • advocates • enablers • impeters.
Organisation includes:	• any part of a manufacturing or service organisation • companies, government bodies or other body of people aiming to produce a product to service a customer.
Key change project personnel include one or more of:	• project sponsors • cascading sponsors • relevant managers • change agents.
Risks include one or more of:	• business risks (e.g. over-spending) • market risk (e.g. loss of market share) • HSE risks • relationship risks (e.g. to shareholders, employees, suppliers, customers or the community).
Organisation capacity includes one or more of:	• organisation history of implementing change • capability in change implementation • adaptability of people to change • demand for the change in the part of the organisation.

Specific risk dimensions include one or more of:	• impact of the solution (its potential for disruption to production, quality, delivery and budgets) • readiness of people to accept the change, including readiness to accept changes in role and responsibilities • availability of resources, including financial, plant and equipment, and dedicated personnel.
Transition approach includes one or more of:	• transition style (top down/pilot/process focused/delegated change) • degree of sponsorship to be cascaded • balance of engagement/involvement • internal and/or external resources • use of change to build organisation capacity.
High level involvement plans involve groups within defined constraints which include one or more of:	• objectives for involvement • decision parameters • timing of involvement • problem/opportunity identification • solution design • implementation/transition planning • solution building • solution testing • solution piloting • training design • training delivery • communication roll out • solution roll out.
Alignment plan ensures alignment and sustainability between:	• policies, processes and procedures • incentives and rewards (KPIs and intended outcomes) • consequences and penalties for non-compliance • preventing pre-change behaviours and patterns recurring.
Sustaining improvement includes one or more of:	• standard procedures and work instructions • standard practice • other relevant documents and practices.

Unit Mapping Information

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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 MSS407001 Prepare for and implement change

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Performance Evidence

Evidence required to demonstrate competence in this unit must be relevant to and satisfy the requirements of the elements and performance criteria and include the ability, for one (1) or more teams/areas/departments, to:

- prepare for and deliver change
- communicate with all stakeholders
- develop consensus among stakeholders
- undertake risk analysis of proposed changes
- develop and implement change management plans that have objectives, measurable KPIs and tested solutions to anticipated contingencies.

Knowledge Evidence

Must provide evidence that demonstrates sufficient knowledge to interact with relevant personnel and be able to prepare for and implement change, including knowledge of:

- competitive systems and practices principles
- change management
- workplace strategy and vision
- methods of determining competency gaps in team members
- project planning and management.

Assessment Conditions

- The unit should be assessed holistically and the judgement of competence shall be based on a holistic assessment of the evidence.
- The collection of performance evidence is best done from a report and/or folio of evidence drawn from:
 - a single project which provides sufficient evidence of the requirements of all the elements and performance criteria
 - multiple smaller projects which together provide sufficient evidence of the requirements of all the elements and performance criteria.
- A third-party report, or similar, may be needed to testify to the work done by the individual, particularly when the project has been done as part of a project team.
- Assessment should use a real project where a desired change has been identified and is implemented in an operational workplace.

- Knowledge evidence may be collected concurrently with performance evidence or through an independent process such as workbooks, written assessments or interviews (provided a record is kept).
- Assessment processes and techniques must be appropriate to the language, literacy and numeracy requirements of the work being performed and the needs of the candidate.
- Conditions for assessment must include access to all tools, equipment, materials and documentation required, including relevant workplace procedures, product and manufacturing specifications associated with this unit.
- Foundation skills are integral to competent performance of the unit and should not be assessed separately.
- Assessors must satisfy the assessor competency requirements that are in place at the time of the assessment as set by the VET regulator.
- The assessor must demonstrate both technical competency and currency.
- Technical competence can be demonstrated through:
 - relevant VET or other qualification/Statement of Attainment AND/OR
 - relevant workplace experience
- Currency can be demonstrated through:
 - performing the competency being assessed as part of current employment OR
 - having consulted with an organisation providing relevant environmental monitoring, management or technology services about performing the competency being assessed within the last twelve months.

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