



Australian Government

MSS407001 Prepare for and implement change

Release: 1

MSS407001 Prepare for and implement change

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 Performance criteria describe the performance needed to

essential outcomes.

demonstrate achievement of the element.

- | | | |
|---|--|---|
| 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.
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 | 4.1 Develop high level involvement plan. |

	change plans	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.
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.

Competitive systems and practices include one or more of:

- 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
- 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
- impiders.

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

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

Links

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