



Australian Government

MSS407024 Prepare for and implement change

Release: 1

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Modification History

Release 1. Unit code changed. Application changed. Elements changed. Performance Criteria changed. Foundation Skills populated. Assessment Requirements changed. Supersedes and is not equivalent to MSS407014 Prepare for and implement change.

Application

This unit describes the skills and knowledge required to establish the preconditions for the implementation of an identified change and implement the change using a change network approach. The change may be a 'step change' or may result from a problem-solving exercise, such as a Kaizen Blitz.

This unit applies to team leaders, managers or similar roles with influence, authority and responsibility over change processes. The individual will determine the scope of the change project, develop the change network map and high level change plans, identify and manage risks and implement and sustain the change.

This unit applies to 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.

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. Define the change	1.1 Review organisational information and consult with stakeholders to confirm purpose of change to be implemented 1.2 Identify personnel with capacity and capability to undertake key change project personnel roles 1.3 Consult with stakeholders to record current state to be addressed by change 1.4 Develop consensus view of intended future state and indicators of successful change 1.5 Develop agreed statement of solution 1.6 Identify health, safety and environment (HSE) impacts of change

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	1.7 Determine scope of change project, including relationship of solution to codes of practice, standards, contracts and commercial or industrial agreements 1.8 Confirm or amend scope of change project with input from key change project personnel
2. Develop high level change network map	2.1 Identify key stakeholders including decision makers, employees, suppliers and/or customers required to implement change 2.2 Discuss change project with key stakeholders to determine competing demands, conflicts and other barriers to implementation of change 2.3 Discuss change project with key stakeholders to determine areas of motivation, priorities and synergies 2.4 Determine change network roles of key stakeholders document into high level change network map
3. Assess and manage the change related risks	3.1 Identify organisational capacity for the change, including available resources and ability to absorb disruption during implementation of change 3.2 Consult with key stakeholders to determine specific risk dimensions for this change 3.3 Develop transition approach incorporating risk management strategies
4. Build and write high level change plans	4.1 Consult with key stakeholders to determine challenges and requirements for implementation of change 4.2 Develop high level involvement plan 4.3 Develop high level stakeholder communication plan 4.4 Develop high level competency development plan for all implementers 4.5 Develop high level alignment plan
5. Implement and sustain the change	5.1 Implement change plans and monitor with input from stakeholders to confirm change objectives have been met 5.2 Consult with stakeholders to determine actions to address any areas where objectives have not been met 5.2 Facilitate transfer of ownership of post-change operations from change agents

Elements	Performance Criteria
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
	5.3 Oversee the implementation of structures to support sustained change 5.4 Check alignments have been obtained 5.5 Check competencies have been developed and will be maintained 5.6 Ensure base line is defined for continuous improvement 5.7 Review project and capture learning from the project 5.8 Oversee action required to embed changes into standard practice

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 complex workplace documentation
- Writing skills to develop high level change plans and change network map
- Oral communication skills to facilitate engagement and participation, obtain sign offs
- Numeracy skills to determine indicators of success.

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

Unit Mapping Information

Release 1. Supersedes and is not equivalent to MSS407014 Prepare for and implement change.

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 MSS407024 Prepare for and implement change

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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, implement and sustain at least 1 already identified change in an organisation.

Knowledge Evidence

There must be evidence the candidate has knowledge of:

- competitive systems and practices principles
- approaches to change management
- change network approach and commonly associated roles, high level change plans and high level change network map
- key change personnel
- organisation change capacity
- specific risk dimensions
- transition approach to change
- methods of determining competency gaps in team members
- project planning and management
- underpinning values relevant to competitive systems and practices including at least 5 of:
 - respect for people
 - respect for process
 - empowered teams and devolved decision making and/or strategy deployment
 - transparency and culture of learning
 - creation of value and customer perceived value
 - go and see and/or go to the source decision making
 - rapid cycle or iterative development
 - empirical development
- leadership and management methods that support the values of competitive systems and practices
- techniques to facilitate communications and agreement across levels and areas of the organisation.
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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, including:
 - predetermined change
- modelling of industry operating conditions.

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

Links

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