



Australian Government

PSPGEN095 Facilitate change

Release: 1

PSPGEN095 Facilitate change

Modification History

Supersedes and is equivalent to PSPGEN056 Facilitate change.

Application

This unit describes the performance outcomes, skills and knowledge required to facilitate workplace change in public sector environments where role ambiguity and uncertainty often accompany the change process. It includes structural and functional changes.

This unit applies to those working in generalist and specialist roles within the public sector. Those undertaking this unit work independently, performing complex tasks in a range of familiar and unfamiliar contexts.

The skills in this unit must be applied in accordance with Commonwealth and State or Territory legislation, Australian standards and industry codes of practice.

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

Pre-requisite Unit

Nil

Competency Field

General

Elements and Performance Criteria

ELEMENTS

Elements describe the essential outcomes

PERFORMANCE CRITERIA

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

1. Plan for the introduction of change.
 - 1.1. Research for the introduction of change to consider the broader context of the organisation and emerging and future trends in the public sector.
 - 1.2. Develop own knowledge and understanding through consultation.
 - 1.3. Recognise the interconnectedness of people, systems and structures and consider during planning for change.
 - 1.4. Make plans in consultation with stakeholders.
 - 1.5. Communicate the organisation's rationale for change.
 - 1.6. Anticipate and facilitate information needs of all stakeholders as part of change management.
2. Deal with emerging challenges and opportunities.
 - 2.1. Develop and implement strategies to engage stakeholders in the change process.
 - 2.2. Inform internal and external clients about the change process, possible inconveniences and the benefits intended from the change.
 - 2.3. Identify, monitor and address risk factors affecting change in accordance with the organisational risk management plan.
 - 2.4. Interpret individual responses to change and provide support mechanisms to address specific needs.
 - 2.5. Identify and share learning from the implementation of change.
3. Handle ambiguity in the change process.
 - 3.1. Identify ambiguity in the change process and communicate the need to work with issues that cannot be resolved immediately to others as part of any change process.
 - 3.2. Develop and implement strategies to assist others to cope with apparent ambiguities.
 - 3.3. Identify, evaluate and negotiate recommendations for improving techniques to manage change.

Foundation Skills

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

Unit Mapping Information

Supersedes and is equivalent to PSPGEN056 Facilitate change.

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=bebbece7-ff48-4d2c-8876-405679019623>

Assessment Requirements for PSPGEN095 Facilitate change

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Performance Evidence

Evidence of the ability to complete tasks outlined in elements and performance criteria of this unit in the context of the job role, and on at least two occasions:

- communicate with a diverse range of individuals at different levels in the organisation
- problem solve in the context of managing ambiguity and change
- give and receive feedback, including ‘managing upwards’
- influence others
- coach and mentor others in the change process
- manage the effects of change in the workplace, including workplace health, safety and wellbeing issues.

Knowledge Evidence

Demonstrated knowledge required to complete the tasks outlined in elements and performance criteria of this unit:

- legislation, policies and procedures relating to public sector workplaces
- change management models and tools and the application of these in the workplace
- organisational structure and culture
- group dynamics
- emotional intelligence
- application of support mechanisms to address specific needs of individuals in responding to change, including:
 - explaining
 - clarifying
 - coaching
 - mentoring
 - problem solving
 - counselling
 - referral to available services
 - debriefing.

Assessment Conditions

Skills must be demonstrated in the workplace or in a simulated environment that reflects workplace conditions.

Assessment must ensure access to:

- legislation, policies and procedures relating to the public sector workplaces
- resources and equipment of the working environment.

Assessors must satisfy the Standards for Registered Training Organisations' requirements for assessors.

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