



Australian Government

Department of Education, Employment and Workplace Relations

PSPGOV306B Implement change

Revision Number: 3

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Modification History

Release	TP Version	Comments
3	PSP12V1	Unit descriptor edited.
2	PSP04V4.2	Layout adjusted. No changes to content.
1	PSP04V4.1	Primary release.

Unit Descriptor

This unit covers implementation of change and participation in refinement of work procedures. It includes preparing for, implementing and monitoring change and working with ambiguity in the face of change.

In practice, implementing change may overlap with other generalist or specialist public sector work activities such as acting ethically, complying with legislation, working effectively, contributing to the workgroup, organising information, using resources, etc.

This is one of 6 units of competency in the *Working in Government and Management* Competency Fields that deal with change. Related units are:

- PSPGOV205B Participate in workplace change
- PSPGOV405B Provide input to change processes
- PSPGOV514A Facilitate change
- PSPMNGT604B Manage change
- PSPMNGT703A Lead and influence change

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

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency. Together, performance criteria specify the requirements for competent performance. Text in ***bold italics*** is explained in the Range Statement following.

Elements and Performance Criteria

ELEMENT

PERFORMANCE CRITERIA

1. Prepare for change

- 1.1 The need for **change** in work practices is accepted within the work unit and suggestions are made or options devised.
- 1.2 Advantages, disadvantages and consequences of proposed suggestions are identified.
- 1.3 Suggested workplace changes are discussed with supervisor and colleagues and acted upon as required.
- 1.4 Contributions are made to planning for change in the workgroup in accordance with organisational requirements.
- 1.5 Effects upon others of own emotions/reactions to change are considered and adjustments are made to support required change.

2. Implement and monitor change

- 2.1 Own work practices are changed according to agreed arrangements.
- 2.2 Advice and support are given to assist others to adjust to changes in work practice.
- 2.3 The benefits of change are promoted in the workplace as opportunity arises.
- 2.4 Opportunities for continuous improvement in the workplace are identified, referred for approval and acted on.
- 2.5 Change is monitored with others to determine the effectiveness of revised procedures, and findings are advised to senior staff.

3. Work with ambiguity in the workplace

- 3.1 Ambiguity/uncertainty relating to changed roles, functions and procedures is identified and **problem-focused strategies** are used for coping.
- 3.2 A **flexible approach** is applied when carrying out instructions for changes to work practices.
- 3.3 Issues relating to change that cannot be resolved immediately are accommodated whilst implementing change in accordance with **legislation, policy and procedures**.

Required Skills and Knowledge

This section describes the essential skills and knowledge and their level, required for this unit.

Skill requirements

Look for evidence that confirms skills in:

- applying public sector legislation, policies and guidelines in an environment of change
- communicating including consultation and negotiation with a diverse workforce, including peers and supervisors
- responding to diversity, including gender and disability
- observing and evaluating
- giving and receiving feedback
- coping with ambiguity, emotions and stressors related to implementing change
- applying occupational health and safety and environmental requirements in the context of change

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- legislation, policies and guidelines relating to public sector environments
- principles of adapting to change
- group dynamics
- emotional intelligence
- workgroup practices
- at least one change management model
- equal employment opportunity, equity and diversity principles
- public sector legislation such as occupational health and safety and environment in the context of change management

Evidence Guide

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together

- *Pre-requisite* units that must be achieved prior to this unit: *Nil*
- *Co-requisite* units that must be assessed with this unit: *Nil*
- *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:
 - PSPETHC301B Uphold the values and principles of public service
 - PSPGOV301B Work effectively in the organisation
 - PSPGOV302B Contribute to workgroup activities
 - PSPGOV303B Build and maintain internal networks
 - PSPGOV307B Organise workplace information
 - PSPGOV308B Work effectively with diversity
 - PSPGOV312A Use workplace communication strategies
 - PSPGOV314A Contribute to conflict management
 - PSPGOV315A Give and receive workplace feedback
 - PSPLEGN301B Comply with legislation in the public sector

Overview of evidence requirements

In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:

- the knowledge requirements of this unit
- the skill requirements of this unit
- application of Employability Skills as they relate to this unit
- changes implemented in a range of (3 or more) contexts (or occasions, over time).

Resources required to carry out assessment

These resources include:

- legislation, policy, procedures and protocols relating to change management
- case studies and workplace scenarios to capture the range of situations likely to be encountered when implementing change

Where and how to assess evidence

Valid assessment of this unit requires:

- a workplace environment, or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when implementing change, including coping with difficulties, irregularities and breakdowns in routine
- changes implemented in a range of (3 or more) contexts (or occasions, over time).

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations.

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- portfolios
- projects
- questioning
- scenarios
- authenticated evidence from the workplace and/or training courses

For consistency of assessment

Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments.

Range Statement

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in ***bold italics*** in the Performance Criteria is explained here.

<i>Change</i> may be:	- imposed or self-initiated - at individual, team, organisational or regional level
<i>Change</i> may include:	- technology - work practices and procedures - staffing - resources - work priorities and objectives - budget - organisational structure/restructure - machinery of government changes - amalgamation of agencies - work location - shared services environment - workplace re-organisation
<i>Problem-focused strategies</i> may include:	- clearly identifying problem - seeking advice and direction for clarifying/dealing with problem - developing a plan of action - seeking feedback on planned action - implementing planned action and reflecting on/evaluating outcomes in order to modify/use same strategy
<i>Flexible approach</i> may include:	- positive attitude to change even though there may be some ambiguity about what is required - being prepared to perform work differently one day to the next - accepting an iterative approach to changes in work practices
<i>Legislation, policy and procedures</i> may include:	- Commonwealth, State/Territory and Local Government legislation - government policy - environmental and sustainability policies - public sector code of ethics - national standards related to service delivery area - the organisation's policies and practices - organisational code of conduct

Unit Sector(s)

Not applicable.

Competency field

Working in Government.