



Australian Government

Department of Education, Employment and Workplace Relations

PSPMNGT604B Manage change

Revision Number: 3

PSPMNGT604B Manage change

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 the management of planned change (rather than emergent change) that may be caused by restructuring or Machinery of Government changes, change imposed by others, or business unit initiated change. It includes confirming that change is required, determining the likely impact of change, developing a change management strategy, fostering commitment to workplace change, and implementing the change management strategy.

In practice, managing change occurs in the context of other generalist or specialist public sector workplace activities such as managing client service delivery, managing policy implementation, applying government systems, networking etc.

This unit 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
- PSPGOV306B Implement change
- PSPGOV405B Provide input to change processes
- PSPGOV514A Facilitate change
- PSPMNGT703A Lead and influence change

This unit replaces and, for qualification purposes, is equivalent to *PSPMNGT604A Manage change*. The unit no longer includes evaluation of change management strategies. Evaluation is addressed in *PSPMNGT611A Manage evaluations* in the *Management* Competency field of the Training Package.

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. Confirm that change is required | 1.1 The requirement for change is confirmed through consideration of factors impacting upon the business unit , the organisation or within the political environment.
1.2 Key stakeholders are consulted in establishing that change is required/imminent and the nature of the change.
1.3 Benchmarking is conducted with other similar organisations/functions/best practice standards to confirm the need for change.
1.4 Specialists and experts are consulted as required to assist in the identification of major change requirements or opportunities.
1.5 The need for management support, expertise and advice is identified and addressed to maximise the advantages of change management strategies. |
| 2. Determine the likely impact of change | 2.1 The proposed change is analysed in relation to organisational structure and function, and business unit strategic objectives.
2.2 The individuals, groups and others likely to be affected by change are identified and their expectations and concerns are identified.
2.3 The eventual impact of the proposed change on employees and employee relations within the business unit is identified and explained in line with individuals' specific needs and their differing responses to change.
2.4 Options and specific proposals for change and the consequences are discussed with staff and feedback is invited to ensure that people are involved in the decisions that affect them.
2.5 Potential risks associated with change are identified and planned for in accordance with the organisation's risk management procedures.
2.6 The requirements and planned outcomes for change are communicated in accordance with government requirements. |
| 3. Develop a change management strategy | 3.1 Change management strategy and related communication strategies are prepared participatively with key stakeholders.
3.2 The strategy is structured to address the transition from present to future arrangements and identifies tactics for dealing with ambiguity in roles, functions, organisational priorities or structures.
3.3 Future trends and organisational needs are discussed and considered in the process of developing strategies for dealing with change.
3.4 Change management activities are designed to comply with the framework provided by relevant legislation and organisational policy .
3.5 Time schedules, performance standards and interim checkpoints are devised for change management strategies. |

ELEMENT**PERFORMANCE CRITERIA**

- 3.6 Approval to implement the chosen change management strategy is obtained from senior management.
- 4. Foster commitment to workplace change**
- 4.1 A range of **strategies** is used to foster a positive attitude to change, especially from the individuals on whom the organisational change will have the most effect.
- 4.2 Advice is provided to key stakeholders on strategies for effective change management and sensitivity is shown to people's individual responses to change.
- 4.3 Resources required to implement change within the business unit are obtained and used.
- 4.4 **Leadership** and communication **strategies** are used to assist others to deal with ambiguity and adapt to change.
- 5. Implement a change management strategy**
- 5.1 Policies, practices and procedures are altered and implemented as required to support the change management strategy.
- 5.2 **Barriers to change** are identified and addressed in accordance with the organisation's risk management plan.
- 5.3 Priorities are identified, reviewed and renegotiated with key stakeholders in light of changing circumstances.
- 5.4 Strategies for embedding the change are activated in accordance with the change management strategy.
- 5.5 A system/process and performance indicators are developed to monitor the impact of change.
- 5.6 Adjustments to the change management strategy are implemented if necessary as a result of performance monitoring, to ensure change is managed effectively for sustained positive outcomes.

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:

- influencing and counselling in the context of change management
- engaging in negotiation and conflict resolution in a change management environment
- monitoring change management strategies
- consulting with stakeholders using a variety of words and language structures to explain complex ideas to different audiences
- interpreting and explaining complex, formal documents and assisting others to apply them in the workplace
- preparing written advice and reports requiring reasoning and precision of expression
- responding to diversity, including gender, disability
- applying public sector legislation such as occupational health and safety and environmental and sustainability requirements in the context of change management

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- change management strategies
- effects of change
- industrial relations issues as applicable to change processes
- negotiation processes
- key factors in the internal and external operating environment
- equal employment opportunity, equity and diversity principles
- understanding of organisational goals, policies and procedures
- jurisdictional legislation applicable to management and human resource management functions

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:
 - PSPETHC601B Maintain and enhance confidence in public service
 - PSPGOV601B Apply government systems
 - PSPGOV602B Establish and maintain strategic networks
 - PSPLEGN601B Manage compliance with legislation in the public sector
 - PSPPOL603A Manage policy implementation

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 the Employability Skills as they relate to this unit (see Employability Summaries in Qualifications Framework)
- change management in a range of (2 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- legislation, procedures and protocols
- workplace scenarios and case studies to capture the range of situations likely to be encountered when managing change in the public sector
- change management strategies applicable to the public sector
- tactics for dealing with ambiguity

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 managing change, including coping with difficulties, irregularities and breakdowns in

routine

- management of change in a range of (2 or more) contexts (or occasions, over time)
- a variety of contexts that reflect the continuum of change management, from dealing with concrete change requirements to managing ambiguity and uncertainty

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.

Change may occur:

- in response to government policy or Ministerial direction
- in response to Machinery of Government changes
- through organisational development or design strategies created by senior management
- through business unit level initiatives
- in response to technology changes

Business unit may refer to:

- a program
- sub-program
- cost centre
- area
- division
- branch
- production unit or section located within the organisation

Stakeholders may include:

- all those individuals and groups both inside and outside the organisation that have some direct interest in the organisation's behaviour, actions, products and services such as:
 - employees at all levels of the organisation
 - community
 - clients
 - other public sector organisations
 - union and association representatives
 - boards of management
 - government
 - Ministers
 - human resources specialists

Change management strategy may include:

- risk management plan
- communication strategy
- timeframes
- milestones
- performance indicators

Legislation and organisational policy

- Commonwealth and State/Territory legislation including equal employment opportunity and anti-discrimination law

may include:

- national and international codes of practice and standards
- environmental/sustainability practices
- the organisation's policies and practices
- government policy
- codes of conduct
- Machinery of Government changes

Interim checkpoints are :

- points throughout the change implementation where the success of change management is assessed and change management plans are altered in response

Strategies to foster commitment to change may include:

- nurturing mutually beneficial and trusting relationships with stakeholders
- team building
- process consultation
- action learning/research
- staff development and training
- guiding coalition
- using specialist expertise to support/facilitate an environment supportive of change
- organisational communication processes/mechanisms

Leadership strategies may include:

- offering guidance and direction
- mentoring
- coaching
- positive role modelling
- provision of training and support

Barriers to change may include:

- individual misunderstanding the purpose of the changes
- failure to see the need
- fear of the unknown
- fear of loss of status, security, power, friends
- lack of identification with the change
- lack of involvement in the change
- vested interests
- challenge to group norms/established roles
- conflict between personal/organisational objectives
- existing reward systems may support status quo
- interdepartmental rivalry/conflict
- threat to balance of power
- tired of change
- existing organisational culture
- change strategies poorly chosen

- history of failed change projects
- inappropriate organisational structure

Unit Sector(s)

Not applicable.

Competency field

Management.