



Australian Government

Department of Education, Employment and Workplace Relations

PUAMAN006B Manage and facilitate change

Revision Number: 2

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Modification History

Release	TP version	Comments
2	PUA12 V1	Layout adjusted. Application revised.
1	PUA00 V8.1	Primary release on TGA.

Unit Descriptor

This unit covers the competency to introduce, manage and evaluate change in a range of organisational contexts.

Application of the Unit

This unit applies to managers who have the resource and financial authority to make change to organisational policies, procedures, and/or strategies.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a Unit of Competency.

Performance Criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the Range Statement. Assessment of performance is to be consistent with the Evidence Guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Develop change management strategies	1.1 Optional and specific proposals for change are developed and communicated to stakeholders. 1.2 <i>Stakeholders</i> are consulted when developing strategies for dealing with workplace change. 1.3 Future trends and organisational needs are discussed and considered in process of developing strategies for dealing with change. 1.4 Options and specific proposals for change are developed and discussed with stakeholders 1.5 A change management strategy is adopted.
2. Facilitate change management strategy	2.1 Advice is communicated to stakeholders on the requirements for effective change implementation. 2.2 <i>Resource requirements</i> to implement change in the workplace are obtained and used. 2.3 Leadership is provided to assist others to adapt to change, including appropriate guidance, training and support and a positive role model.
3. Implement change	3.1 Work practices, policies, strategies and resource requirements are amended to accommodate changing circumstances. 3.2 Outcomes of change management strategy are achieved .
4. Review effectiveness of change	4.1 Feedback and monitoring mechanisms are put in place. 4.2 The outcomes of monitoring and evaluation are communicated to relevant personnel. 4.3 <i>Impact of change</i> on the workplace is monitored and evaluated and results are reflected in future change management.

Required Skills and Knowledge

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

Required Skills

- analyse change needs
- communication
- identify and meet the needs of particular groups in the change process
- monitor and evaluate the impact of change
- obtain and use resources to support change
- promote change

Required Knowledge

- change management processes
- models of organisational change
- organisational theoretical frameworks

Evidence Guide

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Knowledge and application of change management and skills in a wide range of contexts to achieve actual organisation change objectives.

Consistency in performance

Evidence will need to be gathered over time in a range of actual or simulated change management contexts.

Context of and specific resources for assessment

Context of assessment

Evidence of competent performance should be obtained by observing an individual in a change management role within the workplace or exercise or operational environment.

Specific resources for assessment

No special requirements.

Range Statement

The Range Statement relates to the Unit of Competency as a whole. It allows for different work environments and situations that may affect performance. ***Bold italicised*** wording in the Performance Criteria is detailed below.

Resource requirements may include:

- changes in the workplace
- implementation of new work practices
- machinery of government change
- budgetary reform
- organisation restructure
- technology transfer to the workplace
- emerging community issues
- new government programs
- natural disasters
- staffing changes

Stakeholders may include:

- personnel
- clients
- community
- other organisations
- unions
- management

Change contexts may include:

- strategic influences
- technology changes
- procedures and practices
- policy directions
- government legislation
- community expectations
- staffing levels
- finance
- skills available to meet opportunities
- freedom of information
- non-discriminatory guidelines
- new opportunities open to the organisation

Impact of change may include:

- working relationships
- public relations
- productivity/effectiveness measures
- working environment
- quality of services/products
- industrial relations
- individual skills/knowledge and career paths
- staff competency and developmental requirements

Unit Sector(s)

Not applicable.