



Australian Government

Department of Education, Employment and Workplace Relations

SIRXMG006A Initiate and implement change

Revision Number: 2

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Modification History

The version details of this endorsed unit are in the table below. The latest information is at the top.

Release	Comments
Second Release	Editorial updates

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to initiate and implement change in a retail environment.

Application of the Unit

This unit applies to management personnel who identify opportunities for increased sales and service, and evaluate, negotiate and implement changes consistent with the store's overall aims and objectives.

Licensing/Regulatory Information

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

Pre-Requisites

Nil

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements and Performance Criteria

Element	Performance criteria
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Identify opportunities for increased sales and service.	1.1.Regularly obtain relevant, reliable information from a variety of sources and analyse with regard to requirements of store operations. 1.2.Accurately report information on developments to appropriate personnel. 1.3.Use information related to current practices to identify opportunities for growth in sales and service. 1.4.Continuously monitor and evaluate operations, and take action to improve where indicated. 1.5.Accurately identify obstacles to change and take action to alleviate problems. 1.6.Use evaluation of previous development outcomes to identify a range of opportunities for improvement and change.
2. Evaluate changes.	2.1.Ensure information on current and proposed merchandise and service range and operating systems is complete, accurate and accessible. 2.2.Compare advantages and disadvantages of current and proposed operations. 2.3.Assess implications of introducing changes using appropriate analysis measures. 2.4.Ensure proposed changes take account of previous evaluations. 2.5.Communicate recommendations to appropriate people within designated timeframes. 2.6.Analyse responses to recommendations and make appropriate alterations.
3. Negotiate changes.	3.1.Promptly communicate information on projected change to appropriate people in sufficient detail for them to evaluate the implications for their areas of responsibility. 3.2.Maintain good working relationships during negotiations. 3.3.Ensure agreements reached include detailed implementation plans in line with store policy and procedures. 3.4.Communicate complete and accurate records of negotiations and agreements to appropriate people.

- 3.5. Where compromise necessary, ensure it is mutually acceptable and in line with store policy.
- 3.6. Convey reasons for non acceptance of proposals positively to relevant staff.
- 3.7. Encourage relevant people to understand and participate in changes.
- 4. Implement and evaluate change.
 - 4.1. Communicate relevant details of implementation plans within designated timeframes to appropriate people in a manner and at a level and pace suitable for their needs.
 - 4.2. Use resources effectively to meet the requirements of operational changes.
 - 4.3. Monitor operational changes according to implementation plans.
 - 4.4. Evaluate outcomes of changes against expectations and previous sales and service records.
 - 4.5. Modify implementation process to resolve **problems** if required.

Required Skills and Knowledge

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

Required skills

- analytical skills to:
 - evaluate and forecast
 - collect and organise information
- interpersonal communication skills to:
 - report information and communicate recommendations
 - negotiate changes and communicate details of implementation plans through clear and direct communication
 - ask questions to identify and confirm requirements
 - share information
 - use language and concepts appropriate to cultural differences
 - use and interpret non-verbal communication
 - conduct presentations
- literacy skills to document plans and reports

Required knowledge

- store policy and procedures in regard to:
 - initiating and implementing change
 - applying relevant legislation and organisational rules
- changes to technology and resources
- market needs and marketing opportunities
- resource utilisation and costs
- analysing efficiency and effectiveness
- assessing alternatives in areas of change, including contingency planning
- using financial analysis techniques, including cost and benefit, differential and risk analysis
- quality assurance and control

Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, the range statement and the Assessment Guidelines for this Training Package.

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

Evidence of the following is essential:

- reviews relevant information and identifies opportunities for increased sales and service
- evaluates proposals for changes to merchandise and service range and operating systems
- negotiates for the successful implementation of change
- collaboratively implements changes
- evaluates implemented change against the initial proposal.

Context of and specific resources for assessment

Assessment must ensure access to:

- a retail work environment
- relevant documentation, such as:
 - store policy and procedures in regard to initiating and implementing change
 - resource utilisation
 - proposals for changes
 - market analysis data
- a team.

Methods of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- observation of performance in the workplace
- third-party reports from a supervisor
- written or verbal questioning to assess knowledge and understanding
- review of portfolios of evidence and third-party workplace reports of on-the-job performance.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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.

Information may be gathered from:

- external sources
- higher-level managers
- subordinates
- colleagues
- specialists
- staff in other departments.

Appropriate personnel may include:

- supervisor and manager
- team members.

Opportunities for improvement and change may include:

- personnel requirements and team composition
- employment and work practices
- work methods and patterns
- cost factors
- nature and availability of services and products
- quality of services and products
- methods to reduce waste
- new equipment and technology
- design of systems.

Implications of change may affect:

- profitability
- productivity
- quality of service and product
- environmental impact
- working conditions
- working relationships
- reactions of individual employees.

Analysis measures may be:

- qualitative
- quantitative.

Communication and negotiations may include:

- higher-level managers
- subordinates
- colleagues
- specialists
- staff in other departments
- representatives from external organisations.

Negotiations may be conducted:

- verbally in formal or informal meetings
- by telephone or fax

Store policy and procedures in regard to:

Problems in implementing change may relate to:

- written correspondence
- email.
- initiating and implementing changes
- communication techniques.
- internal considerations
- external considerations.

Unit Sector(s)

Cross-Sector

Competency field

Management and Leadership