

## BSBCMN412A Promote innovation and change

### Unit descriptor

This unit covers the skills and knowledge required to promote the use and implementation of innovative work practices to effect change.

This unit is related to BSBCMN312A Support innovation and change.

ELEMENT	PERFORMANCE CRITERIA
1 Identify and develop opportunities for improved work practices	<ul style="list-style-type: none"><li>1.1 Options for change incorporate identified improvements to work practices and procedures</li><li>1.2 <i>Risk factors</i> affecting change are analysed to identify potential constraints</li><li>1.3 Change is planned and resourced to promote the introduction and management of new processes</li><li>1.4 Benefits of <i>change</i> are clear and consistent with <i>organisational requirements</i></li><li>1.5 Timelines and targets for implementation are realistic and support the achievement of change</li></ul>
2 Lead team to foster innovative work practices	<ul style="list-style-type: none"><li>2.1 Team members are selected to maximise innovative opportunities</li><li>2.2 Work assignments are organised to facilitate <i>innovative work skills</i></li><li>2.3 Team members are provided with guidance and coaching on innovation in the workplace</li><li>2.4 Models of innovative work practice are provided and discussed</li></ul>
3 Facilitate commitment to workplace change	<ul style="list-style-type: none"><li>3.1 Opinions and suggestions on improving work practices are encouraged to facilitate participation in change processes</li><li>3.2 Goals and objectives of change are communicated clearly and promptly to individuals and teams</li><li>3.3 <i>Business technology</i> is used to manage and provide access to information on progress towards objectives of change</li><li>3.4 <i>Mentoring and coaching</i> is provided to support individuals and groups in introduction of change</li><li>3.5 Decisions to overcome problems in the implementation of change are made in consultation with designated individuals and groups</li></ul>

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ELEMENT	PERFORMANCE CRITERIA
4 Monitor and evaluate change	3.6 Effective relations and communications are maintained with clients and stakeholders during the process of change
	4.1 Organisation's systems and technology are used to <i>monitor progress</i> towards objectives
	4.2 Team members are actively encouraged to reflect on team activities and opportunities for improvement and innovation
	4.3 Team activities are evaluated based on feedback from team members, management, clients and other interested people
	4.4 Suggestions for work improvements made by team members are positively received and acted on where appropriate
	4.5 <i>Evidence and information</i> on the impact of change is accurate, relevant and reported within organisational requirements
	4.6 Recommendations for improving methods or techniques to manage change are negotiated with designated individuals and groups using appropriate <i>negotiation skills</i>
	4.7 Systems, records and reporting procedures are maintained according to organisational requirements
4.8 Feedback on individual and group work practices is prompt and constructive	

### RANGE STATEMENT

The range statement provides advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment. The following variables may be present for this particular unit:

They may use **legislation, codes and national standards relevant to the workplace** including:

- award and enterprise agreements and relevant industrial instruments
- relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination
- relevant industry codes of practice.

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**Change** may include:

- implementation of new work practices and/or services
- organisational restructures
- introduction of new technology
- change in work location
- new client base
- staffing changes
- job role changes
- work priorities.

**Innovative work skills** are the skills required to come up with and develop new ideas or the new use of an old idea. They include:

- interpretation
- conceptualisation
- representation
- reflection
- evaluation.

**Organisational requirements** may be included in:

- quality assurances and/or procedures manuals
- goals, objectives, plans, systems and processes
- legal and organisational policy/guidelines and requirements
- occupational health and safety policies, procedures and programs
- business and performance plans
- anti-discrimination and related policy
- access and equity principles and practice
- ethical standards
- quality and continuous improvement processes and standards
- defined resource parameters
- consultation and communication processes.

**Risk factors** may include:

- disturbances to workflow
- confusion/loss of confidence
- cost blow out
- supplier problems
- product/service delivery problems
- time delays.

# *National Pest Management Competencies*



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**Business technology** may include:

- computer
- Internet/Extranet/Intranet
- email
- software
- answering machine
- fax machine
- telephone.

**Mentoring and coaching** may include:

- providing feedback to another team member
- fair and ethical practice
- non-discriminatory processes and activities
- respecting the contribution of all participants and giving credit for achievements
- presenting and promoting a positive image of the collective group
- problem-solving
- providing encouragement.

**Monitoring progress** may include:

- weekly report
- monthly report
- consultative groups
- occupational health and safety
- union delegates
- financial departments
- public profiles.

**Evidence and information** may include:

- customer surveys
- employee satisfaction
- industrial disputes
- supplier feedback
- productivity measures
- cost savings
- market share data.

**Negotiation skills** may include:

- assertiveness
- collaboration
- solution designing
- confidence building

*Extracted as a service to the Pest Management Industry, from  
PRM04 Asset Maintenance Training Package developed by ANTA.*

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- conflict reduction
- stress management
- empathising.

### EVIDENCE GUIDE

The evidence guide identifies the critical aspects, underpinning knowledge and skills to be demonstrated to confirm competence for this unit. This is an integral part of the assessment of competence and should be read in conjunction with the range statement.

### Critical aspects of evidence

- Analysing and evaluating problems associated with change.
- Developing processes to introduce change.
- Establishing plans and schedules to achieve the objectives of change.
- Presenting information on the causes and introduction of the change.
- Communicating priorities, goals and objectives.
- Gathering evidence on the effect of change.

### Underpinning knowledge

At this level the learner must demonstrate understanding of a broad knowledge base incorporating some theoretical concepts.

- The relevant legislation from all levels of government that affects business operation, especially in regard to occupational health and safety and environmental issues, equal opportunity, industrial relations and anti-discrimination.
- Understanding of common effects of change and innovation in the workplace.
- Understanding of industrial and organisational context of change.
- Understanding of organisation's policies, plans, procedures and structure.
- Knowledge of resources required by the organisation's operations.
- Understanding processes to interpret and apply feedback.
- Knowledge of principles and techniques of goal setting and recording priorities.
- Knowledge of the principles of negotiation.

### Underpinning skills

- Literacy skills to read and understand a variety of texts; prepare general information and papers according to target audience; spell with accuracy; use grammar and punctuation effectively as an aid to understanding.
- Planning skills to schedule work activities for the implementation of change.
- Teamwork skills for working as a member of a team during period of changes.
- Consultation skills for including stakeholders in the change process.
- Analytical skills for monitoring outcomes of change.
- Negotiation skills for dealing with competing objectives.
- Estimation skills for identifying resources necessary to support introduction of change.

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- Ability to relate to people from a range of social, cultural and ethnic backgrounds and physical and mental abilities.

### **Resource implications**

The learner and trainer should have access to appropriate documentation and resources normally used in the workplace.

### **Consistency of performance**

In order to achieve consistency of performance, evidence should be collected over a set period of time which is sufficient to include dealings with an appropriate range and variety of situations.

### **Context of assessment**

- Competency is demonstrated by performance of all stated criteria, including paying particular attention to the critical aspects and the knowledge and skills elaborated in the evidence guide, and within the scope as defined by the range statement.
- Assessment must take account of the endorsed assessment guidelines in the Business Services Training Package.
- Assessment of performance requirements in this unit should be undertaken in an actual workplace or simulated environment.
- Assessment should reinforce the integration of the key competencies and the business services common competencies for the particular AQF level. Refer to the key competency levels at the end of this unit.

### **Key competency levels**

- **Collecting, analysing and organising information** (level 2) to set goals and objectives.
- **Communicating ideas and information** (level 2) with members of the work team.
- **Planning and organising activities** (level 2) to promote change.
- **Working with teams and others** (level 2) in completing scheduled tasks.
- **Using mathematical ideas and techniques** (level 2) as an aid to measure impact of change.
- **Solving problems** (level 2) to diagnose problems of implementation.
- **Using technology** (level 2) to manage scheduling of tasks.