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Section 1: Meeting VET sector requirements

Training organisations have a range of requirements that they must meet in developing and implementing quality training and assessment strategies and practices for course programs. As a trainer, you also have a range of requirements that must be considered when implementing programs for your specific group of learners.

1.1 How Aspire's resources assist in meeting requirements

The following section outlines a range of VET sector requirements and how Aspire's resources may assist you and your training organisation in implementing a quality learning experience.

VET sector requirement	Aspire's approach
Australian Qualifications Framework The Australian Qualifications Framework is the national policy for regulated qualifications in the Australian education and training system. The AQF incorporates the quality assured qualifications from each education and training sector into a single comprehensive national qualifications framework. You and your training organisation must be aware of the requirements of the relevant AQF qualification or course requirements, from the endorsed training package, as you implement course delivery.	Aspire's learning resources, practice tasks and learning checkpoints have been pitched at a level suitable for the unit of competency and the qualifications for which it is relevant, based on the specifications in the Australian Qualifications Framework (AQF) (Second edition, January 2013). For more information regarding these specifications, and to download the Australian Qualifications Framework, visit the AQF website at: www.aqf.edu.au .
Volume of learning When developing training and assessment strategies for this unit and the qualification for which it is relevant, you and your training organisation must take into account the volume of learning requirements as defined by the Australian Qualifications Framework. An explanation of volume of learning can be accessed at: www.aqf.edu.au/wp-content/uploads/2013/06/Volume-of-Learning-Explanation.pdf	The sample delivery plans provided in section 3.2 include suggested time allocations. You may need to adjust these allocations when planning delivery in the context of a whole qualification to meet volume of learning requirements and learner needs.

Section 2: Unit of competency information

2.1 Unit of competency

BSBINN601 Lead and manage organisational change

Modification History

Release	Comments
Release 1	This version first released with BSB Business Services Training Package Version 1.0.

Application

This unit describes skills and knowledge required to determine strategic change requirements and opportunities; and to develop, implement and evaluate change management strategies.

It applies to managers with responsibilities that extend across the organisation or across significant parts of a large organisation. They may have a dedicated role in human resources management, human resources development, or work in a strategic policy or planning area.

The unit takes a structured approach to change management and applies to people with considerable work experience and organisational knowledge.

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

Prerequisite units

None

Unit Sector

Creativity and innovation – innovation

2.2 Unit of competency assessment requirements

Assessment Requirements for BSBINN601 Lead and manage organisational change

Modification History

Release	Comments
Release 1	This version first released with BSB Business Services Training Package Version 1.0.

Performance evidence	<p>Evidence of the ability to:</p> <ul style="list-style-type: none"> analyse and interpret information about the organisation's internal and external environment and consult with stakeholders to identify requirements and opportunities for changes that support organisational objectives prioritise opportunities for changes with input from managers develop a change management project plan for the priority changes incorporating resource requirements, risk management and timelines develop strategies to communicate or educate the changes and embed them obtain approvals and agree reporting protocols with relevant managers and implement the plan including addressing barriers to change review and evaluate the change management project plan and modify as needed to achieve objectives. <p>Note: If a specific volume or frequency is not stated, then evidence must be provided at least once.</p>
Knowledge evidence	<p>To complete the unit requirements safely and effectively, the individual must:</p> <ul style="list-style-type: none"> explain the change management process or cycle and strategies for communicating and embedding change explain how organisational behaviour and the external environment can impact on change strategies describe the components of a change management project plan list potential barriers to change and explain possible strategies to address barriers.

3.2 Delivery plans

The following sample delivery plans can be used to deliver *BSBINN601 Lead and manage organisational change*. These plans, including the time allocations, are suggestions only. You may need to add to them, change them or substitute your own activities according to the interest level, experience of the learners and the specific situation. Remember, it is your responsibility as the trainer to use the most appropriate strategies for your learners.

The delivery plans have been developed for use in a face-to-face delivery environment. However, certain features of the delivery plans can be adapted to be used for individual/online learners, particularly for those parts of the learning content that necessitate some form of group interaction or communication.

Topic: Identify change requirements and opportunities	
Suggested time allocation: 20 hours Suggested resources: <ul style="list-style-type: none"> Recommended reading Slide presentation software 	Slide nos: 2–12
Recommended reading	Terminology checklist
Aspire learner guide <i>BSBINN601 Lead and manage organisational change</i> , Release 1 Topic 1: Identify change requirements and opportunities	<ul style="list-style-type: none"> External and internal forces for change Macroenvironmental Microenvironmental Change agents and stakeholders Work specialisation Departmentalism Centralisation and decentralisation Formalisation Span of control External analysis PEST framework Competitor intelligence SWOT analysis
Suggested training strategies	
<ul style="list-style-type: none"> Commence facilitation of this unit of competency by introducing learners to the Aspire learner guide for <i>BSBINN601 Lead and manage organisational change</i>. The appendices of the learner guide provide details of the elements, performance criteria and performance and knowledge evidence that are required to demonstrate competence in this unit. You may wish to discuss recognition of prior learning processes with learners at this stage. 	
<ul style="list-style-type: none"> Discuss with learners the importance of identifying the foundation skills that they develop as they progress through this unit. The preliminary pages of the learner guide include useful information regarding the foundation skills relevant for this unit. 	
<ul style="list-style-type: none"> Encourage learners to develop a personal glossary to record any terms that are new to them. They should record a definition and use the term in the correct context. The personal glossary could be included in a portfolio of evidence for assessment. 	

3.3 Learning mapping

BSBINN601 Lead and manage organisational change, Release 1

Unit of competency	Content	Practice tasks	Learning checkpoint
Element 1: Identify change requirements and opportunities	Topic 1: Identify change requirements and opportunities	n/a	n/a
1.1 Identify strategic change needs through an analysis of organisational objectives	1B Determine strategic change needs through analysis of organisational objectives <ul style="list-style-type: none"> Determine the change needs 	1	LC1: Part B 1, 2
1.2 Review existing policies and practices against strategic objectives to identify where changes are required	1A Identify the forces for change and the stages of the change process 1B Determine strategic change needs through analysis of organisational objectives	1, 2	LC1: Part C 1 Part D 3
1.3 Monitor the external environment to identify events or trends that impact on the achievement of organisational objectives	1D Analyse the external environment to identify impact on objectives	4	LC1: Part D 1, 2, 3
1.4 Identify major operational change requirements due to performance gaps, business opportunities or threats, or management decisions	1C Review the current organisational state to identify change requirements 1D Analyse the external environment to identify impact on organisational objectives 1E Review and prioritise change requirements 2A Analyse change impact 2B Assess change readiness	3, 4, 5	LC1: Part C 1, 2 Part D 3 LC2: Part A 1 Part B 1
1.5 Review and prioritise change requirements or opportunities with relevant managers	1E Review and prioritise change requirements	5	LC1: Part D 4

Final assessment tasks and recommended options

The final assessment provided in Aspire's print learner guide or online resource includes an overview that is laid out as follows (or similar):

To demonstrate your competency using this final assessment you must successfully complete three assessment tasks.

Complete the following task	Part A – Questioning You will demonstrate a sound knowledge of the unit requirements in your responses.
Select and complete one of the following	Part B – Project: Leading and managing organisational change at BizOps Enterprises You will demonstrate your skills and knowledge by completing a project using a case study or simulated environment. OR Part C – Project: Leading and managing organisational change at work You will demonstrate your skills and knowledge by completing a project in your workplace.
Select and complete one of the following	Part D – Observation Your work performance will be documented while being observed by an assessor. OR Part E – Third-party report Your work performance will be documented using a third-party report completed by a relevant supervisor.

Negotiating assessment tasks

It is critical that candidates understand the assessment tasks and expectations of their performance, as well as any options that may be available. Aspire's learner guides include a range of options for assessment (as outlined), depending on the unit being assessed and the characteristics of the candidate.

For example, a candidate completing assessment in a workplace (their own or via a work placement) may rely on a third-party report assessment. However, candidates completing assessment after a workshop-based program may require assessor observations in a simulated workplace task.

Candidates may also typically have the option of a verbal interview with their assessor or a written assessment (written questions) to demonstrate their knowledge of the unit being assessed. It should be noted that, even where only a written assessment option is provided, assessors may undertake this assessment in a verbal interview mode if suitable for the unit content, as a reasonable adjustment strategy.

4.3 Assessment mapping

BSBINN601 Lead and manage organisational change, Release 1

Unit of competency	Part A – Questioning	Part B – Project: Scenario	Part C – Project: At work	Part D – Observation	Part E – Third-party report
Element 1: Identify change requirements and opportunities					
1.1 Identify strategic change needs through an analysis of organisational objectives		P1	P1	O1, O2	O1, O2
1.2 Review existing policies and practices against strategic objectives to identify where changes are required		P2	P2	O1, O2	O1, O2
1.3 Monitor the external environment to identify events or trends that impact on the achievement of organisational objectives	Q2	P2	P2	O1	O1
1.4 Identify major operational change requirements due to performance gaps, business opportunities or threats, or management decisions		P2, P3	P2, P3	O1, O2	O1, O2
1.5 Review and prioritise change requirements or opportunities with relevant managers		P2	P2	O2, O5, O7	O2, O5, O7
1.6 Consult stakeholders, specialists and experts to assist in the identification of major change requirements and opportunities		P2, P3, P4	P2, P3, P4	O2, O5, O9, O12	O2, O5, O9, O12
Element 2: Develop change management strategy					
2.1 Undertake cost-benefit analysis for high priority change requirements and opportunities	Q3	P3, P7	P3, P7	O1, O6	O1, O6

4.5 Completing the record of outcome

Once all required assessment tasks and options have been completed satisfactorily by the candidate, the final assessment record of outcome form must be completed.

This must be submitted to your training organisation's records administration as soon as possible after the final assessment tasks are completed and marked. An example is provided here.

Record of outcome

Training organisation name:		
Candidate name:		
Unit code and title:	BSBINN601 Lead and manage organisational change, Release 1	
Assessor name:		
Assessor email:		
Assessor phone number:		
Assessment tasks:		Satisfactorily completed
	Part A – Questioning	<input type="checkbox"/>
	<input type="checkbox"/> Part B – Project: Leading and managing organisational change at BizOps Enterprises	<input type="checkbox"/>
	OR	
	<input type="checkbox"/> Part C – Project: Leading and managing organisational change at work	
	<input type="checkbox"/> Part D – Observation	<input type="checkbox"/>
	OR	
	<input type="checkbox"/> Part E – Third-party report	