

**SKILLS FRAMEWORK FOR AIR TRANSPORT  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	Organisational Development					
<b>TSC</b>	Change Management					
<b>TSC Description</b>	Initiate and facilitate organisational changes and business transformation initiatives					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
	<b>ATP-ORD-1001-1.1</b>	<b>ATP-ORD-2001-1.1</b>	<b>ATP-ORD-3001-1.1</b>	<b>ATP-ORD-4001-1.1</b>	<b>ATP-ORD-5001-1.1</b>	<b>ATP-ORD-6001-1.1</b>
	Execute change in accordance with new policies and Standard Operating Procedures (SOPs)	Create a positive atmosphere with regards to organisational changes, new policies and procedures	Administer change management programmes by ensuring team members have the proper support and resources to adapt to organisational changes	Develop overall change management strategies and programmes by analysing risks, anticipating barriers and developing contingency plans	Drive change in the organisation and build the necessary infrastructure to ensure effective implementation of change initiatives	Chart overall organisational transformation directions and formulate strategies to enable effective stakeholder buy-in and change management processes
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>Importance of change for organisations</li> <li>Impact of change on individual job role and responsibilities</li> <li>New change initiatives within the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Importance and impact of change for the organisation</li> <li>Impact of change on different stakeholders in the organisation</li> <li>New change initiatives within the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Principles of change management</li> <li>Communication strategies to promote change</li> <li>Mechanisms to track effectiveness of change management</li> </ul>	<ul style="list-style-type: none"> <li>Concept and theories of change management</li> <li>Tools of change management</li> <li>Communication strategies to promote change</li> <li>Challenges to successful change implementation</li> <li>Reasons for change resistance and mitigating tactics</li> <li>Success criteria for change management programmes and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Organisational readiness assessment techniques</li> <li>Components and objectives of change management strategies, programmes and processes</li> <li>Communication strategies to promote change</li> <li>Roles and responsibilities of change leaders and agents</li> <li>Traits of effective change leaders and agents</li> <li>Individual role in contributing to change management as a strategic business partner</li> <li>Common causes of change management failures</li> </ul>	<ul style="list-style-type: none"> <li>Organisational readiness assessment techniques</li> <li>Components and objectives of change management strategies, programmes and processes</li> <li>Communication strategies to promote change</li> <li>Roles and responsibilities of change leaders and agents</li> <li>Traits of effective change leaders and agents</li> <li>Individual role in contributing to change management as a strategic business partner</li> <li>Common causes of change management failures</li> <li>New change initiatives implemented by competitors and other</li> </ul>

						organisations within the industry
<b>Abilities</b>	<ul style="list-style-type: none"> <li>Obtain clarity on changes to job roles and responsibilities</li> <li>Maintain optimism regarding organisational changes</li> <li>Identify and perform new work requirements to support change initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Maintain and encourage positive attitudes about change</li> <li>Identify new behaviours to exemplify as a result of change</li> <li>Keep stakeholders up-to-date on changes which affect them</li> <li>Provide proactive feedback regarding organisational changes and processes</li> </ul>	<ul style="list-style-type: none"> <li>Determine opportunities for change within one's scope of work to improve work processes</li> <li>Communicate change in a clear and positive manner to attain buy-in from team members</li> <li>Support well-being of team members during change initiatives by addressing their concerns about organisational changes</li> <li>Monitor effectiveness of change management programmes and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Communicate the need and rationales for change</li> <li>Develop change management strategies and programmes</li> <li>Implement continuous improvement processes and systems to aid sustainable change implementation</li> <li>Propose enhancements to change management strategies, programmes and implementation plans</li> <li>Develop contingency plans to address resistance to change in the organisation</li> <li>Develop metrics to track the success of change initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Review organisational systems, processes and policies to identify areas for improvement and change</li> <li>Create momentum for change by sharing hope, excitement and enthusiasm for organisational changes</li> <li>Build teams of change leaders and agents to oversee effective implementation of change management strategies and programmes</li> <li>Drive change management programmes and initiatives to gain buy-in from relevant stakeholders</li> <li>Foresee and anticipate potential concerns of key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Drive stakeholder buy-in by articulating the business cases for change</li> <li>Establish change management strategies and change management programmes in consultation with senior management, authorities and/or stakeholders</li> <li>Lead the development of strategies to address potential concerns of key stakeholders</li> </ul>