

**SKILLS FRAMEWORK FOR HEALTHCARE  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

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|------------------------------------|---|---|---|--|---|--|
| <b>TSC Category</b>                | General Management  |   |   |  |   |  |
| <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>HCE-BIN-1063-1.1.1</b>   | <b>HCE-BIN-2063-1.1.1</b>   | <b>HCE-BIN-3063-1.1</b>   | <b>HCE-BIN-4063-1.1</b>  | <b>HCE-BIN-5063-1.1</b>   | <b>HCE-BIN-6063-1.1</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  | Apply change control procedures to prepare stakeholders for change  | Drive execution of change control procedures and assess change performance against key performance benchmarks  | Formulate change control procedures, processes, and resources to facilitate transitions in the organisation   | Establish the organisation's change management strategies and policies to support critical transformations   |
| <b>Knowledge</b>                   | <ul style="list-style-type: none"> <li>Importance of change for organisations</li> <li>Impact of change on individual job roles 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 organisations</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>Types of change control procedures</li> <li>Impact of change on employees</li> <li>Key performance indicators</li> <li>Internal and external environments that can lead to changes in the organisation</li> <li>Current organisational practices with regards to change</li> <li>Relevant stakeholders in change processes</li> <li>Roles in change management programmes and initiatives</li> <li>Importance of pro-active involvement by participation in change management programmes</li> <li>Behavioural impact of change processes</li> <li>Scope of individual discretion and freedom to feedback with regards to change</li> </ul> | <ul style="list-style-type: none"> <li>Types of change implementation plans and procedures</li> <li>Impact of changes on business activities and processes</li> <li>Types of resources required to roll out changes effectively</li> <li>Assessment of change performance against benchmarks</li> <li>Internal and external environments that can impact change programmes</li> <li>Challenges to successful change implementation</li> <li>Factors that support change management programmes and initiatives</li> <li>Reasons for resistance to change management programmes and initiatives</li> <li>Needs and expectations of relevant stakeholders</li> <li>Mitigating actions to manage resistance to change</li> </ul> | <ul style="list-style-type: none"> <li>Change control procedure development</li> <li>Business readiness assessment and planning</li> <li>Resource management for complex changes and transitions</li> <li>Critical stakeholders and touch points for change initiatives</li> <li>Enablers of change</li> <li>Components and objectives of change management implementation plans</li> <li>Communication strategies to promote change</li> <li>Individual's role in contributing to change management as a strategic business partner</li> </ul> | <ul style="list-style-type: none"> <li>Types of change management frameworks</li> <li>Industry best practices in change management</li> <li>Selection of key performance benchmarks and success indicators for change initiatives</li> <li>Components and steps to design effective change implementation plans</li> <li>Strategic resource management and allocation for change initiatives</li> <li>Critical stakeholder engagement</li> <li>Leadership role in change management processes</li> <li>Drivers of implementing and sustaining change in the organisation</li> <li>Factors that support change management</li> <li>Barriers to change within organisations and techniques to overcome them</li> </ul> |
| <b>Abilities</b>                   | <ul style="list-style-type: none"> <li>Obtain clarity on changes to job roles and responsibilities</li> </ul>   | <ul style="list-style-type: none"> <li>Maintain and encourage positive attitudes about change</li> </ul>  | <ul style="list-style-type: none"> <li>Apply and document change control procedures in regular</li> </ul>   | <ul style="list-style-type: none"> <li>Drive execution of change control procedures based on implementation plans for</li> </ul>   | <ul style="list-style-type: none"> <li>Plan change control procedures across the organisation</li> </ul>  | <ul style="list-style-type: none"> <li>Establish the organisation's change management strategies and policies with</li> </ul>  |

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|  | <ul style="list-style-type: none"> <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>• 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> | <p>work processes based on endorsed changes</p> <ul style="list-style-type: none"> <li>• Provide suggestions for tweaks to business processes and/or operations to support changes and transitions effectively</li> <li>• Identify impact of change on employees and stakeholders</li> <li>• Develop communication materials to prepare affected employees and stakeholders for change</li> <li>• Identify associated costs and resources required to facilitate basic changes</li> <li>• Document change impact on workplace performance and processes against key performance benchmarks and/or success indicators</li> <li>• Identify opportunities for change within own scope of work to improve work processes</li> <li>• Support implementation of change when required</li> </ul> | <p>endorsed change requests</p> <ul style="list-style-type: none"> <li>• Identify business activities and/or processes required to integrate and roll out new changes in the business environment</li> <li>• Analyse resources and cost-impact of proposed changes, and highlight where people, resources or finances need to be redirected</li> <li>• Deliver communications to engage and seek buy-ins of employees affected by the change</li> <li>• Deliver training to equip affected employees with skills to manage change and change impact</li> <li>• Identify potential pitfalls, obstacles or challenges to smooth adoption and implementation of changes</li> <li>• Assess change performance against new key performance benchmarks and implement follow-up actions where required</li> <li>• Present project performance outcomes to relevant stakeholders in accordance with organisational procedures</li> </ul> | <ul style="list-style-type: none"> <li>• Develop business readiness plans, considering the resources, elements, capabilities and activities required for effective transitions</li> <li>• Determine readiness level of business users for upcoming changes and identify readiness gaps for the organisation</li> <li>• Plan a series of engagement activities to secure stakeholders' commitment to the success of change implementation before introducing the changes</li> <li>• Drive stakeholder education and/or training initiatives to build internal capability and change readiness</li> <li>• Direct internal resources to facilitate movement towards the desired end state of the change</li> <li>• Maintain oversight of change performance against set goals and benchmarks during post-implementation phase</li> <li>• Review organisational systems, processes and policies to identify areas for improvement for appropriate change management programmes and initiatives</li> </ul> | <p>reference to appropriate frameworks, industry best practices and business requirements</p> <ul style="list-style-type: none"> <li>• Determine key performance benchmarks and change success indicators</li> <li>• Maintain a business perspective on how change initiatives are integrated into the business, considering potential impact on business cycles, stakeholders and operations</li> <li>• Design strategic implementation plans, covering all business activities, key personnel and resources required to prepare the organisation for change</li> <li>• Outline key stakeholder engagement messages to be communicated throughout the change processes to generate shared commitment to and ownership of the change</li> <li>• Approve, allocate and set limits for finance usage to support transformations</li> <li>• Ensure the required internal and external resources are acquired, in place, and of sufficient quantity and quality to facilitate the change effectively</li> <li>• Guide development of change management strategies in accordance with organisational culture, taking into consideration interests of relevant stakeholders</li> <li>• Build an environment ready for change</li> </ul> |
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