

**SKILLS FRAMEWORK FOR BIOPHARMACEUTICALS MANUFACTURING
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

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| TSC Category | General Management | | | | | |
| TSC | Change Management | | | | | |
| TSC Description | Drive successful change outcomes by preparing, equipping and supporting adoption of change | | | | | |
| TSC Proficiency Description | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 |
| | | | BPM-GMT-3006-1.1 | BPM-GMT-4006-1.1 | BPM-GMT-5006-1.1 | BPM-GMT-6006-1.1 |
| | | | Document change control procedures in work processes and develop communication materials to prepare stakeholders for the change | Execute change control procedures and assess change performance against key performance benchmarks | Design change control procedures, processes and resources to facilitate transitions for the manufacturing facilities | Establish the organisation's change management strategies and policies to support critical transformation |
| Knowledge | | | <ul style="list-style-type: none"> Types of change control procedures Impact of changes to employees Key Performance Indicators (KPIs) Internal and external environments that can lead to change in the organisation Current organisational practices with regards to change management Relevant stakeholders in change processes Roles in change management programmes and initiatives Importance of pro-active involvement by participation in change management programmes Behavioural impact of change processes Scope of individual discretion and freedom to feedback with regards to change | <ul style="list-style-type: none"> Types of change implementation plans and procedures Impact of changes on business activities and processes Types of resources required to roll out changes effectively Assessment of change performance against benchmarks Internal and external environments that can impact change programmes Challenges of successful change implementation Factors that support change management programmes and initiatives Reasons for resistance to change management programmes and initiatives Needs and expectations of relevant stakeholders Mitigating actions to manage resistance to change | <ul style="list-style-type: none"> Change control procedures development Business readiness assessments and planning Resource management for changes and transitions Critical stakeholders and touchpoints for change initiatives Enablers of change Components and objectives of change management implementation plans Communication strategies to promote change Individual's role in contributing to change management as a strategic business partner | <ul style="list-style-type: none"> Types of change management frameworks Industry best practices in change management Selection of key performance benchmarks and success indicators for change initiatives Components and steps to design effective change implementation plans Strategic resource management and allocations for change initiatives Critical stakeholder engagement Leadership role in change management processes Drivers of implementing and sustaining change in the organisation Factors that support change management Typical barriers to change within organisations |

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| | | | | | | <ul style="list-style-type: none"> • Techniques to overcome resistance to change |
| <p>Abilities</p> | | | <ul style="list-style-type: none"> • Apply and document change control procedures in regular work processes based on endorsed changes • Provide suggestions for tweaks to business processes and operations to support changes and transitions effectively • Identify impact of change to employees and stakeholders • Develop communication materials to prepare affected employees and stakeholders for change • Identify associated costs and resources required to facilitate basic changes • Document change impact on workplace performance and processes against key performance benchmarks and success indicators • Identify opportunities for change within one's scope of work to improve work processes • Support implementation of change | <ul style="list-style-type: none"> • Drive execution of change control procedures based on implementation plans for endorsed change requests • Identify business activities and processes required to integrate and roll out new changes in the business environments • Analyse resources and cost-impact of proposed changes, highlighting where people, resources or finances need to be redirected • Identify relevant stakeholders • Deliver communications to engage and seek the buy-in of affected employees of the change • Deliver training to equip affected employees to manage change and change impact • Identify potential pitfalls, obstacles or challenges to smoothen adoption and implementation of changes • Assess change performance against new key performance benchmarks and implement follow-up actions where required • Present project performance outcomes to relevant stakeholders in accordance with | <ul style="list-style-type: none"> • Plan change control procedures across the organisation • Develop business readiness plans, considering the resources, elements, capabilities and activities required for effective transitions • Determine readiness level of business users for upcoming changes and identify readiness gaps for the organisation • Plan engagement activities to secure stakeholder commitment to the success of change implementation before introducing the change • Drive stakeholder education and training initiatives to build internal capability and change readiness • Direct internal resources to facilitate the movement to the desired end state of the change • Maintain oversight of change performance against set goals and benchmarks post-implementation • Assess implications of regulatory changes • Review organisational systems, processes and policies to identify areas for improvements for appropriate change management | <ul style="list-style-type: none"> • Establish the organisation's change management strategies and policies with reference to appropriate frameworks, industry best practices and business requirements • Determine key performance benchmarks and change success indicators • Maintain business perspectives on how change initiatives are integrated into the business, considering potential impact on business cycles, stakeholders and operations • Design strategic implementation plans, covering all business activities, key personnel and resources required to prepare the organisation for change • Outline key stakeholder engagement messages to be communicated throughout the change processes to generate shared commitment to and ownership of the change • Approve, allocate and set limits for finance usage to support transformation • Ensure that the required internal and external resources are acquired, in place, and of sufficient |

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| | | | | organisational procedures | programmes and initiatives | <p>quantity and quality to facilitate the change effectively</p> <ul style="list-style-type: none"> • Guide development of change management strategies in accordance with organisational culture, taking into consideration interests of relevant stakeholders • Build an environment ready for change management programmes |
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