

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

<b>TSC Category</b>	Organisational Development					
<b>TSC</b>	Change Management					
<b>TSC Description</b>	Implement organisational change smoothly as well as manage reactions to ensure seamless transition during change					
<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>ELE-BOC-3001-1.1</b>	<b>ELE-BOC-4001-1.1</b>	<b>ELE-BOC-5001-1.1</b>	<b>ELE-BOC-6001-1.1</b>
			Implement change management initiatives by identifying opportunities for change and monitoring of effectiveness of change management initiatives	Facilitate implementing, communicating and assessing progress of change management programmes and initiatives	Lead the review of organisational systems, processes and policies to identify areas for change management	Mentor the development of change management strategy, leading, evaluating and refining change management strategy as well as building an environment conducive for change management
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Internal and external environment that can lead to change in the organisation</li> <li>Current organisational practices with regard to change</li> <li>Types of changes to work practices</li> <li>Relevant stakeholders in change process</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 process</li> <li>Scope of individual discretion and freedom to feedback with regard to change</li> <li>Ways in which improvements and changes can be suggested</li> </ul>	<ul style="list-style-type: none"> <li>Internal and external environment that can impact change programmes</li> <li>Challenges of 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>Success criteria for change management programmes and initiative</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>Enablers of change</li> <li>Components of organisational readiness assessment</li> <li>Components and objectives of change management implementation plans</li> <li>Components of change management programme plans and change management process</li> <li>Communication strategies to promote change</li> <li>Individual role in contributing to change management as a strategic business partner</li> </ul>	<ul style="list-style-type: none"> <li>Leadership role in change management process</li> <li>Types of change management programmes</li> <li>Different leadership styles and approaches and their impact on change management</li> <li>Drivers of implementing and sustaining change in the organisation</li> <li>Factors that support change management</li> <li>Typical barriers to change within organisations</li> <li>Techniques to overcome resistance to change</li> </ul>
<b>Abilities</b>			<ul style="list-style-type: none"> <li>Identify opportunities for change within own scope of work to improve work processes</li> <li>Support implementation of change when required</li> <li>Support monitoring of effectiveness of change management programmes and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Implement change management programmes and initiatives in accordance with implementation plans</li> <li>Assess progress of change management processes and procedures to manage challenges and opportunities</li> <li>Monitor and evaluate outcomes of change</li> </ul>	<ul style="list-style-type: none"> <li>Review organisational systems, processes and policies to identify areas of improvement for appropriate change management programmes and initiatives</li> <li>Develop change management strategy and change management programmes in consultation</li> </ul>	<ul style="list-style-type: none"> <li>Define and drive change in the organisation to achieve desired strategic business outcomes</li> <li>Guide development of change management strategy in accordance with organisational culture, taking into consideration interests of relevant stakeholders</li> <li>Build an environment ready for change management programmes</li> </ul>

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				<p>management programmes against programme-specific objectives</p> <ul style="list-style-type: none"> <li>• Present project performance outcomes to relevant stakeholders in accordance with organisation procedures</li> <li>• Implement continuous improvement processes and systems to ensure sustainable change implementation</li> <li>• Communicate change management strategy, change management programme specific objectives and implementation plan to employees</li> </ul>	<p>with management</p> <ul style="list-style-type: none"> <li>• Create an environment conducive for change management</li> <li>• Sponsor change management programmes and initiatives to gain buy-in from relevant stakeholders</li> <li>• Implement change management strategy in accordance with implementation plans</li> <li>• Monitor, evaluate and refine change management strategy and programmes in accordance with desired organisational outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Lead change in line with strategic plan</li> <li>• Evaluate and refine change management strategy in accordance with organisational culture and interests of relevant stakeholders</li> </ul>
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