

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

<b>TSC Category</b>	Human Resource Planning					
<b>TSC</b>	Organisational Change Management					
<b>TSC Description</b>	Establish change management strategies and policies to plan and facilitate the transition of employees, resources, business processes and operations to a desired end state in a manner that is seamless, sustainable and aligned with business objectives					
<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>HRS-BIN-3094-1.1</b>	<b>HRS-BIN-4094-1.1</b>	<b>HRS-BIN-5094-1.1</b>	<b>HRS-BIN-6094-1.1</b>
			Assist in execution of change management	Implement change management procedures to support the delivery of key performance benchmarks	Design change management procedures, processes and resources to facilitate people-related change for the organisation	Establish the organisation's change management strategies and policies to support critical transformation
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Types of change management procedures</li> <li>Impact of organisational changes to employees</li> <li>Key performance indicators (KPIs)</li> <li>Internal and external environments that lead to change in the organisation</li> <li>Current organisational practices with regards to managing 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 employee participation in change management programmes</li> <li>Behavioural impact of change processes</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 of successful change implementation</li> <li>Factors that support change management programmes and initiatives</li> <li>Factors that cause 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 and management procedures</li> <li>Business readiness assessment and planning</li> <li>Resource management for complex changes and transitions</li> <li>Critical stakeholders and touchpoints 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 role in contributing to change management as a strategic business partner</li> <li>Industry best practices in change management</li> </ul>	<ul style="list-style-type: none"> <li>Types of change management frameworks</li> <li>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>Leadership roles in change management processes</li> <li>Drivers of implementing and sustaining change in the organisation</li> <li>Techniques to overcome resistance to change</li> </ul>
<b>Abilities</b>			<ul style="list-style-type: none"> <li>Document all endorsed change management procedures in regular</li> </ul>	<ul style="list-style-type: none"> <li>Drive execution of change management procedures based on</li> </ul>	<ul style="list-style-type: none"> <li>Assess organisation's readiness for change</li> <li>Plan change</li> </ul>	<ul style="list-style-type: none"> <li>Establish the organisation's change management strategies</li> </ul>

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			<p>work processes</p> <ul style="list-style-type: none"> <li>• Provide suggestions for tweaks to business processes and operations to support changes and transitions effectively</li> <li>• Identify impact of change to 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 success indicators</li> <li>• Identify opportunities for change within own scope of work to improve work processes</li> <li>• Support the implementation of change</li> <li>• Advocate change</li> </ul>	<p>implementation plans for endorsed change requests</p> <ul style="list-style-type: none"> <li>• Identify business activities and processes required to integrate and roll out new changes in the business environment</li> <li>• Analyse resources and cost-impact of proposed changes, highlighting where people, resources or finances need to be redirected</li> <li>• Identify relevant stakeholders</li> <li>• Deliver communications to engage and seek the buy-in of employees affected by the change</li> <li>• Deliver learning programmes to equip affected employees to manage change and change impact</li> <li>• Identify potential pitfalls, obstacles or challenges to smoothen 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 organisation procedures</li> </ul>	<p>management procedures across the organisation</p> <ul style="list-style-type: none"> <li>• Develop business readiness plans, considering the resources, elements, capabilities and activities required for effective transition</li> <li>• Plan engagement activities to secure stakeholder commitment to the success of change implementation before introducing the change</li> <li>• Drive stakeholder education and learning initiatives to build internal capability and change readiness</li> <li>• Direct internal resources to facilitate the movement to the desired end state of the change</li> <li>• Evaluate success of change against set goals and benchmarks post-implementation</li> <li>• Assess implications of all organisational changes</li> <li>• Review organisational systems, processes and policies</li> <li>• Identify areas of improvement for appropriate change management programmes and initiatives</li> </ul>	<p>and policies with 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 and ownership of the change</li> <li>• Establish financial limits to support organisational change and transformation initiatives</li> <li>• Acquire internal and external resources to facilitate the change effectively</li> <li>• Direct the 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 management programmes</li> </ul>
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						<ul style="list-style-type: none"><li>• Envisage change and gain buy-in with key stakeholders</li></ul>
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