

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

<b>TSC Category</b>	People Management					
<b>TSC Title</b>	People Change Management					
<b>TSC Description</b>	Drive and facilitate change management processes within the organisation which includes innovation and continuous improvement					
<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>INP-BIN-3127-1.1</b>	<b>INP-BIN-4127-1.1</b>	<b>INP-BIN-5127-1.1</b>	<b>INP-BIN-6127-1.1</b>
			Implement change processes within a workgroup, which includes identifying opportunities for innovation and the implementation of changes to work practices and continuous improvement processes	Manage change processes which includes facilitating innovation at the workplace, implementing change strategies and processes and evaluating the impact of change	Facilitate change at senior levels within organisations which includes facilitating an environment conducive to taking risks, identifying opportunities for change and innovation, and applying systems thinking to facilitate change and innovation	Drive change and innovation at an organisational level, which includes building an environment conducive to taking risks, analysing opportunities for change and innovation, and applying systems thinking to lead change and innovation
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Legal, ethical considerations and organisational policies and procedures relating to change management and continuous improvement</li> <li>Professional or industry codes of practice and standards relating to change management</li> <li>Impact on employees and the organisation arising from change management and continuous improvement</li> <li>Key concepts and importance of a learning organisation in relation to organisational change</li> <li>Models, methods and principles of change management</li> </ul>	<ul style="list-style-type: none"> <li>Legal, ethical considerations and organisational policies and procedures relating to change management</li> <li>Professional or industry codes of practice and standards relating to change management</li> <li>Key concepts and importance of a learning organisation in relation to organisational change</li> <li>Theories and principles of change management</li> <li>Types and characteristics of positive and negative risks</li> </ul>	<ul style="list-style-type: none"> <li>Legal, ethical considerations and organisational policies and procedures relating to change management</li> <li>Types and characteristics of positive and negative risks</li> <li>Theories and principles of change management</li> <li>Systems thinking concepts, methods and tools to support implementation of programmes for change and innovation</li> </ul>	<ul style="list-style-type: none"> <li>Legal, ethical considerations and organisational policies and procedures relating to organisational change initiatives</li> <li>Types and characteristics of positive and negative risks</li> <li>Market trends and developments relating to organisational change initiatives</li> </ul>
<b>Abilities</b>			<ul style="list-style-type: none"> <li>Participate in the development of a learning organisation to support the development of individuals within a</li> </ul>	<ul style="list-style-type: none"> <li>Support enterprising behaviour and risk taking among team leaders</li> <li>Assign roles and responsibilities to</li> </ul>	<ul style="list-style-type: none"> <li>Develop systems and processes to support enterprising behaviours and risk taking</li> <li>Provide opportunities to explore ideas and</li> </ul>	<ul style="list-style-type: none"> <li>Develop an innovative organisational culture by encouraging enterprising behaviours and risk taking</li> </ul>

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			<p>team and work environment</p> <ul style="list-style-type: none"> <li>• Support and model enterprising behaviours and risk taking within the team</li> <li>• Prepare and support plans for implementation of change activities</li> <li>• Reinforce intended outcomes and benefits to the team to facilitate change implementation</li> <li>• Assign roles and responsibilities to implement change strategies and processes</li> <li>• Identify systems and behaviours that may support or limit change processes</li> <li>• Plan for predictable consequences of change</li> <li>• Encourage team participation in continuous improvement processes</li> <li>• Analyse workplace performance and processes to identify opportunities for innovation and improvement</li> <li>• Demonstrate empathy towards team members impacted by change management initiatives</li> </ul>	<p>implement change strategies and processes</p> <ul style="list-style-type: none"> <li>• Identify systems and behaviours that may support or limit implementation activities</li> <li>• Plan for predictable consequences of change by applying systems thinking</li> <li>• Analyse data and feedback to establish trends and identify actions and resources required to ensure change processes generate required benefits</li> <li>• Identify opportunities for growth or improvement based on current achievements</li> <li>• Develop and review systems to share learnings from change implementation processes to guide future actions for improvement</li> <li>• Address individual needs of team leaders impacted by change management initiatives</li> </ul>	<p>opportunities for change and innovation</p> <ul style="list-style-type: none"> <li>• Analyse performance data, systems and behaviours that may affect the achievement of organisational goals</li> <li>• Identify and communicate opportunities for growth or improvement</li> <li>• Prioritise opportunities to implement change activities</li> <li>• Define performance standards to lead the change management activities towards established organisational outcomes</li> <li>• Acquire resources required to implement programmes for change and innovation</li> <li>• Review progress of change and innovation activities to identify areas for improvement</li> <li>• Design processes to support the achievement of change and innovation programmes</li> <li>• Influence and persuade stakeholders to embrace change and innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Provide opportunities for all employees to provide feedback</li> <li>• Explore ideas and opportunities for change and innovation</li> <li>• Analyse organisational performance data, systems and behaviours that may affect the achievement of organisational goals to identify opportunities for growth or improvement</li> <li>• Address potential blockers and drivers of change and innovation</li> <li>• Lead senior management team to develop and communicate the organisation's change strategy</li> <li>• Assess the emotional climate of the organisation and demonstrate openness to address stakeholders' concerns on organisational change initiatives</li> </ul>
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