

<b>TSC Category</b>	Business Management					
<b>TSC</b>	Change Management					
<b>TSC Description</b>	Manage organisational change management systems to drive organisation success and outcomes by preparing, equipping and supporting adoption of 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>HAS-BIN-4063-1.1</b>	<b>HAS-BIN-5063-1.1</b>	<b>HAS-BIN-6063-1.1</b>
				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>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 framework</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 organisation and techniques to overcome them</li> </ul>

<p><b>Abilities</b></p>				<ul style="list-style-type: none"> <li>• Drive execution of change control procedures based on implementation plans for endorsed change requests</li> <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 if required</li> <li>• Deliver communications to engage and seek the buy-ins of employees affected by the change</li> <li>• Deliver training to equip affected employees to manage change</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 organisation procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Plan change control procedures across the organisation</li> <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 the 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 change management</li> </ul>	<ul style="list-style-type: none"> <li>• Establish the organisation's change management strategies and policies with reference to appropriate frameworks, industry best practices and business requirements</li> <li>• Determine key performance benchmarks and change success indicators</li> <li>• Maintain 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 process to generate shared commitment to and ownership of the change</li> <li>• Approve, allocate and set limits for finance usage to support transformation</li> <li>• Ensure the required internal and external resources are acquired in place, and of sufficient quantity and quality to facilitate the changes effectively</li> </ul>
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