

**SKILLS FRAMEWORK FOR TOURISM  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE**

|                                    |  |                |  |   |   |  |
|------------------------------------|--|----------------|--|---|---|--|
| <b>TSC Category</b>                | Human Resource 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>TOU-BIN-3063-1.1</b>  | <b>TOU-BIN-4063-1.1</b>   | <b>TOU-BIN-5063-1.1</b>   | <b>TOU-BIN-6063-1.1</b>  |
|                                    |  |                | Apply change control procedures to prepare stakeholders for the change   | 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 control procedures</li> <li>Impact of change on employees</li> <li>Key performance indicators</li> <li>Internal and external environments that can lead to changes in the organisation</li> <li>Current organisational practices with regard to 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 participation in change management programmes</li> <li>Behavioural impact of change processes</li> <li>Scope of individual discretion and freedom to feedback with regards to change</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 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> </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</li> </ul> |

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|                  |  |  |   | <ul style="list-style-type: none"> <li>Mitigating actions to manage resistance to change</li> </ul>  |  | techniques to overcome them   |
| <b>Abilities</b> |  |  | <ul style="list-style-type: none"> <li>Apply and document change control procedures in regular work processes based on endorsed changes</li> <li>Provide suggestions for tweaks to business processes and/or operations to support changes and transitions effectively</li> <li>Identify impact of change on 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 change implementation</li> <li>Document change impact on workplace performance and processes against key performance benchmarks and/or success indicators</li> <li>Identify opportunities for change within own scope of work to improve work processes</li> <li>Support implementation of change when required</li> </ul> | <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</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</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> </ul> |

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|  |  |  |  | in accordance with organisation procedures | for improvement for change management | <ul style="list-style-type: none"> <li>• Ensure the required internal and external resources are acquired in place, and of sufficient quantity and quality to facilitate the changes effectively</li> <li>• Guide 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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