## TSC Category
General Management

## TSC
Change Management

## TSC Description
Initiate and facilitate organisational changes and business transformation initiatives

### TSC Proficiency Description

<table>
<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
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- Execute change in accordance with new policies and Standard Operating Procedures (SOPs)
- Create a positive atmosphere with regards to organisational changes, new policies and procedures
- Apply change control procedures to prepare stakeholders for 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

### Knowledge

- Importance of change for organisations
- Impact of change on individual job roles and responsibilities
- New change initiatives within the organisation
- Types of change control procedures
- Impact of change on employees
- Key performance indicators
- Internal and external environments that can lead to changes in the organisation
- Current organisational practices with regards to change
- Relevant stakeholders in change processes
- Roles in change management programmes and initiatives
- Importance of pro-active involvement by participation in change management programmes
- Behavioural impact of change processes
- Scope of individual discretion and freedom to feedback with regards to change
- Types of change implementation plans and procedures
- Impact of changes on business activities and processes
- Types of resources required to roll out changes effectively
- Assessment of change performance against benchmarks
- Internal and external environments that can impact change programmes
- Challenges to successful change implementation
- Factors that support change management programmes and initiatives
- Reasons for resistance to change management programmes and initiatives
- Needs and expectations of relevant stakeholders
- Mitigating actions to manage resistance to change
- Change control procedure development
- Business readiness assessment and planning
- Resource management for complex changes and transitions
- Critical stakeholders and touch points for change initiatives
- Enablers of change
- Components and objectives of change management implementation plans
- Communication strategies to promote change
- Individual's role in contributing to change management as a strategic business partner
- Types of change management frameworks
- Industry best practices in change management
- Selection of key performance benchmarks and success indicators for change initiatives
- Components and steps to design effective change implementation plans
- Strategic resource management and allocation for change initiatives
- Critical stakeholder engagement
- Leadership role in change management processes
- Drivers of implementing and sustaining change in the organisation
- Factors that support change management
- Barriers to change within organisations and techniques to overcome them

### Abilities

- Obtain clarity on changes to job roles and responsibilities
- Maintain and encourage positive attitudes about change
- Apply and document change control procedures in regular environments
- Drive execution of change control procedures based on implementation plans for
- Plan change control procedures across the organisation
- Establish the organisation's change management strategies and policies with
<table>
<thead>
<tr>
<th><strong>Maintain optimism regarding organisational changes</strong></th>
<th><strong>Identify new behaviours to exemplify as a result of change</strong></th>
<th><strong>Identify and perform new work requirements to support change initiatives</strong></th>
<th><strong>Support change to exemplify as a result of change</strong></th>
<th><strong>Maintain oversight of state of the change towards the desired end state of the change</strong></th>
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<tbody>
<tr>
<td>- Provide suggestions for tweaks to business processes and/or operations to support change and transitions effectively</td>
<td>- Identify impact of change on employees and stakeholders</td>
<td>- Support implementation of change when required</td>
<td>- Document change impact on workplace performance and processes against key performance benchmarks and/or success indicators</td>
<td>- Maintain a business environment for improvement for upcoming changes</td>
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<td>- Develop communication materials to prepare affected employees and stakeholders for change</td>
<td>- Identify associated costs and resources required to facilitate basic changes</td>
<td>- Determine readiness plans, considering the resources, elements, capabilities and activities required for effective change</td>
<td>- Drive stakeholder education and/or training initiatives to build internal capability and change readiness</td>
<td>- Outline key stakeholder engagement messages to be communicated throughout the change processes to generate shared commitment to and ownership of the change</td>
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<td>- Identify opportunities for change within own scope of work to improve work processes</td>
<td>- Evaluate potential pitfalls, obstacles or challenges to smooth adoption and implementation of changes</td>
<td>- Plan a series of engagement activities to secure stakeholders’ commitment to the success of change implementation before introducing the changes</td>
<td>- Direct internal resources to facilitate movement towards the desired end state of the change</td>
<td>- Approve, allocate and set limits for finance usage to support transformations</td>
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<td>- Support implementation of change when required</td>
<td>- Assess change performance against new key performance benchmarks and implement follow-up actions where required</td>
<td>- Develop business readiness plans, considering the resources, elements, capabilities and activities required for effective change</td>
<td>- Maintain oversight of change performance against set goals and benchmarks during post-implementation phase</td>
<td>- Ensure the required internal and external resources are acquired, in place, and of sufficient quantity and quality to facilitate the change effectively</td>
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<td>- Ensure that relevant stakeholders in accordance with organisational procedures benefit from change management programmes and initiatives</td>
<td>- Review organisational systems, processes and policies to identify areas for improvement for appropriate change management initiatives</td>
<td>- Develop business readiness plans, considering the resources, elements, capabilities and activities required for effective change</td>
<td>- Guide development of change management strategies in accordance with organisational culture, taking into consideration interests of relevant stakeholders</td>
<td>- Build an environment ready for change</td>
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<td>{SKILLS FRAMEWORK FOR HEALTHCARE}</td>
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<tr>
<td>TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT</td>
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