<table>
<thead>
<tr>
<th>TSC Category</th>
<th>General Management</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Change Management</td>
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<tr>
<td>TSC Description</td>
<td>Drive successful change outcomes by preparing, equipping and supporting adoption of change</td>
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<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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<tbody>
<tr>
<td></td>
<td>BPM-GMT-3006-1.1</td>
<td>BPM-GMT-4006-1.1</td>
<td>BPM-GMT-5006-1.1</td>
<td>BPM-GMT-6006-1.1</td>
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- **Knowledge**
  - Types of change control procedures
  - Impact of changes to employees
  - Key Performance Indicators (KPIs)
  - Internal and external environments that can lead to change in the organisation
  - Current organisational practices with regards to change management
  - 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 of 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 procedures development
  - Business readiness assessments and planning
  - Resource management for changes and transitions
  - Critical stakeholders and touchpoints 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 allocations 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
  - Typical barriers to change within organisations

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<tr>
<th>Abilities</th>
<th>• Apply and document change control procedures in regular work processes based on endorsed changes</th>
<th>• Drive execution of change control procedures based on implementation plans for endorsed change requests</th>
<th>• Plan change control procedures across the organisation</th>
<th>• Techniques to overcome resistance to change</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provide suggestions for tweaks to business processes and operations to support changes and transitions effectively</td>
<td>• Identify impact of change to employees and stakeholders</td>
<td>• Identify business activities and processes required to integrate and roll out new changes in the business environments</td>
<td>• Develop business readiness plans, considering the resources, elements, capabilities and activities required for effective transitions</td>
<td>• Establish the organisation’s change management strategies and policies with reference to appropriate frameworks, industry best practices and business requirements</td>
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<tr>
<td>• Identify impact of change to employees and stakeholders</td>
<td>• Develop communication materials to prepare affected employees and stakeholders for change</td>
<td>• Analyse resources and cost-impact of proposed changes, highlighting where people, resources or finances need to be redirected</td>
<td>• Determine readiness level of business users for upcoming changes and identify readiness gaps for the organisation</td>
<td>• Determine key performance benchmarks and change success indicators</td>
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<tr>
<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>• Identify relevant stakeholders</td>
<td>• Plan engagement activities to secure stakeholder commitment to the success of change implementation before introducing the change</td>
<td>• Maintain business perspectives on how change initiatives are integrated into the business, considering potential impact on business cycles, stakeholders and operations</td>
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<tr>
<td>• Identify associated costs and resources required to facilitate basic changes</td>
<td>• Document change impact on workplace performance and processes against key performance benchmarks and success indicators</td>
<td>• Deliver communications to engage and seek the buy-in of affected employees of the change</td>
<td>• Drive stakeholder education and training initiatives to build internal capability and change readiness</td>
<td>• Design strategic implementation plans, covering all business activities, key personnel and resources required to prepare the organisation for change</td>
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<tr>
<td>• Document change impact on workplace performance and processes against key performance benchmarks and success indicators</td>
<td>• Identify opportunities for change within one’s scope of work to improve work processes</td>
<td>• Deliver training to equip affected employees to manage change and change impact</td>
<td>• Direct internal resources to facilitate the movement to the desired end state of the change</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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<tr>
<td>• Identify opportunities for change within one’s scope of work to improve work processes</td>
<td>• Support implementation of change</td>
<td>• Identify potential pitfalls, obstacles or challenges to smoothen adoption and implementation of changes</td>
<td>• Maintain oversight of change performance against set goals and benchmarks post-implementation</td>
<td>• Approve, allocate and set limits for finance usage to support transformation</td>
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<tr>
<td>• Support implementation of change</td>
<td>• Drive execution of change control procedures based on implementation plans for endorsed change requests</td>
<td>• Assess change performance against new key performance benchmarks and implement follow-up actions where required</td>
<td>• Assess implications of regulatory changes</td>
<td>• Ensure that the required internal and external resources are acquired, in place, and of sufficient quantity</td>
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organisational procedures | programmes and initiatives | quantity and quality to facilitate the change effectively

- Guide development of change management strategies in accordance with organisational culture, taking into consideration interests of relevant stakeholders
- Build an environment ready for change management programmes