## TSC Category
Organisational Development

## TSC
Change Management

### TSC Description
Implement organisational change smoothly as well as manage reactions to ensure seamless transition during change.

### TSC Proficiency Description

<table>
<thead>
<tr>
<th>Level</th>
<th>Proficiency</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>Implement change management initiatives by identifying opportunities for change and monitoring of effectiveness of change management initiatives</td>
<td>ELE-BOC-3001-1.1</td>
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<tr>
<td>Level 2</td>
<td>Facilitate implementing, communicating and assessing progress of change management programmes and initiatives</td>
<td>ELE-BOC-4001-1.1</td>
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<tr>
<td>Level 3</td>
<td>Lead the review of organisational systems, processes and policies to identify areas for change management</td>
<td>ELE-BOC-5001-1.1</td>
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<td>Level 4</td>
<td>Mentor the development of change management strategy, leading, evaluating and refining change management strategy as well as building an environment conducive for change management</td>
<td>ELE-BOC-6001-1.1</td>
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### Knowledge

- Internal and external environment that can lead to change in the organisation
- Current organisational practices with regard to change
- Types of changes to work practices
- Relevant stakeholders in change process
- Roles in change management programmes and initiatives
- Importance of pro-active involvement by participation in change management programmes
- Behavioural impact of change process
- Scope of individual discretion and freedom to feedback with regard to change
- Ways in which improvements and changes can be suggested

### Abilities

- Identify opportunities for change within own scope of work to improve work processes
- Support implementation of change when required
- Support monitoring of effectiveness of change management programmes and initiatives
- Implement change management programmes and initiatives in accordance with implementation plans
- Assess progress of change management processes and procedures to manage challenges and opportunities
- Monitor and evaluate outcomes of change
- Review organisational systems, processes and policies to identify areas of improvement for appropriate change management programmes and initiatives
- Develop change management strategy and change management programmes in consultation
- Define and drive change in the organisation to achieve desired strategic business outcomes
- Guide development of change management strategy in accordance with organisational culture, taking into consideration interests of relevant stakeholders
- Build an environment ready for change management programmes
<table>
<thead>
<tr>
<th>Management Programmes Against Programme-Specific Objectives</th>
<th>Present Project Performance Outcomes to Relevant Stakeholders in Accordance with Organisation Procedures</th>
<th>Implement Continuous Improvement Processes and Systems to Ensure Sustainable Change Implementation</th>
<th>Communicate Change Management Strategy, Plan and Programmes to Employees and Stakeholders</th>
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</thead>
<tbody>
<tr>
<td>with Management</td>
<td>Create an Environment for Change Management</td>
<td>Sponsor Change Management Programmes and Initiatives to Gain Buy-in From Stakeholders</td>
<td>Monitor, Evaluate and Refine Change Management Strategy and Programmes in Accordance with Desired Organisational Outcomes</td>
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<tr>
<td>Lead Change in Line with Strategic Plan</td>
<td>Evaluate and Refine Change Management Strategy in Accordance with Organisational Culture and Interests of Relevant Stakeholders</td>
<td>Implement Change Management Strategy in Accordance with Implementation Plans</td>
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