<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Business 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>Manage organisational change management systems to drive organisation success and 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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<td>PTP-BIN-3063-1.1</td>
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<td></td>
<td>Apply change control procedures to prepare stakeholders for the change</td>
<td>Drive execution of change control procedures and assess change performance against key performance benchmarks</td>
<td>Formulate change control procedures, processes, and resources to facilitate transitions for the organisation</td>
<td>Establish the organisation's change management strategy and policies to support critical transformation</td>
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### Knowledge

- **Types of change control procedures**
  - Impact of changes to employees
- **Key performance indicators**
  - Internal and external environment that can lead to change in the organisation
- **Current organisational practices with regard to change**
- **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**
- **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 environment 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 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 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 process**
- **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 | • Apply and document change control procedures in regular work processes based on endorsed changes  
• Provide suggestions for tweaks to business processes and/or operations to support changes and transitions effectively  
• Identify impact of change to employees and stakeholders  
• Develop communication materials to prepare affected employees and stakeholders for change  
• Identify associated costs and resources required to facilitate basic changes  
• Document change impact on workplace performance and processes, against key performance benchmarks / success indicators  
• Identify opportunities for change within own scope of work to improve work processes  
• Support implementation of change when required |
| --- | --- |
|  | • Drive execution of change control procedures based on an implementation plan for endorsed change requests  
• Identify business activities / processes required to integrate and roll out new changes in the business environment  
• Analyse resources and cost-impact of proposed changes, highlighting where people, resources or finances need to be redirected  
• Deliver communications to engage and seek the buy-in of affected employees of the change  
• Deliver training to equip affected employees to manage change and change impact  
• Identify potential pitfalls, obstacles or challenges to smooth adoption and implementation of changes  
• Assess change performance against new key performance benchmarks, and implement follow-up actions where required  
• Present project performance outcomes to relevant stakeholders in accordance with organisation procedures  
• Plan change control procedures across the organisation  
• Develop business readiness plans, considering the resources, elements, capabilities and activities required for effective transition  
• Determine readiness level of business users for upcoming changes and identify readiness gaps for the organisation  
• Plan a series of engagement activities to secure stakeholder commitment to the success of change implementation before introducing the change  
• Drive stakeholder education and/or training initiatives to build internal capability and change readiness  
• Direct internal resources to facilitate the movement to the desired end state of the change  
• Maintain oversight of change performance against set goals and benchmarks post-implementation  
• Review organisational systems, processes and policies to identify areas of improvement for appropriate change management programmes and initiatives  
• Establish the organisation's change management strategy and policies with reference to appropriate frameworks, industry best practices and business requirements  
• Determine key performance benchmarks and change success indicators  
• Maintain a business perspective on how change initiatives are integrated into the business, considering potential impact on business cycles, stakeholders and operations  
• Design strategic implementation plans, covering all business activities, key personnel and resources required to prepare the organisation for change  
• Outline key stakeholder engagement messages to be communicated throughout the change process to generate shared commitment to and ownership of the change  
• Approve, allocate and set limits for finance usage to support transformation  
• Ensure that the required internal and external resources are acquired, in place, and of sufficient quantity and quality to facilitate the change effectively |
| • 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 |