**SKILLS FRAMEWORK FOR THE RETAIL**  
**TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE**

<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Change Management</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Manage Change</td>
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<tr>
<td>TSC Description</td>
<td>Develop and implement change management initiatives, change management strategies and programmes</td>
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<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
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<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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<tr>
<td></td>
<td>RET-CHG-1002-1.1</td>
<td>RET-CHG-2002-1.1</td>
<td>RET-CHG-3002-1.1</td>
<td>RET-CHG-4002-1.1</td>
<td>RET-CHG-5002-1.1</td>
<td>RET-CHG-6002-1.1</td>
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<tr>
<td><strong>Participate in change management programmes and initiatives, understand the change processes and anticipate the impact of change</strong></td>
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<td><strong>Adapt to changing priorities, methods and practices by challenging conventional ways of carrying out work activities and influence acceptance of change positively</strong></td>
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<td><strong>Identify the need for change, build a strong business case and ensure translation of change into tangible initiatives</strong></td>
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<td>Formulate change management strategies and programmes, influence and lead the organisation in the context of change management</td>
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<td><strong>Communicate change management strategies to teams and facilitate change programmes</strong></td>
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<td>Provide strategic leadership in change management</td>
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### Knowledge
- Internal and external environments that can lead to change in the organisation
- Types of changes to work practices
- 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
- Ways in which improvements and changes can be suggested
- Types of changes to work practices
- Types of changes to work practices
- Relevance 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
- Ways in which improvements and changes can be suggested

### Abilities
- Gather and analyse data regarding the priorities and effects of specific processes
- Demonstrate
- Administer local and remote change procedures
- Ensure previous system is backed up for a
- Identify opportunities for change within own scope of work to improve work processes
- Implement continuous
- Implement change management programmes and initiatives in accordance with implementation plans
- Monitor, evaluate and refine change management strategies and programmes in accordance with desired
- Define and drive change in the organisation to achieve desired strategic business outcomes
- Guide development and
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<tr>
<th>Communication skills to liaise with stakeholders and team members</th>
<th>Cancelled system change and systems to ensure sustainable change implementation</th>
<th>Analysing change needs and monitor effectiveness of change management programmes to identify areas of improvement.</th>
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<tbody>
<tr>
<td>Write technical reports regarding change management initiatives</td>
<td>Monitor system security during change and prevent system threats</td>
<td>Monitor and evaluate outcomes of change management programmes against programme-specific objectives.</td>
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<td>Prepare written advice and reports requiring reasoning and precision of expression</td>
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<td>Assess progress of change management processes and procedures to manage challenges and opportunities.</td>
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<td>Present project performance outcomes to relevant stakeholders in accordance with organisation procedures.</td>
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<td>Communicate change management strategies, change management programme specific objectives and implementation plans to employees.</td>
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<td>Communicate with stakeholders to design processes to support achievement of objectives of change and innovation programmes.</td>
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<td>Organisational outcomes.</td>
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<td>Create opportunities for individuals within the business units and/or divisions to explore ideas and opportunities for change and innovation.</td>
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<td>Evaluate performance data and communicate areas of achievement and opportunities for growth or improvement.</td>
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<td>Prioritise opportunities to provide support and resources required for implementation of activities producing greatest impact or benefit.</td>
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<td>Communicate with stakeholders to design processes to support achievement of objectives of change and innovation programmes.</td>
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<td>Deployment of change management strategies in accordance with organisational culture.</td>
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<td>Build sponsors for change at various levels to ensure smooth translation of change and tangible outcomes.</td>
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<td>Build culture and environment ready for change management programmes.</td>
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<td>Lead change in line with strategic plans.</td>
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<td>Evaluate and refine change management strategies in accordance with organisational culture and interests of relevant stakeholders.</td>
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<td>Sponsor change management programmes and initiatives to gain buy-in from relevant stakeholders.</td>
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<td>Engage in negotiation and conflict resolution in a change management environment.</td>
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