

**SKILLS FRAMEWORK FOR SOCIAL SERVICE  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	General Management					
<b>TSC</b>	Change Management					
<b>TSC Description</b>	Initiate and facilitate organisational changes and business transformation initiatives					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
			<b>SSC-BIN-3063-1.1</b>	<b>SSC-BIN-4063-1.1</b>	<b>SSC-BIN-5063-1.1</b>	<b>SSC-BIN-6063-1.1</b>
			Administer change management programmes by ensuring team members have the proper support and resources to adapt to organisational changes	Develop overall change management strategies and programmes by analysing risks, anticipating barriers and developing contingency plans	Drive change in the organisation and build the necessary infrastructure to ensure effective implementation of change initiatives	Chart overall organisational transformation directions and formulate strategies to enable effective stakeholder buy-in and change management processes
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Principles of change management</li> <li>Communication strategies to promote change</li> <li>Mechanisms to track effectiveness of change management</li> </ul>	<ul style="list-style-type: none"> <li>Concept and theories of change management</li> <li>Tools of change management such as stakeholder mapping, culture mapping and force field analysis</li> <li>Communication strategies to promote change</li> <li>Challenges to successful change implementation</li> <li>Reasons for change resistance and mitigating tactics</li> <li>Success criteria for change management programmes and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Organisational readiness assessment techniques</li> <li>Components and objectives of change management strategies, programmes and processes</li> <li>Communication strategies to promote change</li> <li>Roles and responsibilities of change leaders and agents</li> <li>Traits of effective change leaders and agents</li> <li>Individual role in contributing to change management as a strategic business partner</li> <li>Common causes of change management failures</li> </ul>	<ul style="list-style-type: none"> <li>Organisational readiness assessment techniques</li> <li>Components and objectives of change management strategies, programmes and processes</li> <li>Communication strategies to promote change</li> <li>Roles and responsibilities of change leaders and agents</li> <li>Traits of effective change leaders and agents</li> <li>Individual role in contributing to change management as a strategic business partner</li> <li>Common causes of change management failures</li> <li>New change initiatives implemented by competitors and other organisations within the industry</li> </ul>
<b>Abilities</b>			<ul style="list-style-type: none"> <li>Determine opportunities for change within one's</li> </ul>	<ul style="list-style-type: none"> <li>Communicate the need and rationales for change</li> </ul>	<ul style="list-style-type: none"> <li>Review organisational systems, processes and policies to identify</li> </ul>	<ul style="list-style-type: none"> <li>Drive stakeholder buy-in by articulating the</li> </ul>

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			<p>scope of work to improve work processes</p> <ul style="list-style-type: none"> <li>• Communicate change in a clear and positive manner to attain buy-in from team members</li> <li>• Support well-being of team members during change initiatives by addressing their concerns about organisational changes</li> <li>• Monitor effectiveness of change management programmes and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Develop change management strategies and programmes</li> <li>• Implement continuous improvement processes and systems to aid sustainable change implementation</li> <li>• Propose enhancements to change management strategies, programmes and implementation plans</li> <li>• Develop contingency plans to address resistance to change in the organisation</li> <li>• Develop metrics to track the success of change initiatives</li> </ul>	<p>areas for improvement and change</p> <ul style="list-style-type: none"> <li>• Create momentum for change by sharing hope, excitement and enthusiasm for organisational changes</li> <li>• Build teams of change leaders and agents to oversee effective implementation of change management strategies and programmes</li> <li>• Drive change management programmes and initiatives to gain buy-in from relevant stakeholders</li> <li>• Foresee and anticipate potential concerns of key stakeholders</li> </ul>	<p>business cases for change</p> <ul style="list-style-type: none"> <li>• Establish change management strategies and change management programmes in consultation with senior management, authorities and/or stakeholders</li> <li>• Lead the development of strategies to address potential concerns of key stakeholders</li> </ul>
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