<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Human Resource 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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<tr>
<td>Knowledge</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 in the organisation</td>
<td>Establish the organisation's change management strategies and policies to support critical transformations</td>
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- Types of change control procedures
- Impact of change on employees
- Key performance indicators
- Internal and external environments that can lead to changes in the organisation
- Current organisational practices with regard to change
- 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 to 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
- 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’s role in contributing to change management as a strategic business partner
- Types of change management framework
- 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 processes
- Drivers of implementing and sustaining change in the organisation
- Factors that support change management
- Barriers to change within organisation and
### SKILLS FRAMEWORK FOR TOURISM
### TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE

<table>
<thead>
<tr>
<th>Abilities</th>
<th>Mitigating actions to manage resistance to change</th>
<th>Techniques to overcome them</th>
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| • 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 on employees and stakeholders.  
  • Develop communication materials to prepare affected employees and stakeholders for change.  
  • Identify associated costs and resources required to facilitate change implementation.  
  • Document change impact on workplace performance and processes against key performance benchmarks and/or 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 implementation plans for endorsed change requests.  
  • Identify business activities and/or processes required to integrate and roll out new changes in the business environment.  
  • Analyse resources and cost-impact of proposed changes, and highlight where people, resources or finances need to be redirected if required.  
  • Deliver communications to engage and seek the buy-ins of employees affected by the change.  
  • Deliver training to equip affected employees to manage change.  
  • 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. | • Plan change control procedures across the organisation.  
  • Develop business readiness plans, considering the resources, elements, capabilities and activities required for effective transitions.  
  • Determine readiness level of business users for upcoming changes and identify readiness gaps for the organisation.  
  • Plan a series of engagement activities to secure stakeholders’ commitment to the success of change implementation before introducing the changes.  
  • Drive stakeholder education and/or training initiatives to build internal capability and change readiness.  
  • Direct internal resources to facilitate the movement towards the desired end state of the change.  
  • Maintain oversight of change performance against set goals and benchmarks during post-implementation phase.  
  • Review organisational systems, processes and policies to identify areas. | • Establish the organisation’s change management strategies and policies with reference to appropriate frameworks, industry best practices and business requirements.  
  • Determine key performance benchmarks and change success indicators.  
  • Maintain 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. |
<table>
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<tr>
<th>in accordance with organisation procedures</th>
<th>for improvement for change management</th>
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<tr>
<td>• Ensure the required internal and external resources are acquired in place, and of sufficient quantity and quality to facilitate the changes effectively</td>
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<tr>
<td>• Guide development of change management strategies in accordance with organisational culture, taking into consideration interests of relevant stakeholders</td>
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<td>• Build an environment ready for change management programmes</td>
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