

SKILLS FRAMEWORK FOR INFOCOMM TECHNOLOGY TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT

TSC Category	Business and Project Management					
TSC Title	Change Management					
TSC Description	Plan and systematic execution of processes to facilitate the transition of individuals, teams and organisations to a desired end state in a manner that is seamless, sustainable and aligned with business objectives. This includes the redirection of resources, business processes, finances and operating models, as well as stakeholder engagement to facilitate implementation and maximise adoption.					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			ICT-SNA-3006-1.1	ICT-SNA-4006-1.1	ICT-SNA-5006-1.1	ICT-SNA-6006-1.1
			Apply change control procedures in work processes, assess impact of change and develop communications to prepare stakeholders for the change	Recommend business activities required to integrate and roll out new changes and drive the execution of change control procedures, engaging stakeholders in the process	Develop business readiness plan and direct business activities, processes and resources to facilitate changes and transitions, and plan change control procedures for IT initiatives	Establish the organisation's change management strategy, define key success indicators, and inspire shared commitment to the change
Knowledge			<ul style="list-style-type: none"> Change control procedures Costs and resources required for basic changes Impact of changes to employees Key performance benchmarks or indicators of success 	<ul style="list-style-type: none"> Change implementation plans and procedures Impact of changes on business activities and processes Resources required to roll out changes effectively Assessment of change performance against benchmarks 	<ul style="list-style-type: none"> Change control procedure development Business readiness assessment and planning Resource management for complex changes and transitions Critical stakeholders and touchpoints for change initiatives 	<ul style="list-style-type: none"> 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 plan Strategic resource management and allocation for change initiatives Critical stakeholder engagement messages

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Abilities			<ul style="list-style-type: none"> • Apply change control procedures in regular work processes based on endorsed changes • Provide suggestions for tweaks to business processes or operations to support changes and transitions effectively • Identify impact of change to employees and stakeholders • Develop communication materials to inform and educate affected employees and stakeholders • Identify associated costs and resources required to facilitate basic, small-scale changes • Document change impact on workplace performance and processes, against key performance benchmarks or success indicators 	<ul style="list-style-type: none"> • Drive execution of change control procedures based on an implementation plan for endorsed change requests • Identify business activities or processes required to integrate and roll out new changes in the business environment • Analyse resources and cost-impact of 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 • Implement follow-up actions to address any change performance issues 	<ul style="list-style-type: none"> • Articulate the purpose and reasons for a significant change • Plan change control procedures for IT initiatives across the organisation • Develop business readiness plan, considering the resources, elements, capabilities and activities required for effective, smooth transition • Determine readiness level of business users for upcoming changes and identify readiness gaps • Plan a series of engagement activities to secure stakeholder commitment to the success of change implementation before introducing the change • Drive stakeholder education or training initiatives to build internal capability and change readiness • Direct internal resources, to facilitate the move to the desired end state of the change • Maintain oversight of change performance against set goals and benchmarks post-implementation 	<ul style="list-style-type: none"> • Establish the organisation's change management strategy and policies with reference to appropriate frameworks, industry best practices and business requirements • Define vision and objectives for organisation-wide change • 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 • Orchestrate the organisation toward desired objectives and end state of a change or transition • Design strategic implementation plan, covering all business activities, key personnel and resources required to prepare the organisation for an IT change or transition • Outline key stakeholder engagement messages to be communicated throughout the change process to generate shared commitment to
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						and ownership of the change <ul style="list-style-type: none"> • Approve finance usage to support transitions • Ensure that the required internal and external resources are acquired, in place, and of sufficient quantity and quality to facilitate the change
Range of Application						