

Specification of Competency Standards for Human Resource Management

Unit of Competency

Title	Articulate the business case or reasons for change
Code	106926L5
Range	Articulating change directions and / or specific change initiatives for strengthening the organisation's competitiveness and developing a sense of urgency for change. This applies to the communication of substantial change in the organisation with the use of quantitative and qualitative data support.
Level	5
Credit	5
Competency	<p>Performance Requirements</p> <ol style="list-style-type: none"> 1. Knowledge in the Subject Area <ul style="list-style-type: none"> • Understand the goals for organisational change and the business case / business situation as to why change is needed • Understand the business impact on implementing change and the need to conduct risk assessment as part of the change process • Understand the resistance to change and its impact on initiating and implementing change 2. Applications and Processes <ul style="list-style-type: none"> • Demonstrate the process of change from current to the future state • Develop proper communication plans to obtain employees' feedback on proposed change • Develop employee communication programmes to explain the need to change and revise the pace of change based on their feedback • Present business cases to explain the reasons for change • Maintain effective communication through a designated platform • Articulate key messages and information in a transparent, open and honest manner • Address concerns and answer questions raised by employees in a timely manner (e.g. through town hall meetings) 3. Professional Behaviour and Attitude <ul style="list-style-type: none"> • Proactively help employees envision own personal benefit from change • Proactively develop and update business case to explain the needs for change
Assessment Criteria	<p>The integrated outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Establishment and presentation of business case to create a sense of urgency for change and explain business implications. • Establishment and execution of communication plans and programmes to explain the needs for change, elicit employees' opinions and listen to their concerns. • Engagement with all employees for their support to the change in the organisation.
Remark	