
Overview

This sub-discipline, Change Management (203) is concerned with the competencies required to manage the introduction of business driven change for IT enabled systems within organisations in a way that will minimise the risks associated with it and best support the adoption of practices that will realise the benefits of change. Change management programmes may take place in response to changes that are desired and planned by an organisation or in response to changes forced upon it as a result of internal and external factors.

Working in the Senior Professional (2035) role will involve:

- Identifying change management opportunities and options for IT enabled systems (2035.01);
- Designing and implementing change management plans for IT enabled systems (2035.02); and
- **Managing change management programmes for IT enabled systems (2035.03)**

**Performance
criteria**

You must be able to:

- P1 manage change management programmes for IT enabled systems, within own area of accountability, in a timely manner as required to meet the specified business needs
- P2 manage relationships effectively with a wide range of internal and external individuals and bodies during any change management programme
- P3 monitor change management programmes for IT enabled systems, within own area of accountability, to ensure quality and compliance with all legislation, regulations and standards
- P4 review and take account of culture, the influence of particular individuals and relevant real life factors and constraints, in any change management programme
- P5 respond effectively and in a timely manner to the different stances that individuals may adopt in response to change
- P6 verify any information used by self and others, as appropriate, during any change management programme
- P7 ensure information produced by business analysis activities is available to and applied correctly to a change management programme for IT enabled systems

Knowledge and understanding

You need to know and understand:

- K1 how to identify and respond effectively to the different stances that individuals may adopt in response to change
- K2 how to use and apply the most appropriate approaches to undertake a change management programme for It enabled systems
- K3 how to use the procedures, tools and techniques to monitor the alignment of a change management programme with all relevant legislation, regulations and standards
- K4 how to use and apply information, relating to a change management programme, of:
 - K4.1 how requirements may be most effectively addressed
 - K4.2 any organisational, process, IT and other technology implications
- K5 how to monitor compliance of a change management programme for IT enabled systems with all:
 - K5.1 relevant legislation, regulations and standards
 - K5.2 professional and ethical standards
- K6 how to monitor the effectiveness and quality of a change management programme for IT enabled systems
- K7 how to manage a change management programme for IT enabled systems with respect to:
 - K7.1 the planning and implementation
 - K7.2 issues arising from the programme
 - K7.3 any internal and external factors that may have an impact
- K8 how to manage the alignment of a change management programme for IT enabled systems:
 - K8.1 with all relevant legislation, regulations and standards
 - K8.2 with business analysis and other all relevant and related

activities

- K9 how to establish and manage effective relationships:
 - K9.1 with sponsors, stakeholders and external bodies on matters relating to a change management programme
 - K9.2 with external providers offering change management services
- K10 how to analyse and interpret all information and results obtained during any change management programme for IT enabled systems
- K11 how to present change management proposals and plans to address the business requirements most effectively, to sponsors, stakeholders and external bodies, as appropriate
- K12 how to review for a change management programme:
 - K12.1 any organisational, process, IT and other technology implications
 - K12.2 the results gained from monitoring
- K13 how to conduct a change management programme to an appropriate standard for the business context and needs
- K14 how to solicit relevant change management information from a range of individuals and other internal and external sources as appropriate
- K15 how to ensure the security and integrity of information collected, used, produced and documented by a change management programme
- K16 how to take action and measures to take account of:
 - K16.1 organisational culture and structure and their implications for a change management programme
 - K16.2 any particular individual's influence on any change management programme
- K17 how to take action and measures during a change management programme in the event of:
 - K17.1 breaches in security and integrity
 - K17.2 deliverables failing or not supporting the business needs

- K18 the role of political awareness, 'people' and negotiation skills in the effective management of change
- K19 the different ways in which individual personality types are likely to respond to change
- K20 what are the implications of any particular individual's influence on a change management programme
- K21 clear and committed leadership and sponsorship in any change management programme
- K22 addressing the needs of sponsors and other stakeholders during any change management programme
- K23 the importance of managing relationships with sponsors, stakeholders and external bodies in all aspects of change management programmes
- K24 the need for monitoring the effectiveness and quality of external providers of change management services for IT enabled systems
- K25 the procedures, tools and techniques that can be used to monitor any change management programme for:
 - K25.1 effectiveness and quality
 - K25.2 compliance with legislation, regulations and standards

ESKITP2035.03

Manage change management programmes for IT enabled Systems

Developed by	e-skills UK
Version number	1
Date approved	August 2013
Indicative review date	December 2015
Validity	Current
Status	Original
Originating organisation	e-skills UK
Original URN	ESKITP2035.03
Relevant occupations	Information and Communication Technology; Information and Communication Technology Professionals; Information and Communication Technology Officer; IT Service Delivery Occupations; Software Development
Suite	IT and Telecoms
Key words	Business Change; Business Process