

<b>TSC Category</b>	General Management					
<b>TSC</b>	Stakeholder Management					
<b>TSC Description</b>	Manage organisation's key stakeholders, strategic partners and investors to ensure continuous levels of engagement by identifying needs, setting service standards and resolving issues in accordance with organisational procedures.					
<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>AER-BIN-3074-1.1</b>	<b>AER-BIN-4074-1.1</b>	<b>AER-BIN-5074-1.1</b>	<b>AER-BIN-6074-1.1</b>
			Maintain working level relationships to support project implementation activities and create partnerships	Develop relationships, engage relevant stakeholders and facilitate alignment of stakeholders' and project objectives	Cultivate relationships that create trust, long-term partnership, collaboration and driving engagement with stakeholders	Strategise business networking to enhance existing stakeholder relationships as well as to establish new business networks and stakeholder relationships
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Internal and external stakeholder mapping</li> <li>Activities involved in managing working level relationships</li> <li>Organisation policies, practices and procedures relating to feedback processes</li> <li>Relevant methodologies and platforms used in collecting feedback</li> <li>Considerations for data protection related to feedback collection</li> <li>Principles of negotiation</li> <li>Presentation delivery and technical writing</li> <li>Principles of conflict resolution</li> <li>Project coordination</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder relations in project management</li> <li>Analysis techniques for interpreting stakeholder feedback</li> <li>Skills in clarifying, understanding, active listening and evaluating different ideas and opinions</li> <li>Communication management for different target audiences</li> <li>Methods to identify levels of stakeholders' influence and importance</li> <li>Industry best practices in relationship management</li> <li>Project management techniques</li> <li>Cultural awareness</li> </ul>	<ul style="list-style-type: none"> <li>Organisation's products, policies and processes</li> <li>Relevant legislative and regulatory requirements</li> <li>Key principles of strategic stakeholder engagement</li> <li>Matrix to assess strategic value of stakeholders</li> <li>Styles of strategic stakeholder management</li> <li>Stakeholder relationship management audit frameworks</li> <li>Industry best practices in information feedback procedures, methodologies and analysis</li> <li>Principles of change management and inter-cultural change management methods</li> <li>Cost-benefit analysis</li> </ul>	<ul style="list-style-type: none"> <li>Strategic relationship management</li> <li>Business environment evaluation methods</li> <li>Networking principles and techniques</li> <li>Stakeholder management principles</li> <li>Methods of building and maintaining effective business relationships</li> <li>Change management methods</li> <li>Political, social and cultural analysis techniques</li> </ul>
<b>Abilities</b>			<ul style="list-style-type: none"> <li>Execute feedback processes on working practices and performance from relevant stakeholders using appropriate platforms and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Determine specific interests, expectations and influence of stakeholders</li> <li>Facilitate networking opportunities to build relationships</li> </ul>	<ul style="list-style-type: none"> <li>Establish organisation guidelines for the development of an information feedback process in accordance to organisation objectives and industry standards</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate interests and needs of stakeholder groups to understand the existing and potential relationships with the organisation</li> <li>Guide interactions and programmes with</li> </ul>

**SKILLS FRAMEWORK FOR AEROSPACE  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE**

			<ul style="list-style-type: none"> <li>• Document interactions and feedback from stakeholders, highlighting opinions and disagreements</li> <li>• Refine activities in stakeholder management plans in alignment with feedback received from stakeholders</li> <li>• Consider stakeholder interests in decision making and operations to build trust</li> <li>• Escalate conflict situations to relevant senior team members</li> <li>• Maintain a process that allows for cultural sensitivity and managing conflict</li> <li>• Implement communications plans to ensure that stakeholders are constantly kept informed</li> </ul>	<ul style="list-style-type: none"> <li>• Engage relevant stakeholders to understand their project expectations and requirements</li> <li>• Develop plans for early engagement, allowing allow time for buy-ins and consultation with stakeholders</li> <li>• Analyse and interpret collated feedbacks using appropriate analysis techniques</li> <li>• Address mismatched areas of expectation and refer to relevant project authority for advice</li> <li>• Facilitate alignment of expectations between relevant stakeholders and project team</li> <li>• Build relationships with relevant stakeholders throughout project life cycle according to stakeholder management plans</li> <li>• Drive the relationship process and communications plans to ensure that stakeholders are constantly kept informed</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate a proactive process that allows for cultural sensitivity in stakeholder engagement</li> <li>• Initiate early engagement to allow time for buy-ins and consultation with stakeholders</li> <li>• Develop communication strategies to build and maintain successful relationships with key strategic stakeholders</li> <li>• Establish key stakeholder relationship management audit processes and criteria</li> <li>• Collaborate with relevant senior stakeholders to ensure implementation of feedback processes</li> <li>• Review and approve information feedback procedures, methodologies and analysis techniques used in line with emerging trends and regulations</li> </ul>	<p>stakeholder groups to support organisational strategies and objectives</p> <ul style="list-style-type: none"> <li>• Evaluate factors impacting organisation's relationships with stakeholder groups to determine how to enhance relationships</li> <li>• Build effective internal and external strategic networks with key stakeholders</li> </ul>
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