

TSC Category	General Management					
TSC	Conflict Resolution					
TSC Description	Adopt organisation's conflict mediation guidelines to find peaceful solutions to disagreements by evaluating and implementing resolution approaches and analysing mediation outcomes					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				MAR-GMT-4002-1.1	MAR-GMT-5002-1.1	MAR-GMT-6002-1.1
				Mitigate potential conflict situations with relevant organisational approaches	Formulate conflict management frameworks within the organisation	Influence organisational policies and procedures to strengthen labour and management relations
Knowledge				<ul style="list-style-type: none"> • Signs of conflict • Types of strategic questioning techniques • Methods of constructive feedback • Types of negotiation styles • Evolution of tripartism in Singapore's industrial relations system • Roles of tripartite parties • Models and methods for engaging, negotiating and communicating with employees and unions to limit disputes • Models and methods for handling grievances and disputes • Characteristics and motivations of individuals involved in collective bargaining processes and Singapore's industrial relations system 	<ul style="list-style-type: none"> • Stages of conflict • Causes of conflicts • Types of communication techniques • Conflict resolution techniques • Legal, regulatory, ethical and socio-cultural constraints related to conflict resolution • Elements of frameworks aimed at managing conflicts, grievances and disputes • Range of actions to resolve conflicts, grievances and disputes • Measures of effectiveness of frameworks aimed at managing conflicts, grievances and disputes 	<ul style="list-style-type: none"> • Legislative procedures, organisational policies and procedures, standards and codes of practice relating to industrial relations and collective bargaining • Models and methods for engaging, negotiating and communicating with key stakeholders • Roles of tripartite parties in Singapore industrial relations system • Market trends and developments in relation to human resource and industrial relations • Sources of conflict • Collective bargaining processes

**SKILLS FRAMEWORK FOR MARINE AND OFFSHORE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

<p>Abilities</p>				<ul style="list-style-type: none"> • Evaluate and moderate own responses to situations of conflict • Select tone of voice and body language appropriately to accommodate different situations • Use problem-solving strategies to deal with unexpected questions or attitudes • Manage difficult stakeholders and situations in a rational manner • Document all interactions and agreements to ensure follow-through and commitment by all involved parties • Present improvement recommendation proposals to stakeholders • Prepare and support involved parties to develop possible responses or solutions based on reviewed information • Negotiate with involved parties to achieve agreement regarding mutually acceptable outcomes using appropriate questioning and conflict resolution techniques 	<ul style="list-style-type: none"> • Develop frameworks for managing conflicts, grievances and disputes • Clarify factors and issues relevant to the conflicts • Identify alternative concrete solutions to resolve conflicts • Evaluate conflict resolution approaches in accordance with organisational policies and procedures • Implement conflict resolution approaches to reach mutually agreed outcomes • Evaluate outcomes to determine learning points for future conflict situations • Review frameworks for managing conflicts, grievances and disputes to maintain or enhance positive employee relations 	<ul style="list-style-type: none"> • Direct the development of systems and processes to ensure agreed outcomes are implemented • Examine possible causes and sources of conflict that may erode the organisation's business value • Establish effective working relationships with union representatives to ensure synergy between tripartite parties • Lead collective bargaining processes to achieve mutually beneficial and acceptable outcomes • Keep abreast of market trends and developments in relation to human resource and industrial relations • Engage in self-reflection on one's own performance and experience in the collective bargaining processes
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