

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

TSC Category	General Management					
TSC	Stakeholder Management					
TSC Description	Manage organisation's key stakeholders, strategic partners and investors to maintain high levels of engagement by identifying needs, setting service standards and resolving issues in accordance with organisational procedures					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			MAR-GMT-3012-1.1	MAR-GMT-4012-1.1	MAR-GMT-5012-1.1	
			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 partnerships and collaborations, and drive engagement with stakeholders	
Knowledge			<ul style="list-style-type: none"> Internal and external stakeholder mapping Activities involved in managing working level relationships Organisation's policies, practices and procedures relating to feedback processes Relevant methodologies and platforms used in collecting feedback Considerations for data protection related to feedback collection Principles of negotiation Principles of conflict resolution Project coordination 	<ul style="list-style-type: none"> Stakeholder relations in project management Analysis techniques for interpreting stakeholder feedback Methods to clarify and understand different ideas and opinions Communication management for different target audiences Methods to identify levels of stakeholders' influence and importance Industry best practices in relationship management Project management techniques Cultural awareness 	<ul style="list-style-type: none"> Organisation's products, policies and processes Relevant legislative and regulatory requirements Key principles of strategic stakeholder engagement Matrix to assess strategic value of stakeholders Styles of strategic stakeholder management Stakeholder relationship management audit frameworks Industry best practices in information feedback procedures, methodologies and analysis Principles of change management and inter-cultural change management methods Cost-benefit analysis 	
Abilities			<ul style="list-style-type: none"> Execute feedback processes on practices and performance with relevant stakeholders 	<ul style="list-style-type: none"> Determine specific interests, expectations and influence of stakeholders 	<ul style="list-style-type: none"> Establish organisation guidelines for the development of information feedback 	

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			<p>using appropriate platforms and procedures</p> <ul style="list-style-type: none"> • Document feedback from stakeholders, and highlight opinions and disagreements during interactions • Refine activities in stakeholder management plans in alignment with feedback received from stakeholders • Consider stakeholder interests in decision-making and operations to build trust • Escalate conflict situations to relevant senior team members • Maintain processes that allow for cultural sensitivity and managing conflicts • Implement communication plans to ensure that stakeholders are constantly kept informed 	<ul style="list-style-type: none"> • Facilitate networking opportunities to build relationships • Engage relevant stakeholders to understand their project expectations and requirements • Develop plans for early engagement to allow time for buy-ins and consultations with stakeholders • Analyse and interpret collated feedback using appropriate analysis techniques • Address mismatched areas of expectation and refer to relevant project authorities for advice • Facilitate alignment of expectations between relevant stakeholders and project teams • Build relationships with relevant stakeholders throughout project lifecycles according to stakeholder management plans • Drive the relationship process and communication plans to ensure that stakeholders are constantly kept informed 	<p>processes in accordance to organisation's objectives and industry standards</p> <ul style="list-style-type: none"> • Formulate proactive processes that allow for cultural sensitivity in stakeholder engagement • Initiate early engagement to allow time for buy-ins and consultations with stakeholders • Develop communication strategies to build and maintain successful relationships with key strategic stakeholders • Establish key stakeholder relationship management audit processes and criteria • Collaborate with relevant senior stakeholders to ensure implementation of feedback processes • Review and approve information feedback procedures, methodologies and analysis techniques used in line with emerging trends and regulations 	
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