

**SKILLS FRAMEWORK FOR BIOPHARMACEUTICALS MANUFACTURING  
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	General Management					
TSC	Conflict Resolution					
TSC Description	Resolve conflicts by evaluating and implementing resolution approaches, analysing mediation outcomes and finding solutions					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				BPM-GMT-4007-1.1	BPM-GMT-5007-1.1	BPM-GMT-6007-1.1
<b>Knowledge</b>				Identify potential conflict situations and apply relevant organisational approaches to mitigate conflicts	Formulate conflict management frameworks within the manufacturing facilities	Influence organisational policies and procedures to strengthen labour and management relations
<b>Abilities</b>				<ul style="list-style-type: none"> <li>• Signs of conflicts</li> <li>• Types of strategic questioning techniques</li> <li>• Methods of constructive feedback</li> <li>• Negotiation styles</li> <li>• Models and methods for handling grievances and disputes</li> <li>• Characteristics and motivations of individuals involved in the collective bargaining processes and the industrial relations systems</li> </ul>	<ul style="list-style-type: none"> <li>• Stages of conflicts</li> <li>• Causes of conflicts</li> <li>• Types of communication techniques</li> <li>• Conflict resolution techniques</li> <li>• Legal, regulatory, ethical and socio-cultural constraints related to conflict resolution</li> <li>• Elements of a framework to manage conflicts, grievances and disputes</li> <li>• Range of actions to resolve conflicts, grievances and disputes</li> <li>• Measures of effectiveness of a framework to manage conflicts, grievances and disputes</li> </ul>	<ul style="list-style-type: none"> <li>• Legislative procedures, organisational policies and procedures, standards and codes of practice relating to industrial relations and collective bargaining</li> <li>• Models and methods for engaging, negotiating and communicating with key stakeholders</li> <li>• Market trends and developments in relation to human resource and industrial relations</li> <li>• Sources of conflicts</li> <li>• Collective bargaining processes</li> </ul>

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				<ul style="list-style-type: none"> <li>• Manage difficult stakeholders and situations in a rational manner</li> <li>• Document all interactions and agreements to ensure follow-through and commitment by all involved parties</li> <li>• Recommend improvements to stakeholders</li> <li>• Prepare and support others to develop possible responses or solutions based on reviews of information</li> <li>• Negotiate with involved parties to achieve agreements regarding mutually acceptable outcomes using appropriate questioning and conflict resolution techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Identify alternative concrete solutions to resolve conflicts</li> <li>• Evaluate conflict resolution approaches in accordance with organisational policies and procedures</li> <li>• Implement conflict resolution approaches to reach mutual agreed outcomes</li> <li>• Evaluate outcomes to determine learning points for future conflict situations</li> <li>• Review frameworks for managing conflicts, grievances and disputes to maintain or enhance positive employee relations</li> </ul>	<p>with union representatives</p> <ul style="list-style-type: none"> <li>• Lead collective bargaining processes to achieve mutually beneficial and acceptable outcomes</li> <li>• Keep abreast of market trends and developments in relation to human resource and industrial relations</li> <li>• Engage in self-reflection on one's own performance and experience in the collective bargaining processes</li> </ul>
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