

**SKILLS FRAMEWORK FOR ENVIRONMENTAL SERVICES
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	People Development					
TSC	Conflict Management					
TSC Description	Perform conflict management within the organisation to assist members in resolving grievances and disputes					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				EVS-PDV-4001-1.1	EVS-PDV-5001-1.1	EVS-PDV-6001-1.1
				Develop a robust conflict management system and process within an organisation	Formulate a framework for managing conflict, grievances and disputes within an organisation	Influence organisational policies and procedures to strengthen labour and management relations
Knowledge				<ul style="list-style-type: none"> Evolution of tripartism in Singapore's Industrial Relations system Roles of tripartite parties Models and methods for engaging, negotiating and communicating with relevant stakeholders Standards or codes of practice relating to industrial practices, collective agreements and terms and conditions of service Models and methods for handling grievances and disputes Characteristics and motivations of individuals involved in the collective bargaining process and the industrial relations system 	<ul style="list-style-type: none"> Elements of a framework to manage conflict, grievances and disputes Range of actions to resolve conflicts, grievances and disputes Conflict management models Legal, ethical and socio-cultural considerations related to conflict, grievance and dispute resolution Measures of effectiveness of a framework to manage conflict, 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 Role 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 process
Abilities				<ul style="list-style-type: none"> Analyse legislative requirements and guidelines regarding labour management relations, industrial practices and compliance requirements appropriate to the organisation context Document all interactions and agreements to ensure follow-through 	<ul style="list-style-type: none"> Develop a framework for managing conflict, grievances and disputes, taking into consideration organisation's context and legal, ethical and socio-cultural considerations relating to conflict, grievance and dispute resolutions Review framework for managing conflict, 	<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

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				<p>and commitment by all involved parties</p> <ul style="list-style-type: none"> • Present improvement recommendations proposal to stakeholders • Work with involved parties to investigate the validity and credibility of claims • Prepare and support others to develop possible responses or solutions based on review of information • Communicate with involved parties to agree to the issues under consideration • Perform negotiation with involved stakeholders using conflict resolution techniques 	<p>grievances and disputes to maintain or enhance positive employee relations</p> <ul style="list-style-type: none"> • Consult key stakeholders to obtain buy-in on the framework 	<p>with union representatives to ensure synergy between tripartite parties</p> <ul style="list-style-type: none"> • Lead collective bargaining process 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 process
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