

**SKILLS FRAMEWORK FOR FINANCIAL SERVICES
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Customer Relationship and Stakeholder Management					
TSC	Networking					
TSC Description	Identify and establish industry stakeholder relationships at all levels of business operations to further the organisation's strategies and objectives					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			FSE-BIN-3108-1.1	FSE-BIN-4108-1.1	FSE-BIN-5108-1.1	
			Identify, establish and maintain internal and external working-level stakeholder relationships to support organisational strategies and objectives	Enhance stakeholder relationships through targeted programmes and activities	Establish and maintain strategic business partner relationships with stakeholder groups to further organisational strategies and objectives	
Knowledge			<ul style="list-style-type: none"> • Types of industry stakeholders • Methods for identifying stakeholder groups • Factors to consider when assessing stakeholder relationships • Stakeholder communication techniques • Importance of trust in establishing stakeholder relationships • Methods of building trust and addressing gaps within relationships 	<ul style="list-style-type: none"> • Objectives and focus of programmes and activities to enhance stakeholder relationships • Importance of stakeholder relationships to organisation • Stakeholders' issues of interest • Channels and techniques for stakeholder communications • Negotiation techniques • Legal, regulatory, ethical and socio-cultural constraints related to stakeholder relationships • Key performance indicators of programmes and activities 	<ul style="list-style-type: none"> • Strategic business partners and their issues of interest • Contributions made by strategic business partners to the organisation's strategic objectives • Agreements between organisation and strategic business partners • Legal, regulatory, ethical and socio-cultural considerations related to maintaining strategic business partner relationships 	

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<p>Abilities</p>			<ul style="list-style-type: none"> • Identify types of stakeholder groups to determine relevant parties to engage with • Assess the relationships between organisation and different stakeholder groups to support and enhance communication efforts • Assess stakeholders' relationships with each other to determine alignment of goals • Maintain stakeholder relationships to support organisational strategies and objectives 	<ul style="list-style-type: none"> • Assess organisation's relationships with relevant stakeholders to understand rationale and focus of programmes and activities to enhance stakeholder relationships • Identify, perform and evaluate own role in programmes and activities to enhance stakeholder relationships to support organisational strategies • Manage working level relationships with peer stakeholders to support programmes and activities to enhance stakeholder relationships • Evaluate effectiveness of programmes and activities in accordance with key performance indicators • Take necessary follow-up actions to maintain stakeholder relationships 	<ul style="list-style-type: none"> • Identify stakeholder groups and strategic business partners who contribute to organisational strategies and objectives • Evaluate strategic business partners' contributions to achieving organisational strategies and objectives • Develop action plans to enhance relationships with strategic business partners • Sustain professional relationships with stakeholder groups to support organisational strategies and objectives • Review quality of professional relationships with strategic business partners to identify areas for improvement 	
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