

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

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| TSC Category | Customer Relationship and Stakeholder Management | | | | | |
| TSC | Partnership Management | | | | | |
| TSC Description | Build cooperative partnerships with inter-organisational and external stakeholders and leverage these relations to meet organisational objectives. This includes coordination and strategising with internal and external stakeholders through close cooperation and exchange of information to solve problems. | | | | | |
| TSC Proficiency Description | Level 1 | Level 2 | Level 3 | Level 4 | Level 5 | Level 6 |
| | | | FSE-CFC-3017-1.1-1 | FSE-CFC-4017-1.1-1 | FSE-CFC-5017-1.1-1 | |
| | | | Support the development and coordination of partnerships with external stakeholders and organisations | Propose strategic initiatives with other organisations based on identification of mutual benefits, and analyse their impact | Evaluate and drive inter-organisational initiatives, and negotiate strategic information exchange with key partners | |
| Knowledge | | | <ul style="list-style-type: none"> Types of external partnerships Objectives of external partnerships Stakeholders involved in external partnerships Trends and changes affecting business relationships and relationship management systems Data collection methods and techniques Environmental analysis methodologies | <ul style="list-style-type: none"> Cost-benefit analysis of external partnerships Return on Investment (ROI) calculations and assessments for external partnerships and engagements Criteria for selecting potential collaborators Communication channels available for internal and external stakeholders | <ul style="list-style-type: none"> Strategic partnership management techniques Negotiation techniques Focus area identification to achieve business goals Organisational structures Evaluation criteria for analyses of partnerships | |
| Abilities | | | <ul style="list-style-type: none"> Gather data required for environment scanning Highlight trends and changes affecting business relationships and relationship management systems Identify potential opportunities for alliance building Support the identification of potential initiatives, programmes | <ul style="list-style-type: none"> Analyse information from environment scanning to identify and evaluate opportunities for collaborative alliances Initiate contact with potential partners and develop collaboration plans Analyse impact of partnerships | <ul style="list-style-type: none"> Manage inter-organisational initiatives, programmes and projects Evaluate potential organisations and assess the costs and benefits of a shared partnership Recommend potential organisations with shared or complementary | |

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| | | | <p>and projects with other organisations</p> <ul style="list-style-type: none"> • Coordinate partnerships with external stakeholders • Maintain communication channels with inter-organisational stakeholders and partners • Coordinate, address needs, queries or concerns, and facilitate consensus-building | <ul style="list-style-type: none"> • Maintain and monitor relationships with collaborators to sustain commitment of partners • Propose potential strategic initiatives, programmes and projects with other organisations • Identify common issues as well as mutual benefits and potential gains of collaborating with other organisations • Analyse strategic impact or outcomes of external partnerships to determine effectiveness of partnerships | <p>objectives, or which allow for mutual benefits of a shared partnership</p> <ul style="list-style-type: none"> • Negotiate the strategic exchange of information with key partners or stakeholders • Co-create a robust inter-organisational strategy to effectively address common issues faced • Evaluate effectiveness of partnerships and identify room for enhancement | |
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