

**SKILLS FRAMEWORK FOR HUMAN RESOURCE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Workforce Engagement					
TSC	Employee Relationship Management					
TSC Description	Strengthen employee relationships and facilitate resolutions to conflicts and disputes					
TSC Proficiency Description	Level 1	Level 2	Level 3 HRS-HRM-3017-1.1	Level 4 HRS-HRM-4017-1.1	Level 5 HRS-HRM-5017-1.1	Level 6
			Implement solutions to resolve employee disputes and sustain employee relationships	Drive the resolution of conflicts and enhancement of employee relationships	Establish strategies to strengthen employee relationships at workplace	
Knowledge			<ul style="list-style-type: none"> • Implications of legal, ethical and socio-cultural considerations on employee relationships • Elements of employee relationships at workplace • Types of conflicts • Causes of conflicts, grievances and disputes • Methods and procedures of investigation • Models and methods of resolution of conflicts, grievances and disputes • Escalation processes for working with conflicts, grievances and disputes • Communication techniques and channels 	<ul style="list-style-type: none"> • Role of tripartite parties in resolving employee grievances and disputes • Organisational policies and practices for management of conflicts, grievances and disputes • Investigative and analytical techniques • Models and methods for negotiation with employees and stakeholders • Industry best practices in managing employee relationships 	<ul style="list-style-type: none"> • Market trends and developments in relation to employee relationship management practices • Frameworks for managing conflicts, grievances and disputes 	
Abilities			<ul style="list-style-type: none"> • Assess ground sentiments to identify opportunities and concerns in employee relationships • Analyse the nature and sources of conflicts, grievances and disputes • Identify relevant resolution actions and processes to handle employee conflicts, grievances and disputes • Investigate routine and 	<ul style="list-style-type: none"> • Identify potential employee relationship issues • Oversee resolution of transactional employee relationship issues • Liaise with involved parties to investigate the validity and credibility of claims • Develop solutions to resolve employee conflicts, grievances and disputes 	<ul style="list-style-type: none"> • Analyse internal and external trends that impact employee relationships • Formulate strategies, policies and processes to strengthen employee relationships at the workplace • Develop frameworks for managing conflicts, grievances and disputes • Secure buy-in from stakeholders on 	

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			<p>transactional employee disputes and conflicts according to organisational policies and guidelines</p> <ul style="list-style-type: none"> • Recommend procedures to resolve transactional conflicts • Implement resolution processes in accordance with organisational policies and guidelines • Document employee conflicts, resolutions and outcomes 	<ul style="list-style-type: none"> • Facilitate negotiation and conflict resolution meetings with involved parties to achieve mutually agreeable outcomes • Oversee implementation of agreed outcomes • Review documentation of employee conflicts, resolutions and outcomes • Recommend programmes and initiatives to strengthen relationships among employees 	<p>employee relationship management strategies</p> <ul style="list-style-type: none"> • Mediate employee relationships issues • Monitor trends and factors that impact employee relationship strategies • Evaluate feasibility of proposed initiatives to cultivate strong relationships among employees • Review employee relationship strategies and frameworks to enhance positive employee relations 	
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