

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

TSC Category	Workforce Engagement					
TSC	Labour Relations Management					
TSC Description	Manage labour relations to support, enhance and strengthen the relationships amongst trade unions, work councils and employee forums					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			<i>HRS-HRM-3020-1.1</i>	<i>HRS-HRM-4020-1.1</i>	<i>HRS-HRM-5020-1.1</i>	
			Implement solutions to resolve labour relations issues	Enhance labour relations at the workplace	Establish labour relations strategies	
Knowledge			<ul style="list-style-type: none"> Organisational policies and procedures in relation to labour practices Role of tripartite parties in labour relations system Union organisational structures and relationships, including the National Trade Union Congress' (NTUC) relationships with affiliated unions Union and organisational escalation processes for labour relation issues Labour regulations Standards or codes of practice related to labour practices, collective agreements and terms and conditions of service Collective bargaining processes Communication techniques and channels 	<ul style="list-style-type: none"> Models and methods for engaging, negotiating and communicating with key stakeholders in labour relations Characteristics and motivations of individuals in the collective bargaining processes Elements of collective bargaining agreements Industry best practices in managing labour relations 	<ul style="list-style-type: none"> Market trends and developments in relation to labour relations practices Changes in social, political and economic climate Impact of changes in national policies on labour relations Frameworks for managing labour relations 	

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<p>Abilities</p>			<ul style="list-style-type: none"> • Identify labour practices and compliance requirements in organisational context • Analyse labour-related issues at the workplace • Liaise with involved parties to validate credibility of claims to support collective bargaining • Communicate solutions to involved parties • Implement programmes to enhance relations with trade unions • Draft collective bargaining agreements • Document labour relations activities 	<ul style="list-style-type: none"> • Build networks with representatives from government and trade unions • Design programmes to enhance positive relations with trade unions • Determine the organisation's position to prepare for collective bargaining • Negotiate with trade unions, work councils and employee forums on labour-related issues • Review collective bargaining agreements • Develop systems and processes to implement agreed outcomes of collective bargaining processes • Document collective bargaining processes and the outcomes 	<ul style="list-style-type: none"> • Evaluate market trends related to labour relations practices • Analyse impact of national policy changes on labour relations practices • Formulate effective labour relations strategies to enhance working relationships between all parties • Design labour relations frameworks and policies to support the strategies • Influence representatives of government, union heads, and external HR leaders • Lead the collective bargaining processes to achieve mutually agreeable outcomes • Direct the preparation and implementation of collective bargaining agreements 	
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