

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

<b>TSC Category</b>	General Human Resource Management					
<b>TSC</b>	Stakeholder Engagement and Management					
<b>TSC Description</b>	Manage stakeholder expectations and relationships through effective communication, negotiation and alignment of their needs with the organisation's or human resource (HR) objectives					
<b>TSC Proficiency Description</b>	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>	<b>Level 6</b>
		<b>HRS-HRM-2036-1.1</b>	<b>HRS-HRM-3036-1.1</b>	<b>HRS-HRM-4036-1.1</b>	<b>HRS-HRM-5036-1.1</b>	<b>HRS-HRM-6036-1.1</b>
		Perform day-to-day interactions and engagement with stakeholders	Maintain working level relationships and communication with key stakeholders	Engage stakeholders to align their needs with organisational or human resource (HR) objectives	Define strategic stakeholder engagement and management roadmaps to cultivate long-term partnership with stakeholders	Establish the overall stakeholder engagement and management strategies
<b>Knowledge</b>		<ul style="list-style-type: none"> <li>Stakeholders' roles to human resource (HR) processes</li> <li>Stakeholders' impact on the organisation or HR function</li> <li>Basic stakeholder communication techniques</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder mapping techniques</li> <li>Activities involved in managing working level relationships</li> <li>Feedback mechanisms</li> <li>Considerations for data protection related to feedback collection</li> <li>Organisational policies and procedures related to feedback processes</li> <li>Principles of conflict management</li> <li>Techniques of conflict management</li> </ul>	<ul style="list-style-type: none"> <li>Analysis techniques for interpreting stakeholder feedback</li> <li>Methods to identify levels of stakeholders' influence and importance</li> <li>Processes of aligning stakeholder expectations</li> <li>Communication management for different target audiences</li> <li>Stakeholder engagement techniques</li> <li>Influencing techniques</li> </ul>	<ul style="list-style-type: none"> <li>Key principles of stakeholder engagement</li> <li>Styles of stakeholder management</li> <li>Evaluation techniques to prioritise stakeholder relationships</li> <li>Industry best practices in relationship management</li> </ul>	<ul style="list-style-type: none"> <li>Key considerations in formulating stakeholder management strategies</li> <li>Changes in stakeholder needs and priorities</li> </ul>
<b>Abilities</b>		<ul style="list-style-type: none"> <li>Identify key stakeholders and their relationships with the organisation or HR function</li> <li>Interpret stakeholders' roles</li> <li>Assess stakeholders needs and interests</li> <li>Coordinate day-to-day activities with stakeholders</li> <li>Respond to stakeholder queries</li> </ul>	<ul style="list-style-type: none"> <li>Conduct stakeholder mapping to identify nature of relationships with and between stakeholders</li> <li>Represent interests of the organisation or human resource (HR) function when interacting with stakeholders</li> <li>Implement feedback mechanisms to collate stakeholder feedback on working practices</li> <li>Document stakeholder feedback</li> <li>Refine activities in stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>Determine interests and influence of stakeholders</li> <li>Engage stakeholders to ascertain their expectations</li> <li>Influence stakeholders to align expectations with organisation or HR's requirements and objectives</li> <li>Analyse collated stakeholder feedback</li> <li>Investigate issues encountered in stakeholder relationships</li> <li>Recommend improvements to stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>Prioritise stakeholder relationship based on in-depth analyses and organisational or human resource's (HR) requirements and objectives</li> <li>Develop strategic stakeholder management roadmaps</li> <li>Lead discussions and negotiations to influence key stakeholder decisions</li> <li>Develop communication strategies to maintain successful relationship with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Establish the vision for alignment of stakeholder and organisation or human resource's (HR) objectives and goals</li> <li>Anticipate changes in stakeholder needs, expectations and priorities</li> <li>Structure the HR function to support and manage stakeholders</li> <li>Design stakeholder management strategies to enhance relationship with stakeholders</li> <li>Lead strategic discussions and</li> </ul>

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			<p>management plans in alignment with feedback received</p> <ul style="list-style-type: none"> <li>• Consider stakeholders' needs and interests in decision-making to build trust</li> <li>• Follow processes to manage stakeholders' conflict</li> <li>• Implement communication plans to ensure stakeholders are constantly kept informed</li> </ul>	<p>management approaches</p> <ul style="list-style-type: none"> <li>• Develop stakeholder communication plans to guide communication with different stakeholder groups</li> <li>• Facilitate networking opportunities to build relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Promote networking opportunities in relevant professional external networks</li> </ul>	<p>engagement with key stakeholders</p> <ul style="list-style-type: none"> <li>• Influence organisation decisions at the board level</li> <li>• Resolve escalated issues involving senior stakeholders</li> <li>• Promote professional and consistent image of the organisation and HR function through networking</li> </ul>
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