

**SKILLS FRAMEWORK FOR PRECISION ENGINEERING  
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

<b>TSC Category</b>	Organisational Development					
<b>TSC</b>	Conflict Management					
<b>TSC Description</b>	Perform conflict management within the organisation to assist members in resolving grievances and disputes					
<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>PRE-PDV-4005-1.1</b>	<b>PRE-PDV-5005-1.1</b>	<b>PRE-PDV-6005-1.1</b>
				Develop a robust conflict management system and process within an organisation	Formulate a framework for managing conflict, grievances and disputes within an organisation	Influence organisational policies and procedures to strengthen labour and management relations
<b>Knowledge</b>				<ul style="list-style-type: none"> <li>• Evolution of tripartism in Singapore's Industrial Relations system</li> <li>• Roles of tripartite parties</li> <li>• Models and methods for engaging, negotiating and communicating with employees and unions to limit disputes</li> <li>• Principles and details of organisational wage, performance and incentive systems</li> <li>• Standards or codes of practice relating to industrial practices, collective agreements and terms and conditions of service</li> <li>• Models and methods for handling grievances and disputes</li> <li>• Characteristics and motivations of individuals involved in the collective bargaining process and the industrial relations system</li> <li>• Models and methods for handling grievances and disputes</li> <li>• Principles and details of organisational wage,</li> </ul>	<ul style="list-style-type: none"> <li>• Elements of a framework to manage conflict, grievances and disputes</li> <li>• Range of actions to resolve conflicts, grievances and disputes</li> <li>• Conflict management models</li> <li>• Legal, ethical and socio-cultural considerations related to conflict, grievance and dispute resolution</li> <li>• Measures of effectiveness of a framework to manage conflict, grievances and disputes</li> </ul>	<ul style="list-style-type: none"> <li>• Legislative procedures, organisational policies and procedures, standards and codes of practice relating to industrial relations and collective bargaining</li> <li>• Models and methods for engaging, negotiating and communicating with key stakeholders</li> <li>• Role of tripartite parties in Singapore industrial relations system</li> <li>• Market trends and developments in relation to human resource and industrial relations</li> <li>• Sources of conflict</li> <li>• Collective bargaining process</li> </ul>

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				performance and incentive systems		
<b>Abilities</b>				<ul style="list-style-type: none"> <li>• Analyse legislative requirements and guidelines regarding labour management relations, industrial practices and compliance requirements appropriate to the organisation context</li> <li>• Document all interactions and agreements to ensure follow-through and commitment by all involved parties</li> <li>• Present improvement recommendations proposal to stakeholders</li> <li>• Work with involved parties to investigate the validity and credibility of claims</li> <li>• Prepare and support others to develop possible responses or solutions based on review of information</li> <li>• Communicate with involved parties to agree to the issues under consideration</li> <li>• Negotiate with involved parties to achieve agreement regarding mutually acceptable outcomes, using appropriate questioning and conflict resolution techniques</li> </ul>	<ul style="list-style-type: none"> <li>• Develop frameworks for managing conflict, grievances and disputes, taking into consideration organisational contexts and legal, ethical and socio-cultural considerations relating to conflict, grievance and dispute resolutions</li> <li>• Review frameworks for managing conflict, grievances and disputes, to maintain, or enhance, positive employee relations</li> <li>• Consult key stakeholders to obtain buy-in on the framework</li> </ul>	<ul style="list-style-type: none"> <li>• Direct the development of systems and processes to ensure agreed outcomes are implemented</li> <li>• Examine possible causes and sources of conflict that may erode the organisation's business value</li> <li>• Establish effective working relationships with union representatives to ensure synergy between tripartite parties</li> <li>• Lead collective bargaining process to achieve mutually beneficial and acceptable outcomes</li> <li>• Keep abreast of market trends and developments in relation to human resource and industrial relations</li> <li>• Engage in self-reflection on one's own performance and experience in the collective bargaining process</li> </ul>