

**SKILLS FRAMEWORK FOR PUBLIC TRANSPORT
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Stakeholder and Customer Management					
TSC	Stakeholder Management					
TSC Description	Manage organisation's key stakeholders, strategic partners and investors to ensure continuous levels of engagement by identifying needs, setting service standards and resolving issues in accordance with organisational procedures					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			PTP-BIN-3074-1.1	PTP-BIN-4074-1.1	PTP-BIN-5074-1.1	
			Maintain working level relationships to support project implementation activities and create partnerships	Develop relationships, engage relevant stakeholders and facilitate alignment of stakeholders' and project objectives	Cultivate relationships that create trust, long-term partnership, collaboration and driving engagement with stakeholders	
Knowledge			<ul style="list-style-type: none"> Internal and external stakeholder mapping Activities involved in managing working level relationships Organisation policies, practices and procedures relating to feedback processes Relevant methodologies and platforms used in collecting feedback Considerations for data protection related to feedback collection Principles of negotiation Presentation delivery and technical writing Principles of conflict resolution Project coordination 	<ul style="list-style-type: none"> Stakeholder relations in project management Analysis techniques for interpreting stakeholder feedback Skills in clarifying, understanding, active listening and evaluating different ideas and opinions Communication management for different target audiences Methods to identify levels of stakeholders' influence and importance Industry best practices in relationship management Project management techniques Cultural awareness 	<ul style="list-style-type: none"> Organisation's products, policies and processes Relevant legislative and regulatory requirements Key principles of strategic stakeholder engagement Matrix to assess strategic value of stakeholders Styles of strategic stakeholder management Stakeholder relationship management audit frameworks Industry best practices in information feedback procedures, methodologies and analysis Principles of change management and inter-cultural change management methods Cost-benefit analysis 	
Abilities			<ul style="list-style-type: none"> Execute feedback processes on working practices and performance from relevant stakeholders using appropriate 	<ul style="list-style-type: none"> Determine specific interests, expectations and influence of stakeholders Facilitate networking opportunities to build relationships 	<ul style="list-style-type: none"> Establish organisation guidelines for the development of an information feedback process in accordance to organisation 	

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			<p>platforms and procedures</p> <ul style="list-style-type: none"> • Document interactions and feedback from stakeholders, , highlighting opinions and disagreements • Refine activities in stakeholder management plans in alignment with feedback received from stakeholders • Consider stakeholder interests in decision making and operations to build trust • Escalate conflict situations to relevant senior team members • Maintain a process that allows for cultural sensitivity and managing conflict • Implement communications plan to ensure that stakeholders are constantly kept informed 	<ul style="list-style-type: none"> • Engage relevant stakeholders to understand their project expectations and requirements • Develop plans for early engagement, allowing allow time for buy-in and consultation with stakeholders • Analyse and interpret collated feedbacks using appropriate analysis techniques • Address mismatched areas of expectation and refer to relevant project authority for advice • Facilitate alignment of expectations between relevant stakeholders and project team • Build relationships with relevant stakeholders throughout project life cycle according to stakeholder management plan • Drive the relationship process and communications plan to ensure that stakeholders are constantly kept informed 	<p>objectives and industry standards</p> <ul style="list-style-type: none"> • Formulate a proactive process that allows for cultural sensitivity in stakeholder engagement • Initiate early engagement to allow time for buy-in and consultation with stakeholders • Develop communication strategies to build and maintain successful relationships with key strategic stakeholders • Establish key stakeholder relationship management audit processes and criteria • Collaborate with relevant senior stakeholders to ensure implementation of feedback processes • Review and approve information feedback procedures, methodologies and analysis techniques used in line with emerging trends and regulations 	
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