

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

<b>TSC Category</b>	Human Resource					
<b>TSC</b>	Employee Relations					
<b>TSC Description</b>	Manage and enhance employee relations, which include investigating claims and managing negotiations					
<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>STP-HRM-3001-1.1</b>	<b>STP-HRM-4001-1.1</b>	<b>STP-HRM-5001-1.1</b>	
			Manage employee relations arising within the organisation, which covers reviewing communication channels, identifying opportunities and concerns in employee relations, analysing the nature of conflicts, grievances and disputes, investigating breaches of discipline and supporting the implementation of resolution strategies	Assist organisation members in resolving grievances and disputes, which covers investigating grievances and disputes through negotiations	Develop a framework to resolve organisational conflicts, grievances and disputes, which includes developing a conflict management framework, consulting key stakeholders and reviewing the conflict management framework to maintain or enhance positive employee relations	
<b>Knowledge</b>			<ul style="list-style-type: none"> <li>Objectives of employee relations</li> <li>Implications of legal, ethical and socio-cultural constraints on employee engagement</li> <li>Communication channels and techniques</li> <li>Ways in which employees can give feedback and make suggestions</li> <li>Causes of conflicts, grievances and disputes and discipline breaches</li> <li>Investigation procedures</li> <li>Resolution techniques</li> </ul>	<ul style="list-style-type: none"> <li>Evolution of tripartism in Singapore, roles and structure of tripartite parties in resolving grievances and disputes</li> <li>Principles and details of organisational wages, performance and incentive systems</li> <li>Standards or codes of practice relating to industrial practices, collective agreements, terms and conditions of service, management of grievances and disputes</li> <li>Models and methods for handling and investigating grievances and disputes</li> </ul>	<ul style="list-style-type: none"> <li>Elements of a framework to manage conflicts, 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 conflicts, grievances and disputes</li> </ul>	

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				<ul style="list-style-type: none"> <li>• Communication techniques and channels relevant for engaging stakeholders</li> <li>• Market trends and developments in relation to human resource and industrial practices</li> <li>• Union and organisational escalation processes for working with grievances and disputes</li> </ul>		
<b>Abilities</b>			<ul style="list-style-type: none"> <li>• Review communication channels to ensure there are sufficient channels for employee feedback</li> <li>• Identify opportunities and concerns in employee relations to understand ground sentiments</li> <li>• Analyse the nature and source of conflicts, grievances and disputes to determine relevant actions</li> <li>• Investigate breaches of discipline using established procedures</li> <li>• Proposed resolution steps to address discipline breaches</li> <li>• Support implementation of resolution strategies in accordance with organisational policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Analyse legislative requirements and guidelines on labour management relations, industrial practices and compliance requirements relevant to the organisation operations</li> <li>• Maintain communication and effective working relationships with representatives of unions and organisations to prevent escalation of grievances and disputes</li> <li>• Investigate grievances and disputes using appropriate methods</li> <li>• Negotiate with involved parties to achieve mutually acceptable outcomes</li> <li>• Document negotiations to ensure commitment by all involved parties</li> <li>• Oversee the implementation of agreed outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a framework for managing conflicts, grievances and disputes, in line with regulatory requirements and the organisation's operations</li> <li>• Consult management to seek endorsement of the framework</li> <li>• Review framework for managing conflicts, grievances and disputes to maintain or enhance positive employee relations</li> <li>• Establish key performance indicators and feedback mechanisms to gather employee feedback</li> </ul>	