

SKILLS FRAMEWORK FOR SECURITY
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT

TSC Category	People Development					
TSC	Conflict Resolution Management					
TSC Description	Manage conflicts and disagreements efficiently to reach compromise and agreements					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			SEC-PDV-3002-1.1	SEC-PDV-4002-1.1	SEC-PDV-5002-1.1	
			Facilitate resolution of conflicts among stakeholders	Develop robust conflict management systems and processes within the organisation	Formulate frameworks for managing conflicts, grievances and disputes within the organisation	
Knowledge			<ul style="list-style-type: none"> • Principles of negotiation • Principles of social and cultural differences • Organisational procedures for negotiating for resolution • Types of communication techniques • Types of negotiation techniques 	<ul style="list-style-type: none"> • Models and methods for engaging, negotiating and communicating with relevant stakeholders • Models and methods for handling grievances and disputes • Characteristics and motivations of individuals involved in conflicts 	<ul style="list-style-type: none"> • Elements of frameworks to manage conflicts, grievances and disputes • Range of actions to resolve conflicts, grievances and disputes • Conflict management models • Legal, ethical and socio-cultural considerations related to conflict, grievance and dispute resolution • Measures of effectiveness of frameworks in managing conflicts, grievances and disputes 	
Abilities			<ul style="list-style-type: none"> • Identify and analyse signs of agreement and disagreement • Use negotiation techniques to maintain positive interaction and divert and minimise aggressive behaviour • Communicate in palatable manner to individuals • Demonstrate sensitivity and understanding when dealing with cultural issues • Negotiate for mutually acceptable solutions by all parties 	<ul style="list-style-type: none"> • Analyse legislative requirements and guidelines and compliance requirements appropriate to the organisation's context • Document all interactions and agreements to ensure follow-through and commitment by all parties involved • Present improvement recommendation proposals to stakeholders • Work with involved parties to investigate 	<ul style="list-style-type: none"> • Develop frameworks for managing conflicts, grievances and disputes, taking into consideration the organisation's context and legal, ethical and socio-cultural considerations relating to conflict, grievance and dispute resolution • Review frameworks for managing conflicts, grievances and disputes to maintain or enhance positive employee relations 	

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			<ul style="list-style-type: none"> • Inform relevant personnel of the outcomes of negotiation 	<p>validity and credibility of claims</p> <ul style="list-style-type: none"> • Prepare and support others to develop possible responses or solutions based on review of information • Communicate with involved parties to agree to issues under consideration • Perform negotiation with stakeholders involved using conflict resolution techniques 	<ul style="list-style-type: none"> • Consult key stakeholders to obtain buy-in on frameworks 	
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