

TSC Category	General Management					
TSC	Dispute Resolution					
TSC Description	Manage disputes by implementing appropriate resolution approaches to find solutions to disagreements					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				HAS-LPM-4003-1.1	HAS-LPM-5003-1.1	HAS-LPM-6003-1.1
				Manage dispute resolution to mitigate conflict situations and reach agreeable outcomes	Lead dispute mediation to achieve mediation objectives and outcomes for the organisation	Influence organisational policies and procedures to strengthen relations, promote harmonious tripartite relations and lead organisational collective bargaining processes
Knowledge				<ul style="list-style-type: none"> Types of disputes Types of evidence to support dispute cases Communication and conflict resolution techniques Relevant precedents on dispute resolution Relevant legislation and regulations 	<ul style="list-style-type: none"> Mediation purposes and outcomes Types of disputes Means of managing stakeholders in mediation process Dispute resolution processes 	<ul style="list-style-type: none"> Organisational policies and procedures to guide the identification and implementation of legislative requirements and guidelines Models and methods for engaging, negotiating and communicating with key stakeholders Standards or codes of practice relating to industrial practices, collective agreements, and terms and conditions of employment and service Market trends and developments in relation to human resource and industrial practices Roles of each tripartite party in the Singaporean industrial relations system Characteristics and motivation of employees in the industrial relations system Unions' roles, organisational

						<p>structures, relationships and affiliations</p> <ul style="list-style-type: none"> • Collective bargaining processes
Abilities				<ul style="list-style-type: none"> • Prepare cases to gather support for positions • Participate in dispute resolution processes to achieve desired dispute resolution outcomes • Obtain concurrence from involved parties to reach dispute resolution • Identify opportunities to strive for negotiation outcomes, to add value to the organisation and achieve win-win outcomes for involved parties • Manage self to maintain composure, self-confidence and resilience when dealing with challenges in the conflict resolution process 	<ul style="list-style-type: none"> • Develop and review mediation guidelines, in consultation with stakeholders, to manage mediation process • Prepare for mediations in accordance with mediation guidelines • Set objectives to guide mediation processes • Use a range of communication techniques to mediate disputes successfully • Evaluate mediation outcomes to determine achievements against objectives and identify potential areas for improvement for future mediations • Research on history of disputes and dispute resolutions within the organisation to apply to current and future situations 	<ul style="list-style-type: none"> • Review legislative requirements and guidelines regarding labour management relations, industrial practices and compliance requirements appropriate to the organisational context • Establish effective working relationships with representatives of government, unions and employers to ensure synergy between tripartite parties, within the Singaporean industrial relations system • Develop organisational policies and processes to strengthen labour and management relations, by engaging unions, government representatives and organisational management in forums and dialogues • Determine the organisation's position to prepare for collective bargaining and examine possible causes and sources of conflict • Lead bargaining processes to achieve agreement and mutually acceptable outcomes • Document outcomes of collective bargaining

						<p>processes to safeguard the interests of stakeholders</p> <ul style="list-style-type: none"> • Direct the development of systems and processes to ensure agreed outcomes are implemented • Review the effectiveness of bargaining processes to enhance harmonious tripartite relations • Communicate the agreed outcomes from collective bargaining to stakeholders to get their support in the implementation
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