

**SKILLS FRAMEWORK FOR TOURISM
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE**

TSC Category	Business 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
		TOU-BIN-2074-1.1-1	TOU-BIN-3074-1.1	TOU-BIN-4074-1.1	TOU-BIN-5074-1.1	TOU-BIN-6074-1.1-1
		Assist in identifying stakeholders relevant to project objectives	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	Establish strategic business partner relationships
Knowledge		<ul style="list-style-type: none"> Stakeholder management strategies Methods to identify stakeholder groups Factors to consider when assessing stakeholder relationships Communication techniques Importance of trust in establishing stakeholder relationships 	<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 	<ul style="list-style-type: none"> Organisational policies and procedures Proper channels for engagement of partners Business environment Government policies and regulations Organisation's and business partners' key objectives Investors and stakeholders connected with the organisation
Abilities		<ul style="list-style-type: none"> Apply interpersonal skills to ensure effective stakeholder engagement 	<ul style="list-style-type: none"> Execute feedback processes on working practices and performance from 	<ul style="list-style-type: none"> Determine specific interests, expectations and influence of stakeholders 	<ul style="list-style-type: none"> Establish organisation guidelines for the development of an information feedback 	<ul style="list-style-type: none"> Identify current and potential business partners

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		<ul style="list-style-type: none"> • Support actions to address differing stakeholder interests • Contribute to day-to-day working relationships building with stakeholders • Document stakeholder communication needs • Perform tasks relating to identifying stakeholders relevant to project objectives 	<p>relevant stakeholders using appropriate 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 stakeholders' 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 conflicts • Implement communications plans to ensure that stakeholders are constantly kept informed 	<ul style="list-style-type: none"> • Facilitate networking opportunities to build relationships • Engage relevant stakeholders to understand their project expectations and requirements • Develop plans for early engagement, allowing time for buy-ins and consultation with stakeholders • Analyse and interpret collated feedback 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 plans • Drive the relationship process and communications plans to ensure that stakeholders are constantly kept informed 	<p>process in accordance to organisation 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-ins 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 	<ul style="list-style-type: none"> • Establish effective communication management plans • Perform and produce business partner analysis • Formulate investor relations strategies to regularly engage all investors and stakeholders connected with the organisation • Marry investor relations and clear communications skills to support effective and positive engagement with investors
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