### TSC Category
General Human Resource Management

### TSC Description
Manage stakeholder expectations and relationships through effective communication, negotiation and alignment of their needs with the organisation's or human resource (HR) objectives

<table>
<thead>
<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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<td>HRS-HRM-2036-1.1</td>
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<td></td>
<td>Perform day-to-day interactions and engagement with stakeholders</td>
<td>Maintain working level relationships and communication with key stakeholders</td>
<td>Engage stakeholders to align their needs with organisational or human resource (HR) objectives</td>
<td>Define strategic stakeholder engagement and management roadmaps to cultivate long-term partnership with stakeholders</td>
<td>Establish the overall stakeholder engagement and management strategies</td>
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### Knowledge
- Stakeholders' roles to human resource (HR) processes
- Stakeholders' impact on the organisation or HR function
- Basic stakeholder communication techniques
- Stakeholder mapping techniques
- Activities involved in managing working level relationships
- Feedback mechanisms
- Considerations for data protection related to feedback collection
- Organisational policies and procedures related to feedback processes
- Principles of conflict management
- Techniques of conflict management
- Analysis techniques for interpreting stakeholder feedback
- Methods to identify levels of stakeholders' influence and importance
- Processes of aligning stakeholder expectations
- Communication management for different target audiences
- Stakeholder engagement techniques
- Influencing techniques
- Key principles of stakeholder engagement
- Styles of stakeholder management
- Evaluation techniques to prioritise stakeholder relationships
- Industry best practices in relationship management
- Key considerations in formulating stakeholder management strategies
- Changes in stakeholder needs and priorities

### Abilities
- Identify key stakeholders and their relationships with the organisation or HR function
- Interpret stakeholders’ roles
- Assess stakeholders needs and interests
- Coordinate day-to-day activities with stakeholders
- Respond to stakeholder queries
- Conduct stakeholder mapping to identify nature of relationships with and between stakeholders
- Represent interests of the organisation or human resource (HR) function when interacting with stakeholders
- Implement feedback mechanisms to collate stakeholder feedback on working practices
- Document stakeholder feedback
- Refine activities in stakeholder
- Determine interests and influence of stakeholders
- Engage stakeholders to ascertain their expectations
- Influence stakeholders to align expectations with organisation or HR’s requirements and objectives
- Analyse collated stakeholder feedback
- Investigate issues encountered in stakeholder relationships
- Recommend improvements to stakeholder
- Prioritise stakeholder relationship based on in-depth analyses and organisational or human resource’s (HR) requirements and objectives
- Develop strategic stakeholder management roadmaps
- Lead discussions and negotiations to influence key stakeholder decisions
- Develop communication strategies to maintain successful relationship with key stakeholders
- Establish the vision for alignment of stakeholder and organisation or human resource’s (HR) objectives and goals
- Anticipate changes in stakeholder needs, expectations and priorities
- Structure the HR function to support and manage stakeholders
- Design stakeholder management strategies to enhance relationship with stakeholders
- Lead strategic discussions and
<table>
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<tr>
<th>Management Approaches</th>
<th>Stakeholder Communication Plans</th>
<th>Networking Opportunities</th>
<th>Engagement with Key Stakeholders</th>
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<tbody>
<tr>
<td>- Develop stakeholder communication plans to guide communication with different stakeholder groups</td>
<td>- Facilitate networking opportunities to build relationships</td>
<td>- Promote networking opportunities in relevant professional external networks</td>
<td>- Influence organisation decisions at the board level</td>
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<td>- Facilitate networking opportunities to build relationships</td>
<td>- Consider stakeholders’ needs and interests in decision-making to build trust</td>
<td>- Resolve escalated issues involving senior stakeholders</td>
<td>- Promote professional and consistent image of the organisation and HR function through networking</td>
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<td>- Follow processes to manage stakeholders’ conflict</td>
<td>- Implement communication plans to ensure stakeholders are constantly kept informed</td>
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