

**SKILLS FRAMEWORK FOR SOCIAL SERVICE
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Professional Practice					
TSC	Stakeholder Management					
TSC Description	Plan and implement strategies to build and manage constructive and positive relationships with stakeholders					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
	SSC-BIN-1010-1.1-1	SSC-BIN-2010-1.1-1	SSC-BIN-3010-1.1-1	SSC-BIN-4010-1.1-1	SSC-BIN-5010-1.1-1	SSC-BIN-6010-1.1-1
	Maintain relations with team members and/or clients	Nurture positive internal and external relations with stakeholders	Administer communication plans to engage stakeholders to build and foster positive relationships	Develop plans to build positive and trustworthy relationships with stakeholders to attain joint objectives	Cultivate strong partnerships with stakeholders through optimal working relationships to achieve organisational and cross-sector goals	Formulate new strategic partnerships and lead negotiations to achieve key organisational and cross-sector goals by balancing needs of all stakeholders
Knowledge	<ul style="list-style-type: none"> • Concepts of stakeholder management • Communication skills • Conflict management • Cultural awareness • Concepts of emotional intelligence 	<ul style="list-style-type: none"> • Principles of stakeholder management • Nature of relationships between relevant organisations in and outside of the sector 	<ul style="list-style-type: none"> • Stakeholder impact analysis techniques • Effective communication skills 	<ul style="list-style-type: none"> • Principles and theories of stakeholder management • Communication management for different target audiences • Conflict resolution techniques • Nature of relationships and sensitivities involved between relevant organisations in and outside of the sector 	<ul style="list-style-type: none"> • Change management • Dispute resolution techniques • Influencing skills 	<ul style="list-style-type: none"> • Inter-cultural factors in change management • Negotiation skills • Change management phases and strategies • Customer relationship management strategies
Abilities	<ul style="list-style-type: none"> • Utilise tact, diplomacy and courtesy when interacting with team members, clients and/or stakeholders • Escalate queries or requests to seniors and superiors • Maintain good relationships with team members, clients and/or stakeholders 	<ul style="list-style-type: none"> • Communicate with stakeholders in line with authority levels • Consider interests of stakeholders during communication • Nurture positive relationships with formal and informal contacts to facilitate work progress 	<ul style="list-style-type: none"> • Determine importance and influence of stakeholders on work progresses • Implement plans to assist in adaptation of new policies, programmes and processes • Implement communication plans to ensure stakeholders are updated on new developments, policies, programmes and processes • Seek opportunities to build relationships to facilitate work progress 	<ul style="list-style-type: none"> • Facilitate networking opportunities to build relationships with stakeholders • Conduct impact analysis to assess the impact of new policies, programmes and processes on different stakeholders • Propose plans to assist in adaptation of new policies, programmes and processes • Implement metrics to track stakeholder engagement 	<ul style="list-style-type: none"> • Form strategic partnerships to secure stakeholder support for key organisational goals • Analyse new policies, programmes and procedures to determine stakeholder impact • Implement metrics to track client satisfaction and engagement • Manage media relations 	<ul style="list-style-type: none"> • Initiate new stakeholder connections to achieve organisational strategic goals • Engage relevant stakeholders when making decisions to preserve a balance of organisational and political interests • Form cross-functional relationships with both internal and external stakeholders • Build relationships across sectors in view of trends in service development

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			<ul style="list-style-type: none"> • Employ engagement techniques to manage stakeholders impacted by new policies, programmes and processes • Manage day-to-day public relations 			
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