

**POWER ENGINEERING COMPETENCY FRAMEWORK FOR POWER ENGINEERING PROFESSIONALS IN PUBLIC SECTOR
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	General Management					
TSC Title	Stakeholder Management					
TSC Description	Manage stakeholder expectations and needs, and ensure their alignment with agency objectives using effective communication, negotiation and influencing techniques					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		<Insert TSC Code>	<Insert TSC Code>	<Insert TSC Code>	<Insert TSC Code>	<Insert TSC Code>
		Identify key stakeholders and their needs and interests, and coordinate with stakeholders on a day-to-day basis	Conduct stakeholder communications, clarify responsibilities and engage them to align on expectations	Develop stakeholder engagement plans and negotiate with stakeholders to arrive at mutually beneficial arrangements	Define stakeholder management strategies, and lead critical discussions and negotiations to address escalated issues	Establish the vision for alignment of agency and stakeholder objectives, co-creating shared goals and strategic initiatives with senior stakeholders
Knowledge		<ul style="list-style-type: none"> Key stakeholder relationships Stakeholders needs analysis techniques Basic stakeholder communication techniques 	<ul style="list-style-type: none"> Stakeholder mapping techniques Stakeholder roles and relationships Stakeholder impact on the department Range of communication channels, approaches and techniques Stakeholder engagement strategies 	<ul style="list-style-type: none"> Analysis of stakeholder relationships and levels of interest, power and impact Process of setting and aligning expectations Negotiation techniques and approaches Conflict resolution techniques and approaches Escalation procedures for handling disputes 	<ul style="list-style-type: none"> Analysis and planning approaches in stakeholder management Evaluation techniques to prioritise stakeholder relationships Negotiation styles and skills to gain consensus Value added from stakeholder relationships 	<ul style="list-style-type: none"> Key processes and considerations in formulating stakeholder management strategy Changes and trends in stakeholders' demands and priorities Senior stakeholder engagement strategies and techniques
Abilities		<ul style="list-style-type: none"> Identify key stakeholders and the nature of the relationship with them Identify stakeholder needs, positions and interests Coordinate basic activities and processes with stakeholders on a day-to-day basis Apply knowledge of the agency's position to respond to simple queries from stakeholders 	<ul style="list-style-type: none"> Conduct stakeholder mapping to identify facets and nature of relationships with and between stakeholders Manage stakeholders' expectations and needs, based on the organisation's position and resources Articulate each stakeholder's role and responsibilities Serve as the main contact point or representative for communicating with 	<ul style="list-style-type: none"> Analyse the complexities of stakeholder relationships and determine their level of interest, power and impact Examine stakeholder positions, agendas and priorities which may be explicitly articulated or unspoken Develop stakeholder engagement plans to guide communications with different groups of stakeholders 	<ul style="list-style-type: none"> Prioritise stakeholder relationships based on in-depth analysis and the agency's strategic objectives and direction Develop a strategic stakeholder management roadmap, aligned to the agency's vision Lead discussions and negotiations to influence key stakeholder decisions Address escalated issues raised by or 	<ul style="list-style-type: none"> Establish the vision for how agency and stakeholder objectives can be shared or aligned Anticipate changes in stakeholders' needs, demands, priorities and expectations Optimise alignment of stakeholder management strategy with agency goals Lead strategic negotiations, discussions and engagement initiatives with key

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			<p>stakeholders, addressing queries and providing clarifications</p> <ul style="list-style-type: none"> • Represent the agency's interests when interacting with stakeholders • Engage stakeholders regularly to set and align expectations and activities as well as to exchange feedback 	<ul style="list-style-type: none"> • Set clear parameters and expectations of stakeholders' roles and responsibilities • Negotiate with stakeholders to align interests or goals and arrive at mutually-beneficial arrangements • Investigate problems or issues encountered in stakeholder relationships 	<p>encountered with stakeholders</p> <ul style="list-style-type: none"> • Review feedback from stakeholders and affected parties, and recommend improvements to stakeholder management strategy 	<p>leaders and senior stakeholders</p> <ul style="list-style-type: none"> • Represent the agency to resolve major escalated issues involving critical stakeholders • Deepen relationships with critical senior stakeholders on an ongoing basis • Co-create shared goals, objectives and vision with senior leaders and stakeholders
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