



**Australian Government**

**Department of Education, Employment and Workplace Relations**

# **SITXCOM003A Deal with conflict situations**

**Revision Number: 1**

## SITXCOM003A Deal with conflict situations

### Modification History

Not applicable.

### Unit Descriptor

#### Unit descriptor

This unit describes the performance outcomes, skills and knowledge required to resolve conflict situations with customers and colleagues. It also describes the resolution of escalated complaints. The unit covers the conflict resolution skills required to address conflicts that may arise in day-to-day work situations. It does not cover formal negotiation, counselling or conducting mediation.

This unit builds on the basic skills and knowledge found in other units that address communication, such as SITXCOM001A Work with colleagues and customers.

### Application of the Unit

#### Application of the unit

This unit describes a complex communication skill to apply when resolving conflicts and complaints that may arise in the course of daily work. It applies to those working within the service industries in the full range of industry sectors and environments.

The unit applies mainly to senior operational personnel or supervisors and managers who operate autonomously and take responsibility for resolving conflicts and complaints.

### Licensing/Regulatory Information

Not applicable.

## Pre-Requisites

**Prerequisite units** Nil

## Employability Skills Information

**Employability skills** The required outcomes described in this unit of competency contain applicable facets of employability skills. The Employability Skills Summary of the qualification in which this unit is packaged will assist in identifying employability skills requirements.

## Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency. Performance criteria describe the required performance needed to demonstrate achievement of the element. Where ***bold italicised*** text is used, further information is detailed in the required skills and knowledge and/or the range statement. Assessment of performance is to be consistent with the evidence guide.

## Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1 Identify conflict situations.	<p>1.1 Identify potential for <b><i>conflict</i></b> quickly and take swift and tactful action to prevent escalation.</p> <p>1.2 Identify quickly <b><i>situations where personal safety of customers or colleagues may be threatened</i></b> and organise appropriate assistance.</p> <p>1.3 Identify and use <b><i>resources to assist in managing conflict</i></b> where appropriate and according to organisation policy and procedures.</p>

ELEMENT	PERFORMANCE CRITERIA
2 Resolve conflict situations.	<p>2.1 Take responsibility for finding a solution to the conflict within scope of individual responsibility.</p> <p>2.2 Deal with conflict sensitively, courteously and discreetly and take steps to minimise impact on other colleagues and customers.</p> <p>2.3 Use effective <i>communication skills</i> to assist in management of the conflict.</p> <p>2.4 Encourage all points of view, acknowledge them and treat them with respect.</p> <p>2.5 Establish and agree on the nature and details of the conflict with all parties and assess the impact of the situation on them.</p> <p>2.6 Determine possible options to resolve the conflict and promptly analyse and decide on the best solution in agreement with all parties, taking into account any <i>organisation constraints</i>.</p> <p>2.7 Use accepted <i>conflict resolution techniques</i> to manage the conflict situation and develop solutions.</p> <p>2.8 Complete any necessary documentation accurately and legibly within time constraints.</p>
3 Evaluate conflict situations.	<p>3.1 Seek and provide feedback on the conflict and its resolution where possible with the parties involved.</p> <p>3.2 Evaluate and reflect on the situation and effectiveness of the solution.</p> <p>3.3 Determine possible <i>causes of workplace conflict</i> and provide input for workplace enhancement and improvements.</p>

## Required Skills and Knowledge

### REQUIRED SKILLS AND KNOWLEDGE

This section describes the essential skills and knowledge and their level, required for this unit.

The following skills must be assessed as part of this unit:

- communication skills to determine details and causes of the conflict through observation, questioning and active listening
- conflict resolution skills and strategies incorporating communication skills of:
  - assertiveness
  - listening
  - non-verbal communication
  - language style
  - problem-solving
  - negotiation
- ability to follow procedures for handling complaints.

The following knowledge must be assessed as part of this unit:

- types of conflict that typically occurs and typical causes
- conflict theory, including signs, stages, levels, factors involved and results
- group processes and roles people play
- organisational structures, and workplace cultures and policies
- organisation policy and procedures on conflicts and complaints, including any reporting requirements
- relevant regulatory, industrial and legislative requirements related to the handling of disputes, dealing with drug or alcohol-affected persons, situations where customers must be refused entry, ejection from premises and security provision.

## Evidence Guide

### EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, the range statement and the Assessment Guidelines for this Training Package.

## EVIDENCE GUIDE

### **Critical aspects for assessment and evidence required to demonstrate competency in this unit**

Evidence of the following is essential:

- knowledge of conflict resolution techniques
- ability to apply conflict resolution techniques to resolve a range of different conflict situations in contexts appropriate to the job role and workplace.

### **Context of and specific resources for assessment**

Assessment must ensure:

- activities that allow the candidate to address a range of commonly-occurring conflict situations that may be found in the workplace relating to the usual work roles of the candidate, such as handling customer complaints in a restaurant, resolving disputes with colleagues over work aspects, or dealing with contractors or suppliers who fail to meet obligations; for those undertaking generic pre-employment training, assessment must cover a range of industry contexts to allow for a broad range of vocational outcomes
- interaction with others to demonstrate appropriate interpersonal skills for resolving conflicts.

## EVIDENCE GUIDE

### Methods of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- direct observation of the candidate demonstrating complaint handling or negotiation skills, either in the workplace or through role-plays
- case studies to analyse and resolve conflict situations arising in various work contexts
- written or oral questions to assess underpinning theories related to conflict resolution
- review of portfolios of evidence and third-party workplace reports of on-the-job performance by the candidate.

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:

- SITXCCS002A Provide quality customer service
- SITXMGT001A Monitor work operations
- SITXHRM005A Lead and manage people
- SITXHRM007A Manage workplace diversity.

### Assessing employability skills

Employability skills are integral to effective performance in the workplace and are broadly consistent across industry sectors. How these skills are applied varies between occupations and qualifications due to the different work functions and contexts.

Employability skills embedded in this unit should be assessed holistically with other relevant units that make up the skill set or qualification and in the context of the job role.

## Range Statement

### RANGE STATEMENT

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording in the performance criteria is detailed below.

## RANGE STATEMENT

***Conflict situations*** may relate to:

- customer complaints
- conflict among work colleagues
- refused entry
- drug or alcohol-affected persons
- ejection from premises
- problems or faults with a service or product
- delays or poor timing of product or service supply
- misunderstandings or communication barriers
- difficult or demanding customers
- customers with different or special needs or expectations.

***Situations where personal safety of customers or colleagues may be threatened*** and assistance required may involve:

- drug or alcohol-affected persons
- people with guns or arms
- situations where someone has been or may be hurt
- people who appear to be violent or are threatening
- situations where customers refuse to leave or be pacified.

***Customers or colleagues*** may be from a range of cultural backgrounds and may include:

- workmates
- hospitality or tourism customers
- outside contractors
- suppliers.

***Resources to assist in managing conflict*** may include:

- senior staff
- other staff members
- internal security staff or police
- counsellors.



## RANGE STATEMENT

- Communication skills*** include:
- listening and active listening
  - questioning techniques, such as asking the right question to elicit the other parties' needs
  - asking questions to gain information, clarify ambiguities and adequately understand requirements
  - rephrasing and repeating questions, requests and statements to confirm that they have been correctly understood
  - empathising with the colleague or customer's situation while upholding organisation policy
  - assertiveness
  - non-verbal communication and recognition of non-verbal signs
  - ability to speak clearly to be understood and use appropriate language, style and tone.
- Organisation constraints*** may include:
- costs and budgets
  - organisation policy on refunds or exchange
  - lack of availability of replacement items, services or tickets.
- Conflict resolution techniques*** may include:
- problem-solving
  - negotiation
  - use of appropriate communication skills.
- Causes of workplace conflict*** may include:
- poor communication
  - lack of information
  - changes to practices and procedures
  - cultural misunderstanding
  - lack of empathy
  - complaints
  - workplace problems and issues.

## Unit Sector(s)

Sector

Cross-Sector

## **Competency field**

**Competency field**

Communication and Teamwork