



Australian Government

Department of Education, Employment and Workplace Relations

TLIL507D Apply conflict/grievance resolution strategies

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit involves the skills and knowledge required to apply conflict resolution strategies to resolve grievances that may occur in the course of work, including identifying potential conflict situations, implementing appropriate conflict resolution strategies, and using effective interpersonal skills. Grievances and conflict situations may include those between employees in the workplace, between employees and managers, as well as grievances that might be raised by customers.

Application of the Unit

Work involves discretion and judgement for self and others in management and resolution of conflicts and grievances both internal and external to the workplace.

Work is performed under minimum supervision with general guidance on progress and outcomes of work. It involves application of conflict/grievance resolution strategies in conflict situations that may arise amongst personnel both internal to and external to the workplace.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

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 competency is packaged will assist in identifying employability skill 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. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

Elements and Performance Criteria

Element	Performance Criteria
1 Identify potential conflict situations	1.1 Signs, stages and possible causes of conflict/grievance are identified
2 Implement conflict resolution strategies	2.1 Factors and issues relevant to conflict/grievance are clarified
	2.2 Strategies for dealing with conflict/grievance situations are developed
	2.3 Options for resolution of the conflict/grievance are identified which allow for constructive responses to be negotiated and enable established relationships to continue
	2.4 Strategies are implemented for the resolution of the source of conflict
	2.5 Outcomes of the process are monitored to ensure objectives continue to be met
3 Use effective interpersonal skills	3.1 Effective verbal and non-verbal communication is used during negotiations, including body language, questioning, language style, active listening and reflection
	3.2 Feedback is given assertively and received non-defensively during negotiations

Required Skills and Knowledge

REQUIRED KNOWLEDGE AND SKILLS

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

Required knowledge:

Relevant and regulatory and code requirements

Relevant OH&S and environmental protection policies and procedures

Workplace protocols and procedures for the identification and resolution of conflicts/grievances

Relevant workplace business marketing policies and practices, including requirements for the maintenance of security and confidentiality

Signs, stages and possible causes of conflict in the workplace

Options for constructive responses to typical conflict/grievance situations

Typical problems that can occur when applying conflict/grievance resolution strategies and related appropriate action that can be taken

Required skills:

Communicate effectively with others when applying conflict and grievance resolution strategies

Negotiate effectively with others when applying conflict and grievance resolution strategies

Read and interpret instructions, procedures, information and signs relevant to the application of conflict and grievance resolution strategies

Interpret and follow operational instructions and prioritise work

Gather, record and convey simple and routine work-related information

Complete documentation related to the application of conflict and grievance resolution strategies

Operate electronic communication equipment to required protocol

Identify existing and potential conflicts/grievances

Participate in small informal work groups

Apply interpersonal skills

Work collaboratively with others when applying conflict and grievance resolution strategies

Adapt appropriately to cultural differences in the workplace, including modes of behaviour and interactions with others

Promptly report and/or rectify any identified problems that may arise when applying conflict and grievance resolution strategies in accordance with regulatory requirements and workplace procedures

Monitor work activities in terms of planned schedule

Modify activities depending on differing operational contingencies, risk situations and environments

Select and appropriately apply technology, information systems and procedures to complete workplace tasks

Work systematically with required attention to detail

Evidence Guide

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

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

The evidence required to demonstrate competency in this unit must be relevant to and satisfy all of the requirements of the elements and performance criteria of this unit and include demonstration of applying:

the underpinning knowledge and skills

relevant legislation and workplace procedures

other relevant aspects of the range statement

Context of and specific resources for assessment

Performance is demonstrated consistently over a period of time and in a suitable range of contexts

Resources for assessment include:

a range of relevant exercises, case studies and other simulated practical and knowledge assessment, and/or

access to an appropriate range of relevant operational situations in the workplace

In both real and simulated environments, access is required to:

relevant and appropriate materials and/or equipment, and/or

applicable documentation including workplace procedures, regulations, codes of practice and operation manuals

Method of assessment

Assessment of this unit must be undertaken by a registered training organisation

As a minimum, assessment of knowledge must be conducted through appropriate written/oral tests

Practical assessment must occur:

through appropriately simulated activities at

the registered training organisation, and/or
in an appropriate range of situations in the
workplace

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.

The workplace environment may involve twenty-four hour operation and may include:	single and multi-site locations large, medium and small companies
Services, products, risks, work systems and requirements may:	potentially vary across different sections of the workplace
Operations involve:	internal and external customer contact and coordination
Conflicts/grievances may arise at all levels of the organisation in a range of possible situations including:	amongst internal personnel between internal personnel and external personnel such as customers, suppliers, contractors, equipment manufacturers, etc. between external personnel and the organisation between internal personnel and management
Consultative processes may involve:	other employees and supervisors management customers/clients suppliers of goods/materials manufacturers of equipment contractors relevant authorities union representatives OH&S specialists other maintenance, professional or technical staff
Communications systems may involve:	face-to-face conversations and meetings telephone fax email mail

Depending on the type of organisation concerned and the local terminology used, workplace plans/procedures may include:

company plans/procedures
enterprise plans/procedures
organisational plans/procedures
established plans/procedures

Information/documentation may include:

workplace procedures for the resolution of conflicts/grievances
records of action to resolve conflicts/grievances and documentation of agreements reached
job specifications
conditions of service, relevant legislation, regulations and related documentation
award, enterprise bargaining agreement, workers compensation, and other industrial arrangements
relevant codes of practice including the national standards for manual handling and the industry safety code
supplier and/or client instructions
manifests, bar codes, goods and container identification
goods identification numbers and codes
manufacturers specifications
material safety data sheets
relevant Australian standards and certification requirements
quality assurance procedures
emergency procedures

Applicable regulations and legislation may include:

relevant regulations, standards and codes of practice
trading regulations relevant to business operations
relevant Australian and state/territory OH&S legislation
environmental protection regulations
hazardous substances and dangerous goods codes

relevant Australian standards and
certification requirements
licence, patent or copyright arrangements

Unit Sector(s)

Not applicable.

Competency Field

L - Resource Management