



**Australian Government**

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

# **TLIL4005A Apply conflict/grievance resolution strategies**

**Release: 1**

## **TLIL4005A Apply conflict/grievance resolution strategies**

### **Modification History**

Not Applicable

### **Unit Descriptor**

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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. Licensing, legislative, regulatory or certification requirements are applicable to this unit.

### **Application of the Unit**

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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**

Refer to Unit Descriptor

### **Pre-Requisites**

Not Applicable

## **Employability Skills Information**

**Employability Skills**            This unit contains employability skills.

## **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

ELEMENT	PERFORMANCE CRITERIA
<b>1 Identify potential conflict situations</b>	1.1 Signs, stages and possible causes of conflict/grievance are identified
<b>2 Implement conflict resolution strategies</b>	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
<b>3 Use effective interpersonal skills</b>	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:

**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****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

## EVIDENCE GUIDE

- |   |   |
|---|---|
| <b>Context of and specific resources for assessment</b> | <ul style="list-style-type: none"> <li>• relevant legislation and workplace procedures</li> <li>• other relevant aspects of the range statement</li> <li>• Performance is demonstrated consistently over a period of time and in a suitable range of contexts</li> <li>• Resources for assessment include:             <ul style="list-style-type: none"> <li>• a range of relevant exercises, case studies and/or other simulated practical and knowledge assessment, and/or</li> <li>• access to an appropriate range of relevant operational situations in the workplace</li> </ul> </li> <li>• In both real and simulated environments, access is required to:             <ul style="list-style-type: none"> <li>• relevant and appropriate materials and equipment, and</li> <li>• applicable documentation including workplace procedures, regulations, codes of practice and operation manuals</li> </ul> </li> </ul> |
| <b>Method of assessment</b>                             | <ul style="list-style-type: none"> <li>• Assessment of this unit must be undertaken by a registered training organisation</li> <li>• As a minimum, assessment of knowledge must be conducted through appropriate written/oral tests</li> <li>• Practical assessment must occur:             <ul style="list-style-type: none"> <li>• through activities in an appropriately simulated environment at the registered training organisation, and/or</li> <li>• in an appropriate range of situations in the workplace</li> </ul> </li> </ul>  |

## 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

## RANGE STATEMENT

- 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

**RANGE STATEMENT**

Applicable regulations and legislation may include:

- manufacturers specifications
- material safety data sheets
- relevant Australian standards and certification requirements
- quality assurance procedures
- emergency procedures
- 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**

**Competency Field**

L - Resource Management