



Australian Government

Department of Education, Employment and Workplace Relations

CSCSAS306A Manage conflict through negotiation

Revision Number: 2

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Modification History

CSCSAS306A Release 2: Layout adjusted. Minor revisions to range statement.
CSCSAS306A Release 1: Primary release.

Unit Descriptor

This unit of competency describes the outcomes required to use communication techniques to manage a conflict situation. It requires the ability to assess conflict situations, accurately receive and relay information, adapt interpersonal styles and techniques to varying social and cultural environments and evaluate responses.

Application of the Unit

This unit applies to all people working in detention centres, correctional centres or prisons, community corrections offices, justice administration offices and on work sites where detainees, prisoners or offenders are under statutory supervision. Variables will determine different applications of the standards depending on the nature and complexity of security requirements, security ratings and defined work role and responsibilities.

The language used in this unit implies an institutional setting. Adaptation of the language will be necessary to reflect the practices of non-institutional settings and work sites. Customisation should occur through the introduction of specific organisation security equipment, functions and procedures.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

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. 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 Assess conflict.

- 1.1 Anticipate possible ***conflict situations*** and select appropriate response to prevent escalation.
- 1.2 Evaluate responses to conflict against ***legal requirements and organisational procedures***.
- 1.3 Identify situations requiring assistance and support and request assistance promptly.

2 Negotiate resolution.

- 2.1 Use strategies to resolve conflict that comply with organisational policies and procedures.
- 2.2 Use ***negotiation*** techniques that maintain positive interaction and divert and minimise aggressive behaviour.
- 2.3 Use ***communication techniques*** that are effective in ensuring mutual understanding.
- 2.4 Ensure negotiation styles take into account ***social and cultural differences***.
- 2.5 Confirm mutual agreement to strategies and required outcomes with all relevant people.

3 Evaluate responses.

- 3.1 Evaluate and review effectiveness of response according to legal and organisational requirements.
- 3.2 Provide accurate and constructive observations of incidents when reviewing and debriefing the situation.
- 3.3 Provide and maintain ***records and reports*** according to organisational requirements.
- 3.4 Recognise effects of stress and manage these using recognised ***stress management techniques***.

Required Skills and Knowledge

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

Required skills:

- interpreting and estimating level of conflict and degree of risk
- using effective communication techniques to deal with aggressive and uncooperative people
- using effective communication and negotiation skills, especially under pressure, to calm, distract or change focus
- applying strategies to prevent escalation of incidents
- using surveillance and observation techniques
- recording and documenting reports on incidents
- providing warnings and clear directions and instructions
- using communication systems to request assistance if needed
- using appropriate reasonable force options to minimise threat to self and others.

Required knowledge:

- organisation's policies and procedures, and legal requirements related to use of force, use of restraint, use of specific defensive equipment and techniques, misuse of force, and duty of care under criminal and civil law
- organisation's delegations, accountability and reporting processes related to critical incidents
- principles of effective communication and use of communication techniques under pressure
- negotiation strategies
- duty of care responsibilities and humane treatment
- tactical response within specified legal and strategic limits
- response options that are most effective for the degree and nature of risk
- principles of communication to reduce the level of threat or conflict
- principles of communication to give clear, accurate and concise information
- risk factors and their impact on incidents and situations
- conflict management strategies and techniques
- stress management strategies and techniques.

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.

Overview of assessment

Assessment of this unit can be applied using a combination of training outcomes and performance in the workplace, with the principal evidence developed through performance in routine work functions in the workplace. Where this unit specified performance in areas with unpredictable and high risk implications, assessment in simulations should be used as well as retrospective documentation and observation of performance working with high risk offenders.

Evidence needs to be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and/or apply the principles in a different situation or change of environment.

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

In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:

- the knowledge requirements of this unit
- the skill requirements of this unit
- application of employability skills as they relate to this unit
- ability to manage conflict through negotiation in a range of (two or more) contexts or occasions, over time.

Context of and specific resources for assessment

Valid assessment of this unit requires:

- a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when managing conflict through negotiation, including coping with difficulties, irregularities and breakdowns in routine
- copies of legislation, policies, procedures and guidelines relating to use of force and management of conflict
- access to appropriate learning and assessment support when required.

Method of assessment

Evidence must include observation and information generated in the workplace as well as observation of performance in routine work functions or, where this is not possible, in a simulated exercise to confirm the transferability of the competencies.

The following assessment methods are suggested:

- observation of performance in routine workplace activities within a range of agreed responsibilities and in various work locations
- written and/or oral questioning to assess knowledge and understanding
- completion of workplace documents and reports produced as part of routine work activities
- third-party reports from experienced practitioners
- completion of performance feedback from supervisors and colleagues
- scenarios
- simulations or role plays.

Guidance information for assessment

Assessment methods should reflect workplace demands, and any identified special needs of the candidate, including language and literacy implications and cultural factors that may affect responses to the questions.

In all cases where practical assessment is used it will be combined with targeted questioning to assess the underpinning knowledge.

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. Add any essential operating conditions that may be present with training and assessment depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts.

Conflict situations may include:

- persons with criminal intent
- persons under the influence of intoxicating substances
- refusals to follow directions and guidance
- conflicts between offenders or members of the public
- ejection of persons
- situations affecting the security of self, others or property
- persons suffering from emotional distress or mental illness
- bystander behaviour
- accidents resulting in injury
- riots and demonstrations
- destruction of property
- hostile gatherings of large numbers of people.

Legal requirements and organisational procedures may include:

- Commonwealth and State/Territory legislative requirements
- use of force guidelines
- duty of care, code of conduct and code of ethics
- use of restraint and defensive weapons
- rules for searching
- control of intoxicated persons
- policies and procedures relating to own role, responsibility and delegation
- business and performance plans, including organisational goals and objectives
- access and equity policy, principles and practice
- records and information systems and processes
- communication channels and reporting procedures
- emergency and evacuation procedures.

Negotiation techniques may include:

- using calm, confident and assertive language
- controlling tone of voice and body language
- using strategic questioning and listening to gather information and direct the focus of people involved
- demonstrating flexibility and willingness to negotiate

- Communication techniques*** may include:
- using language and concepts appropriate to the people involved
 - distracting and changing focus
 - using clear presentation of options and consequences.
 - verbal and non-verbal language
 - two-way interaction
 - constructive feedback
 - active listening
 - interpreting and assessing actions for risk
 - observation techniques
 - use of positive, confident and cooperative language
 - use of language and concepts appropriate to cultural differences.
- Social and cultural differences*** may include:
- language
 - traditional practices and observations
 - beliefs, values and practices
 - food and diet
 - dress
 - religious and spiritual observances
 - social conventions
 - cultural stereotypes
 - conventions of gender and sexuality.
- Records and reports*** may include:
- incident reports
 - security logs and journals
 - running sheets
 - task allocation sheets
 - records of conversation
 - electronic and paper-based information
 - radio and telephone records.
- Stress management techniques*** may include:
- critical incident debriefing
 - informal exploration of incidents with team members and supporters
 - counselling
 - review of practices and resources.

Unit Sector(s)

Safety and security.

Competency field

Not applicable.