



Australian Government

Department of Education, Employment and Workplace Relations

CUECOR04B Deal with conflict and resolve complaints

Revision Number: 1

CUECOR04B Deal with conflict and resolve complaints

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	<p>This unit describes the skills and knowledge required to handle difficult interpersonal situations with both customers and colleagues when conflict arises. It does not cover skills associated with formal negotiation, counselling or mediation.</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.</p>
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Application of the Unit

Application of the unit	<p>People working at all levels across a range of cultural industry sectors apply the day-to-day conflict resolution skills and knowledge outlined in this unit. At this level, personnel could also be involved in resolving escalated complaints.</p> <p>This unit has strong linkages to the following units, and combined assessment and/or training is recommended:</p> <ul style="list-style-type: none">• CUECOR02C Work with others• CUECOR03B Provide quality service to customers. <p>Note that conflict resolution in relation to colleagues is included in both this unit and the unit CUECOR02C Work with others. Care should be taken to avoid duplication in training and assessment.</p>
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

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

ELEMENT	PERFORMANCE CRITERIA
1. Identify conflict situations	<p>1.1. Identify potential for conflict quickly and take swift and tactful action to prevent escalation</p> <p>1.2. Identify quickly situations where personal safety of customers or colleagues may be threatened, and organise appropriate assistance</p>
2. Resolve conflict situations	<p>2.1. Take responsibility for finding a solution to the conflict within the scope of individual responsibility</p> <p>2.2. Encourage all points of view, accept them and treat them with respect</p> <p>2.3. Use effective communication skills to assist in the management of the conflict</p> <p>2.4. Use accepted conflict resolution techniques to manage the conflict situation and develop solutions</p>
3. Resolve escalated complaints	<p>3.1. Take responsibility for resolving the complaint</p> <p>3.2. Handle escalated complaints sensitively, courteously and discreetly</p> <p>3.3. Convey an empathetic and helpful attitude using active listening and questioning</p> <p>3.4. Query the customer for any information regarding possible causes related to the complaint</p> <p>3.5. Establish and agree on the nature and details of the complaint with the customer</p> <p>3.6. Assess the impact of the complaint on the customer in order to provide an appropriate response and solution</p> <p>3.7. Determine possible options to resolve the complaint and quickly analyse and determine the best solution, taking into account organisational constraints</p> <p>3.8. Take appropriate action to resolve the complaint, and, wherever possible, to the customer's satisfaction</p> <p>3.9. Where appropriate, use techniques to turn complaints into opportunities to demonstrate high quality customer service</p> <p>3.10. Complete any necessary documentation accurately and within time constraints</p> <p>3.11. Provide feedback on complaints to appropriate personnel in order to avoid future occurrence</p>

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- conflict resolution skills and strategies incorporating communication skills of:
 - assertiveness
 - listening
 - non-verbal communication
 - language style
 - problem solving
 - negotiation.

Required knowledge

- group processes and roles people play
- procedures for handling customer complaints in a given industry or workplace context
- types of conflict in the workplace and typical causes
- conflict theory, including signs, stages, levels, factors involved, results.

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, range statement and the Assessment Guidelines for the Training Package.

Overview of assessment

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

The following evidence is critical to the judgement of competence in this unit:

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

Context of and specific resources for assessment

The assessment context must provide for:

- activities that allow the candidate to address a range of commonly-occurring conflict situations that may be found in the workplace. These should be related to the usual work roles of the candidate, such as handling escalated customer complaints in a front-of-house environment, resolving disputes with colleagues over work aspects, dealing with contractors or suppliers who fail to meet obligations
- interaction with others to demonstrate appropriate interpersonal skills for resolving conflicts.

Method of assessment

Assessment may incorporate a range of methods to assess practical skills and the application of essential underpinning knowledge, and might include:

- 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
- incident reports prepared by the candidate
- 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.

Assessment methods should closely reflect workplace demands and the needs of particular groups (e.g. people

EVIDENCE GUIDE

	with disabilities, and people who may have literacy or numeracy difficulties such as speakers of languages other than English, remote communities and those with interrupted schooling).
Guidance information for assessment	<p>Assessment of this unit requires access to:</p> <ul style="list-style-type: none"> • typical organisational complaint and conflict policies and procedures.

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, if used in the performance criteria, is detailed below. 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) may also be included.

Conflict and escalated complaint situations may relate to:

- conflicts among work colleagues
- customer complaints
- denied requests for refunds or exchanges
- dissatisfaction with seats allocated
- drug or alcohol affected persons
- ejection from premises
- late customers
- refused entry

Organisational constraints may include:

- budgetary constraints
- no availability of replacement goods, services or tickets
- strict refund/exchange policy

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Communication - interpersonal communication
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Co-requisite units

Co-requisite units		