



**Australian Government**

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

# **MSAPMSUP280A Manage conflict at work**

**Revision Number: 1**

## **MSAPMSUP280A Manage conflict at work**

### **Modification History**

Not applicable.

### **Unit Descriptor**

#### **Unit descriptor**

This competency covers the management of conflict in a range of situations where personal responsibility is required.

### **Application of the Unit**

#### **Application of this unit**

This competency applies to operators who come into contact with other people either directly or indirectly and who are required to liaise and cooperate with other members of the team. It is applicable to the interaction between co-workers, between staff and customer/client, or between staff and supervisor.

This competency is typically performed working either independently or as part of a work team. The operator would:

- determine, from their behaviour or language, the other person's degree of concern or anxiety
- consider the reasons for the person's concerns and behaviour
- work towards finding common ground and opportunities for problem resolution
- consider possible courses of action and the other person's reaction to them
- take appropriate steps to resolve the conflict
- seek external assistance where the conflict could be or is escalating.
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### **Licensing/Regulatory Information**

Not applicable.

## Pre-Requisites

### Prerequisites

This unit has **no** prerequisites.

## Employability Skills Information

### Employability Skills

This unit contains employability skills.

## Elements and Performance Criteria Pre-Content

| ELEMENT  | PERFORMANCE CRITERIA   |
|--|--|
| Elements describe the essential outcomes of a unit of competency | Performance Criteria describe the required performance needed to demonstrate achievement of the Element.<br>Assessment of performance is to be consistent with the Evidence Guide. |

## Elements and Performance Criteria

| ELEMENT<br>ELEMENT                           | PERFORMANCE CRITERIA<br>Performance Criteria describe the required performance needed to demonstrate achievement of the Element. Assessment of performance is to be consistent with the Evidence Guide.  |
|--|--|
| 1. Identify potential sources of conflict.   | 1.1 Identify actions which are likely to promote a reaction in others.<br>1.2 Assess the other persons needs and/or concerns.<br>1.3 Assess ability to respond to the other persons needs.<br>1.4 Recognise possible causes of conflict.<br>1.5 Identify potential conflict situations.  |
| 2. Identify range of alternative approaches. | 2.1 Discuss with the other person their needs and concerns.<br>2.2 Discuss with other person own needs and concerns.<br>2.3 Identify a possible strategy through which these requirements may be achieved.<br>2.4 Develop a range of alternative strategies for achieving goals.   |
| 3. Resolve conflicts.                        | 3.1 Identify areas of common ground or objectives that can be mutually supported.<br>3.2 Agree on a strategy which will meet the majority of objectives for both parties.<br>3.3 Implement the strategy.<br>3.4 Check that the agreed requirements are being met and that conflict has been resolved.  |
| 4. Respond to problems.                      | 4.1 Identify possible problems in the conflict management process.<br>4.2 Determine problems needing action.<br>4.3 Determine possible causes.<br>4.4 Rectify problem using appropriate solution within area of responsibility.<br>4.5 Follow through items initiated until final resolution has occurred.<br>4.6 Report problems outside area of responsibility to designated person. |

## Required Skills and Knowledge

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

Knowledge and understanding of the process sufficient to recognise potential problems and not allow them to escalate to a conflict situation.

Knowledge of organisation standard procedures and work instructions and relevant regulatory requirements, along with the ability to implement them within appropriate time constraints and in a manner relevant to the operation of the process.

Competence also includes the ability to:

- apply mapping of conflict situations
- design options
- apply negotiation skills
- apply mediation skills
- distinguish between potential and actual conflict situations
- identify causes of conflict situations.

### Language, literacy and numeracy requirements

This unit requires the ability to read and understand relevant procedures and work instructions as provided to operators.

Writing is required to the level of completing workplace forms.

## 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

A holistic approach should be taken to the assessment.

Assessors must be satisfied that the person can consistently perform the unit as a whole, as defined by the Elements, Performance Criteria and skills and knowledge.

In all cases it may be appropriate to assess this unit concurrently with relevant teamwork and communication units.

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

It is essential that the process be understood and that the importance of interpersonal relationships is known. Competence must be demonstrated in the ability to recognise and analyse potential situations requiring action and then in implementing appropriate corrective action.

Consistent performance should be demonstrated. For example, look to see that:

- willingness to resolve situations is demonstrated
- statements are used that calmly reflect the requirements of participants
- statements focus on issues and facts, not people and personalities.

### Assessment method and context

Assessment for this unit of competency will be on a processing plant or in a manufacturing environment.

Competence in this unit may be assessed:

- by observation or questioning to indicate understanding
- in a situation allowing the generation of evidence of the ability to respond to problems
- by using a suitable simulation and/or a range of case studies/scenarios
- through a combination of these techniques.

In all cases it is expected that practical assessment will be combined with targeted questioning to assess the underpinning knowledge and theoretical assessment will be combined with appropriate practical/simulation or similar assessment. Assessors need to be aware of any cultural issues that may affect responses to questions.

Assessment processes and techniques must be culturally appropriate and appropriate to the oracy, language and literacy capacity of the assessee and the work being performed.

### **Specific resources for assessment**

This section should be read in conjunction with the Range Statement for this unit of competency. Resources required include suitable access to an operating plant or equipment that allows for appropriate and realistic simulation. A bank of case studies/scenarios and questions will also be required to the extent that they form part of the assessment method. Questioning may take place either in the workplace, or in an adjacent, quiet facility such as an office or lunchroom. No other special resources are required.

Access must be provided to appropriate learning and/or assessment support when required. Where applicable, physical resources should include equipment modified for people with disabilities.

## **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. 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. Where reference is made to industry codes of practice, and/or Australian/international standards, the latest version must be used.

### **Context**

This competency applies to all work environments in the process manufacturing industries.

### **Procedures**

All operations are performed in accordance with procedures.

Procedures include all relevant workplace procedures, work instructions, temporary instructions and relevant industry and government codes and standards.

### **Tools and equipment**

This competency includes all such items of equipment and unit operations which form part of the human interaction system.

These may include:

- telephones, two-way radios
- emails, faxes
- memos, letters or emails
- verbal, face-to-face communications.

**Hazards**

Typical workplace hazards include:

- chemical and hazardous materials
- gases and liquids under pressure
- moving machinery
- materials handling
- working at heights, in confined spaces, or in environments subjected to heat, noise, dust or vapours.

**Problems**

Respond to routine problems means 'apply known solutions to a limited range of predictable problems'. Typical problems may include:

- anger or aggression arising from industrial relations matters
- disagreements over processes or work practices
- variations in opinions about circumstances or events
- interpersonal disputes arising from changes in personal circumstances.

Appropriate action for non-routine problems may be reporting to designated person or other action specified in the procedures.

**Unit Sector(s)**

Not applicable.