



Australian Government

SITXCOM401 Manage conflict

Release 1

SITXCOM401 Manage conflict

Modification History

The version details of this endorsed unit of competency set are in the table below. The latest information is at the top.

Version	Comments
1.0	E Replaces and is equivalent to SITXCOM003A Deal with conflict situations. Title changed to better reflect the complexity of the unit. Re-worked Elements, Performance Criteria, Required Skills and Knowledge to more fully articulate content.

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to resolve complex or escalated complaints and disputes with internal and external customers and colleagues. It requires the ability to use effective conflict resolution techniques and communication skills to manage conflict and develop solutions. It does not cover formal negotiation, counselling or mediation.

Application of the Unit

This unit applies to all tourism, travel, hospitality and event sectors.

The unit applies mainly to senior operational personnel, supervisors and managers who operate with some level of independence and use discretion and judgement to resolve conflicts.

Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements and Performance Criteria

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.

- | | |
|--|--|
| 1. Identify conflict situations. | <p>1.1 Identify potential for <i>conflict</i> and take swift and tactful action to prevent escalation.</p> <p>1.2 Identify <i>situations</i> where personal safety of <i>customers or colleagues</i> may be threatened and organise appropriate assistance.</p> <p>1.3 Identify and use <i>resources</i> to assist in managing conflict.</p> |
| 2. Resolve conflict. | <p>2.1 Take responsibility for finding a solution to conflict.</p> <p>2.2 Establish and agree on the nature and details of conflict with all parties and assess impact.</p> <p>2.3 Deal with conflict sensitively, courteously and discreetly.</p> <p>2.4 Minimise impact on other colleagues and customers.</p> <p>2.5 Use effective <i>conflict resolution techniques</i> and <i>communication skills</i> to manage the conflict and develop solutions.</p> <p>2.6 Encourage all points of view, acknowledge them and treat them with respect.</p> <p>2.7 Identify and evaluate the impact of conflict on business reputation and legal liability.</p> <p>2.8 Evaluate options to resolve the dispute taking into account any organisational <i>policies and constraints</i>.</p> <p>2.9 Implement the best solution and complete required documentation.</p> |
| 3. Evaluate conflicts and resolutions. | <p>3.1 Communicate with the parties involved to seek and provide feedback on conflict and its resolution.</p> <p>3.2 Evaluate and reflect on the situation and effectiveness of the solution.</p> <p>3.3 Determine possible <i>causes of workplace conflict</i> and provide input for workplace enhancement and improvements.</p> |

Required Skills and Knowledge

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

Required skills

- communication skills to deal with conflict sensitively, courteously and discreetly through use of conflict resolution techniques
- critical thinking skills to analyse and decide on the best resolution for conflict
- initiative and enterprise skills to consider and suggest changes to workplace practices to avoid future conflict
- literacy skills to:
 - research sources of internal and external assistance to resolve the conflict
 - write reports, including comprehensive details of the conflict, the parties involved, discussions with all parties and the resolution
- problem-solving skills to identify and resolve conflicts and minimise impact on other colleagues and customers
- self-management skills to take responsibility for conflict outcomes
- teamwork skills to discuss and resolve conflicts between team members.

Required knowledge

- types of conflict in the tourism, travel, hospitality and event industries, typical causes and resolutions
- conflict theory, including signs, stages, levels, factors involved and results
- conflict resolution and communication techniques, including:
 - assertiveness
 - active listening
 - non-verbal communication
 - language style
 - negotiation
 - use of appropriate communication
- organisational policies and procedures for complaint, conflict and dispute resolution.

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

Evidence of the ability to:

- resolve different workplace conflicts using a range of conflict resolution and communication techniques
- demonstrate knowledge of commonly occurring conflict situations in the workplace and the stages of conflict.

Context of and specific resources for assessment

Assessment must ensure use of:

- a real or simulated tourism, hospitality or event industry environment where conflicts occur
- current commercial policies and procedures for complaint, conflict and dispute resolution
- others with whom the individual can interact to resolve conflicts.

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- direct observation, using role plays, of the individual resolving conflicts using a range of communication techniques
- use of simulated activities to assess participation in conflicts involving:
 - customers refusing to leave or be pacified
 - drug or alcohol-affected persons
 - people who appear to be violent or are threatening
- use of problem-solving activities so the individual can analyse and find solutions for various conflicts arising in the workplace
- written or oral questioning to assess knowledge of:
 - types of conflict
 - conflict theory
 - conflict resolution and communication techniques
 - content of policy and procedures for refunds or exchange
- review of portfolios of evidence and third-party workplace reports of on-the-job performance by the

individual.

Guidance information for assessment

The assessor should design integrated assessment activities to holistically assess this unit with other units relevant to the industry sector, workplace and job role, for example:

- BSBDIV501A Manage diversity in the workplace
- SITHACS201 Provide porter services
- SITHACS303 Provide accommodation reception services
- SITTGDE303 Lead tour groups
- SITTGDE401 Coordinate and operate tours
- SITXCCS302 Provide club reception services
- SITXCCS303 Provide service to customers
- SITXCCS401 Enhance the customer service experience
- SITXHRM503 Monitor staff performance.

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 may relate to:

- customers whose special needs or expectations have not been met
- delays or poor timing of product or service supply
- difficult or complex customer complaints
- difficult or demanding customers
- disputes or arguments among work colleagues
- drug or alcohol-affected persons
- ejection from premises
- escalated customer or staff complaints leading to disputes
- human resource issues:
 - counselling
 - incorrect pay
 - job duties
 - lack of competence
 - worker mistakes
 - rosters
 - dismissals
- misunderstandings or communication barriers
- problems or faults with a service or product
- refused entry.

Situations may involve:

- customers refusing to leave or be pacified
- drug or alcohol-affected persons
- people who appear to be violent or are threatening
- people involved in physical violence
- people with guns or arms
- situations where someone has been or may be hurt.

Customers or colleagues may include:

- internal or external customers
- those from a range of social and cultural backgrounds
- outside contractors
- suppliers
- workmates.

Resources may include:

- counsellors
- internal security staff
- mediators
- other staff members

Conflict resolution

techniques may include:

- police
- senior staff.
- negotiation
- use of appropriate communication skills.

Communication skills may include:

- ability to speak clearly, be understood and use appropriate language, style and tone
- active listening
- asking questions to gain information, clarify ambiguities and adequately understand requirements
- assertiveness
- empathising with the person's situation while upholding organisational policy
- non-verbal communication and recognition of non-verbal signs
- questioning techniques, such as asking the right question to elicit the other parties' needs
- rephrasing and repeating questions, requests and statements to confirm that they have been correctly understood
- those appropriate to different social and cultural groups.

Policies and constraints may include:

- complaints
- customer service
- disputes
- exchanges
- refunds
- staff grievance
- costs and budgets
- lack of availability of replacement products or services
- organisational policy on refunds or exchange.

Causes of workplace conflict may include:

- changes to practices and procedures
- complaints
- cultural misunderstanding
- lack of empathy
- lack of information
- poor communication
- rostering issues
- workplace systems.

Unit Sector(s)

Cross-Sector

Competency Field

Communication and Teamwork