



Australian Government

Department of Education, Employment and Workplace Relations

BSBATSIL503C Manage conflict

Revision Number: 1

BSBATSIL503C Manage conflict

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to manage conflict, both within the board and the organisation, and between the organisation and community and the wider community. Some aspects of governance activities may be subject to legislation, rules, regulations and codes of practice relevant to different job roles and jurisdictions.
------------------------	--

Application of the Unit

Application of the unit	This unit applies to individuals who contribute their skills and knowledge to monitoring and guiding the activities of organisations in situations where there may be conflict between individuals or groups.
--------------------------------	--

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

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 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.
---	--

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Identify existing and potential conflict	1.1.Determine if conflict exists and its possible <i>causes</i> 1.2.Identify potential <i>situations of future conflict</i> 1.3.Develop strategies to prevent conflict
2. Consider the conflict situation	2.1.Identify the <i>implications of the conflict</i> occurring 2.2.Identify responsibilities within the conflict 2.3.Develop <i>resolution strategies</i> in consultation with the conflicting parties 2.4.Seek professional advice where needed, maintaining discretion and confidentiality 2.5.Ensure the wellbeing of individuals and the organisation is considered when developing resolution strategies
3. Use strategies to resolve conflict	3.1.Promptly, appropriately and impartially implement strategies that respect the cultures of the parties involved 3.2.Allow sufficient time for the conflict to be resolved 3.3.Monitor and evaluate the process used to resolve the conflict

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- communication, teamwork and negotiation skills to listen to differences of opinion and work cooperatively with other board members, management and staff of the organisation, members, community and key stakeholders
- culturally appropriate communication skills to relate to people from diverse backgrounds and with diverse abilities
- evaluation, decision-making and problem-solving skills to monitor and review information presented to the board and to develop conflict-resolution strategies

Required knowledge

- concept of community control of organisations and how it may impact on how conflict is resolved
- conflict resolution theories and strategies, including mediation strategies
- cultural context in which Aboriginal and Torres Strait Islander boards operate, including their role in upholding traditional and cultural values, and how that might impact on how conflict is resolved
- geographic, social, economic and political contexts in which particular organisations operate and how these may impact on how conflict is resolved
- how equity and diversity principles might apply to the way conflict is resolved
- organisational policies, procedures and code of conduct relevant to the conflict situation
- potential causes of conflict that board members may need to address when undertaking board duties
- professional support available to assist in conflict resolution
- provisions of federal, state or territory legislation and funding body requirements that may impact on decisions made to resolve conflict
- relevant protocols and cultural responsibilities that impact on how conflict is resolved
- provisions of the constitution relevant to the conflict situation

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

Evidence of the ability to:

- recognise causes of conflict
- apply conflict-resolution strategies
- manage conflict effectively.

Context of and specific resources for assessment

Assessment must ensure:

- access to examples of issues worked with by boards of governance that have the potential to involve conflict
- access to examples of relevant documents
- knowledge and performance are assessed over time to confirm consistency in performance.

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:

- observation of performance on a board or simulated board
- direct questioning combined with reflection of practical board performance by the candidate
- analysis of responses to case studies and scenarios
- demonstration of techniques
- observation of presentations and group discussions
- observation of performance in role plays
- analysis of feedback from the other board members, staff, community or other stakeholders regarding performance.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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.

Causes of conflict may include:

- competing group, family or personal interests or needs
- cross-cultural issues
- differences between cultural groups
- dissatisfaction in the community
- government policies
- interference from outside individuals or organisations, including government
- lack of communication
- lack of funding
- personality clashes
- power and control issues
- unclear roles and responsibilities.

Situations of future conflict may include:

- between the organisation and the community
- between the organisation and the wider community
- within the board
- within the organisation.

Implications of the conflict may include:

- community divisions
- breakdown in social cohesion
- impacts on service delivery or business operations
- individual and family health and wellbeing
- legal implications, such as breach of contract, duty of care
- personal actions.

Resolution strategies may include:

- codes of conduct
- community and family meetings
- cultural resolution strategies
- grievance policy and procedure
- listening and respect
- mediation
- memorandums of understanding.

Unit Sector(s)

Unit sector	
--------------------	--

Competency field

Competency field	Regulation, licensing and risk - ATSI governance
-------------------------	--

Co-requisite units

Co-requisite units		