



Australian Government

Department of Education, Employment and Workplace Relations

CPPSEC3002A Manage conflict through negotiation

Release: 1

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Modification History

Not Applicable

Unit Descriptor

Unit descriptor This unit of competency specifies the outcomes required to use effective communication techniques to manage a conflict situation. It requires the ability to assess security risk situations, accurately receive, interpret and relay information, adapt communication styles and techniques to varying social and cultural environments, and evaluate responses.

This unit may form part of the licensing requirements for persons engaged in security operations in those states and territories where these are regulated activities.

Application of the Unit

Application of the unit This unit of competency has wide application in the security industry in those roles involving operational activities. Competency requires legal and operational knowledge applicable to relevant sectors of the security industry. The knowledge and skills described in this unit are to be applied within relevant legislative and organisational guidelines.

Licensing/Regulatory Information

Refer to Unit Descriptor

Pre-Requisites

Not Applicable

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 required performance needed to demonstrate achievement of the element. Where <i>bold italicised</i> text is used, further information is detailed in the required skills and knowledge section and/or 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 Assess conflict.	1.1 Applicable provisions of legislative and organisational requirements relevant to own role, competence and authority are identified and complied with. 1.2 Conflict is assessed and response options evaluated against legislative requirements. 1.3 Causes of conflict and harmful behaviour are determined and appropriate responses to prevent escalation are confirmed. 1.4 Communication techniques are used to facilitate an effective exchange of information. 1.5 Specialist assistance is sought as required from relevant persons in accordance with organisational procedures.
2 Negotiate resolution.	2.1 Conflict is addressed and resolved using established strategies that comply with organisational guidelines. 2.2 Negotiation techniques are used to maintain positive interaction, divert and minimise aggressive behaviour. 2.3 Communication reflects sensitivity to individual social and cultural differences and used to engage minority groups. 2.4 Contradictions, ambiguity, uncertainty or misunderstandings are identified and clarified. 2.5 Factors which might impact on the safety and security of persons are anticipated and contingency measures formulated and implemented as required.
3 Evaluate conflict response.	3.1 Effectiveness of response is reviewed and evaluated in accordance with organisational procedures. 3.2 Incident observations are reported accurately and constructively. 3.3 Review findings identify areas for improvement and recommendations for amending future conflict resolution practices. 3.4 Relevant documentation is completed and securely maintained with due regard to confidentiality in accordance with organisational procedures. 3.5 Effects of stress and other issues related to own well-being are recognised and managed using appropriate stress management techniques.

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- apply effective communication and negotiation techniques
- apply problem solving strategies
- communicate effectively with people from different social, cultural and ethnic backgrounds and of varying physical and mental abilities
- communicate using clear and concise language
- conduct an evaluation and review process
- identify and comply with applicable legal and procedural requirements including licensing requirements
- identify and comply with security incident response procedures
- identify potential security threats to people, property and premises
- identify risk factors and assess degree of risk
- identify support and assistance requirements
- minimise threat to self and others by using appropriate negotiation techniques
- observe and accurately record and report information
- record, report and document information
- review response strategies and make adjustments according to changing circumstances
- select and use appropriate personal protection equipment
- use negotiation techniques to defuse or resolve conflict.

Required knowledge

- emergency and evacuation procedures
- how people typically respond in conflict situations, especially young people
- incident management techniques using negotiation
- indicators of neglect and abuse particularly in young people
- instructions and procedures for responding to security risk situations
- legal provisions relating to duty of care of self and others
- limits of own responsibility and authority
- observation and monitoring techniques
- operational functions and procedures for the use of communications, security and personal protection equipment
- phonetic alphabet
- powers and procedures for effecting an arrest
- principles of effective communication including techniques
- procedures and requirements for documenting security incidents
- reporting structure and processes

REQUIRED SKILLS AND KNOWLEDGE

- requirements for collecting and presenting evidence
- security incidents and appropriate responses using negotiation
- the effects of power plays on a 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.

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

A person who demonstrates competency in this unit must be able to provide evidence of:

- identifying potential and actual risk factors and their impact on the security risk situation
- interpreting and complying with legal and procedural requirements
- selecting response options which are most effective for the objective
- reviewing conflict management strategies and making adjustments according to changing circumstances
- using communication techniques to give clear and accurate information in a form which is preferred and understood by the receiver
- using negotiation techniques to defuse and resolve conflict.

Context of and specific resources for assessment

Context of assessment includes:

- a setting in the workplace or environment that simulates the conditions of performance described in the elements, performance criteria and range statement.

Resource implications for assessment include:

- access to a registered provider of assessment services
- access to a suitable venue and equipment
- access to plain English version of relevant statutes and procedures
- assessment instruments including personal planner and assessment record book
- work schedules, organisational policies and duty statements.

Reasonable adjustments must be made to assessment processes

where required for people with disabilities. This could include access to modified equipment and other physical resources, and the provision of appropriate assessment support.

Method of assessment This unit of competency could be assessed using the following methods of assessment:

- observation of processes and procedures
- questioning of underpinning knowledge and skills.

Guidance information for assessment Assessment processes and techniques must be culturally appropriate and suitable to the language, literacy and numeracy capacity of the candidate and the competency being assessed. In all cases where practical assessment is used, it should be combined with targeted questioning to assess the underpinning knowledge.

Oral questioning or written assessment may be used to assess underpinning knowledge. In assessment situations where the candidate is offered a choice between oral questioning and written assessment, questions are to be identical.

Supplementary evidence may be obtained from relevant authenticated correspondence from existing supervisors, team leaders or specialist training staff.

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.

Legislative requirements may relate to:

- apprehension and powers of arrest
- Australian standards and quality assurance requirements
- counter-terrorism
- crowd control and control of persons under the influence of intoxicating substances
- force continuum, use of force guidelines
- general 'duty of care' responsibilities
- inspection of people and property, and search and seizure of goods
- licensing or certification requirements

***Organisational
requirements may
relate to:***

- privacy and confidentiality
- relevant commonwealth, state and territory legislation, codes and national standards for:
 - anti-discrimination
 - cultural and ethnic diversity
 - environmental issues
 - equal employment opportunity
 - industrial relations
 - Occupational Health and Safety (OHS)
- relevant industry codes of practice
- trespass and the removal of persons
- use of restraints and weapons:
 - batons
 - firearms
 - handcuffs
 - spray
- Young Offenders Act.
- access and equity policies, principles and practices
- business and performance plans
- client service standards
- code of conduct, code of ethics
- communication and reporting procedures
- complaint and dispute resolution procedures
- emergency and evacuation procedures
- employer and employee rights and responsibilities
- OHS policies, procedures and programs
- outlines of mediation processes
- own role, responsibility and authority
- personal and professional development
- privacy and confidentiality of information
- quality assurance and continuous improvement processes and standards
- resource parameters and procedures
- roles, functions and responsibilities of security personnel
- storage and disposal of information.

***Conflict situations
may relate to:***

- accidents resulting in injury
- conflicts between members of public
- cultural differences
- destruction of property
- ejection of persons
- persons carrying weapons

- persons refusing to follow directions and guidance
- persons suffering from emotional distress or mental illness
- persons under the influence of intoxicating substances
- persons with criminal intent
- responses of young people due to past experiences of trauma or torture
- riots and demonstrations
- situations affecting the security of self, others or property
- violent, aggressive or threatening persons.

Response may involve:

- defusing the situation
- evacuating the premises
- isolating area of potential risk
- isolating risk
- notifying relevant emergency services agencies
- providing access for emergency services
- provision of first aid
- requesting back-up support or assistance
- tactical withdrawal
- use of negotiation techniques.

Interpersonal techniques may involve:

- active listening
- being non-judgemental
- being respectful and non-discriminatory
- constructive feedback
- control of tone of voice, facial expression and body language
- culturally aware and sensitive use of language and concepts which engage minority groups
- demonstrating flexibility and willingness to negotiate
- effective verbal and non-verbal communication
- maintaining professionalism
- providing sufficient time for questions and responses
- reflection, summarising and paraphrasing
- two-way interaction
- use of plain English
- use of positive, confident and cooperative language.

Relevant persons may include:

- colleagues
- emergency services personnel
- members of the public
- supervisor.

Negotiation techniques may include:

- analysing personal values and their impact on attitudes and interactions in order to avoid personalising issues,

	- discriminations and stereotyping - demonstrating flexibility and willingness to negotiate - interpreting and assessing actions for risk - interpreting non-verbal and verbal messages - observation techniques - questioning to clarify and confirm understanding - resolving differences sensitively taking into account cultural considerations - use of clear presentations of options and consequences.
<i>Social and cultural differences may relate to:</i>	- dress and personal presentation - food - language - religion - social conventions - traditional practices - values and beliefs.
<i>Contingency measures may relate to:</i>	- counselling - cultural support - defusing strategies - first-aid - intervention - mediation - separation or isolation - specialists or experts.
<i>Documentation may include:</i>	- activity logs - incident reports - request for assistance forms - vehicle and personnel movements - written and electronic reports.
<i>Effects of stress may include:</i>	- frustration - inability to concentrate - increasing aggression - over-talking - tiredness - uncoordinated movements.
<i>Stress management techniques may include:</i>	- conscious use of personal recreational activities - counselling - formal debriefing processes - informal exploration of incidents with team members and supporters - review of practice and resources.

Unit Sector(s)

Unit sector Security

Competency field

Competency field Operations