



Australian Government

Department of Education, Employment and Workplace Relations

FNSORG601A Negotiate to achieve goals and manage disputes

Revision Number: 1

FNSORG601A Negotiate to achieve goals and manage disputes

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to set and gain agreement to organisational goals and effectively manage disputes with stakeholders to achieve the best outcome. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.
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Application of the Unit

Application of the unit	This unit may apply to a range of job roles with responsibility for managing business performance.
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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. Establish the needs of the parties	1.1.Desires, needs, requirements and outcomes of all parties are identified and established through open and professional communication strategies 1.2.Potential issues and problems as well as successful outcomes for the organisation and the client are identified and documented 1.3.Strategies and options for achieving outcomes are identified, analysed and discussed with relevant parties 1.4.Risks and contingency strategies are identified and evaluated 1.5.Information, facts and issues relevant to the situation are established, and where required, expert advice from third parties or other professionals is sought prior to negotiations
2. Negotiate to achieve an agreed outcome	2.1.Strategies and options to achieve goals and complete processes are agreed to and professionally communicated to the relevant parties 2.2.Strategies and options are reviewed for compliance with contractual, legislative, regulatory and professional requirements, and are in accordance with the organisation policies and procedures 2.3.Agreement by all parties is sought, confirmed and properly documented
3. Identify and document causes of disputes	3.1.Issues or disputes are promptly identified and analysed and the position of the relevant parties are established 3.2.The confidence of other parties is established through open and professional communication and through respect and empathy for other viewpoints and positions 3.3.Disputes and issues are promptly and accurately documented and verified with all other relevant parties
4. Implement and manage strategies to resolve disputes	4.1.Strategies and options which are most likely to achieve favourable outcomes for all relevant parties are identified, evaluated and implemented 4.2.Proceedings to settle the dispute are implemented promptly and are in accordance with legislative, regulatory, professional and the organisation's requirements

ELEMENT	PERFORMANCE CRITERIA
	4.3. The dispute is managed to optimise the likelihood of a favourable outcome for all parties in line with the organisation's policies and goals 4.4. Procedures to resolve dispute are in accordance with the organisation's policies and procedures and with legislative, regulatory and professional requirements 4.5. Accurate, thorough and accessible records of all aspects of the dispute documented for follow-up and future reference 4.6. Relevant parties are contacted to identify any follow-up action required to ensure client satisfaction

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- high level communication skills to:
 - determine and confirm organisational goals, using questioning and active listening as required
 - negotiate goals and resolve disputes
 - liaise with peers, staff and external service providers, share information, listen and understand
 - use language and concepts appropriate to cultural differences
- research skills for:
 - accessing and managing complex information from a wide variety of sources
 - interpreting complex data
- highly developed literacy skills to read and interpret documentation from a variety of sources and produce high quality reports and other documentation
- IT skills for accessing and using appropriate software such as spreadsheets and databases and using internet information
- management skills for working effectively in a constantly changing environment
- interpersonal skills to establish rapport with peers, staff and clients
- highly developed judgement skills for forming recommendations in senior organisational situations
- organisational and time management skills to sequence tasks, meet timelines and arrange meetings
- well-developed problem solving skills to identify business issues that have the potential to impact on the organisation and to develop options to resolve these issues when they arise
- self-management skills for complying with ethical, legal and procedural requirements
- learning skills to maintain knowledge of changes to compliance legislation and best practice management techniques
- teamwork skills
- high level project management skills

Required knowledge

- contract law
- current legislative, regulatory and industry practices, procedures and services
- dispute resolution and conflict theory
- negotiating processes and strategies
- organisation policies and procedures

REQUIRED SKILLS AND KNOWLEDGE

- relevant business principles, practices and law
- relevant consumer protection requirements
- risk assessment and evaluation strategies

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: • apply high level communication, interpersonal and negotiation skills to achieve rapport and emphasise with others • manage relationships to achieve goals and results • use sound conflict resolution skills and strategies • interpret and comply with relevant legislation, regulations and professional codes of practice.
Context of and specific resources for assessment	Assessment must ensure: • competency is demonstrated in the context of the financial services work environment and conditions specified in the range statement either in a relevant workplace or a closely simulated work environment • access to and the use of a range of common office equipment, technology, software and consumables • access to organisational policies and procedures documentation.
Method of assessment	A range of assessment methods should be used to assess practical skills and knowledge. The following examples, in combination, are appropriate for this unit: • evaluating an integrated activity which combines the elements of competency for the unit or a cluster of related units of competency • observing processes and procedures in workplaces or role plays • verbal or written questioning on underpinning knowledge and skills • setting and reviewing business simulations or scenarios • accessing and validating third party reports.
Guidance information for assessment	

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.

<i>Risks</i> apply to both the client and the organisation and may include:	• business, professional, personal reputation • financial or economic • legal, regulatory or licensing • • personal.
<i>Contingency strategies</i> may include:	• ceasing services • declining service • delaying the initiation of action or service • referral to other professionals or third parties • requesting further information or evidence.
<i>Negotiations</i> may:	• deal with a range of matters, including contentious issues or problems in the course of a transaction prior to settlement with suggestions on both practical and legal options for resolution
<i>Organisation policy and procedures</i> may include:	• clerical and administrative procedures • client management practices and principles • disputes and complaints resolution procedures • financial and IT systems • management and supervisory practices • professional codes of practice • professional development requirements.
<i>Documentation</i> may include:	• documents dealing with real or personal property • electronic documents or messages • electronic funds management transaction statements • interview records • legal, government, professional and other documents • meeting notes • minutes • official/general/other correspondence • records of telephone conversations • reference to all instructions, evidence and information gathered or considered • reports, correspondence or advice from other

RANGE STATEMENT

	professionals or third parties
	• the basis on which decisions were determined • time sheets.

Unit Sector(s)

Unit sector	Organisational skills
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Competency field

Competency field	
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Co-requisite units

Co-requisite units		