



Australian Government

MSMSUP280 Manage conflict at work

Release: 1

MSMSUP280 Manage conflict at work

Modification History

Release 1. Supersedes and is equivalent to MSAPMSUP280A Manage conflict at work

Application

This unit of competency covers the skills and knowledge required to manage conflict in a range of personal conflict situations.

This unit of competency applies to personnel who are required to liaise and cooperate with other members of the team and to work towards finding common ground and opportunities for problem resolution. It applies to any interactions in the workplace, including interactions between co-workers, between staff and customer/client, and between staff and supervisor.

This unit of competency applies to an individual working alone or as part of a team/work group and working in liaison with other shift team members and the control room operator, as appropriate.

This unit of competency applies to all work environments and sectors within the industry.

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

Pre-requisite Unit

Nil

Competency Field

Support

Unit Sector

Elements and Performance Criteria

Elements describe the essential outcomes

Performance criteria describe the performance needed to demonstrate achievement of the element

1	Identify potential sources of conflict	1.1	Identify actions which are likely to promote a reaction in others
		1.2	Assess the other person's needs and/or concerns
		1.3	Assess own ability to respond to the other person's

- needs
- 1.4 Recognise possible causes of conflict
- 1.5 Identify potential conflict situations
- 2 **Identify range of alternative approaches**
- 2.1 Discuss with the other person their needs and concerns
- 2.2 Identify own needs and concerns and discuss with other person
- 2.3 Identify possible approaches through which the needs and concerns of both may be met
- 2.4 Develop a range of alternative approaches for achieving goals
- 3 **Resolve conflicts**
- 3.1 Identify areas of common ground or objectives that can be mutually supported
- 3.2 Agree on an approach which will meet the majority of objectives for both parties
- 3.3 Implement the approach
- 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
- 4.2 Determine problems needing action
- 4.3 Determine possible causes
- 4.4 Rectify problem using appropriate solution within area of responsibility
- 4.5 Follow through items initiated until final resolution has occurred
- 4.6 Report problems outside area of responsibility to designated person

Foundation Skills

This section describes those language, literacy, numeracy and employment skills that are essential to performance.

Foundation skills essential to performance are explicit in the performance criteria of this unit of competency.

Range of Conditions

This field allows for different work environments and conditions that may affect performance. Essential operating conditions that may be present (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) are included.

Conflict Conflict in the context of this unit refers to interpersonal conflict and may arise in any work-related context.

Potential sources of conflict Potential sources of conflict include conflicts arising from one or more of the following:

- different learning/problem solving styles
- different work or personal priorities
- different personality styles
- conflicting key performance indicators (KPIs), work goals or targets
- different social, cultural, religious or ethnic background or different gender or sexual preference
- different interpretation of requirements or ‘the rules’

Approaches to resolving conflict Approaches to resolving conflict will be based on direct communication and include one or more of the following:

- informal, face-to-face discussions
- formal/structured face-to-face discussions
- through the use of:
 - telephones and two-way radios
 - memos, faxes, letters or emails

Routine problems

Routine problems must be resolved by applying known solutions.

Routine problems are predictable and include one or more of the following:

- 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

Known solutions are drawn from one or more of the following:

- procedures
- training
- remembered experience

Non-routine problems must be reported according to according to relevant procedures.

Unit Mapping Information

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Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=d1287d36-dff4-4e9f-ad2c-9d6270054027>

Assessment Requirements for MSMSUP280 Manage conflict at work

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Performance Evidence

- Evidence required to demonstrate competence in this unit must be relevant to and satisfy the requirements of the elements and performance criteria and demonstrate the ability to:
- recognise situations, actions and verbal and non-verbal communication that indicate potential or actual conflict
- communicate about needs and concerns of self and others and areas of common ground using:
 - appropriate verbal and non-verbal communication
 - statements that focus on issues and facts, not people and personalities
 - accurate reflection of people's needs and concerns
- implement conflict resolution approach and monitor its success
- apply known solutions to routine problems

manage conflict as it arises.

Knowledge Evidence

Evidence must be provided that demonstrates knowledge of:

- likely sources of conflict in own job/workplace
- indicators of potential conflict
- communication approaches to resolving conflict
- conflict resolution skills relevant to own job/workplace.

Assessment Conditions

- The unit should be assessed holistically and the judgement of competence based on a holistic assessment of the evidence.
- The collection of performance evidence:
 - should occur over a range of situations which include typical disruptions to normal, smooth operations
 - will use one or a combination of:
 - totally off the job, in which case it will use case studies and role plays as well as questions
 - evidence drawn totally from performance in the workplace

- will typically include a supervisor/third-party report focusing on consistent performance and problem recognition and solving. A supervisor/third-party report must be prepared by someone who has a direct, relevant, current relationship with the person being assessed and who is in a position to form a judgement on workplace performance relevant to the unit of competency
- may use industry-based simulation for all or part of the unit particularly where safety, lack of opportunity or significant cost is an issue.
- Assessment should occur in operational workplace situations. Where this is not possible, or where personal safety or environmental damage are limiting factors, assessment must occur in a sufficiently rigorous simulated environment reflecting realistic operational workplace conditions. This must cover all aspects of workplace performance, including environment, task skills, task management skills, contingency management skills and job role environment skills.
- Assessment in a simulated environment should use evidence collected from one or more of:
 - walk-throughs
 - pilot plant operation
 - demonstration of skills
 - industry based case studies/scenarios
 - ‘what ifs’.
- Knowledge evidence may be collected concurrently with performance evidence (provided a record is kept) or through an independent process, such as workbooks, written assessments or interviews (provided a record is kept).
- Assessment processes and techniques must be appropriate to the language, literacy and numeracy requirements of the work being performed and the needs of the candidate.
- Conditions for assessment must include access to all tools, equipment, materials and documentation required, including relevant workplace procedures, product and manufacturing specifications associated with this unit.
- Foundation skills are integral to competent performance of the unit and should not be assessed separately.
- As a minimum, assessors must satisfy the Standards for Registered Training Organisations 2015 assessor requirements.

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