



Australian Government

Department of Education, Employment and Workplace Relations

PSPGOV314A Contribute to conflict management

Revision Number: 3

PSPGOV314A Contribute to conflict management

Modification History

Release	TP Version	Comments
3	PSP12V1	Unit descriptor edited.
2	PSP04V4.2	Layout adjusted. No changes to content.
1	PSP04V4.1	Primary release.

Unit Descriptor

This unit covers the requirement to contribute to conflict management in the workplace between self and others, such as staff or clients. It includes recognising the presence of conflict, dealing with emotions, overcoming barriers to communication, gathering the facts, agreeing on and implementing action. It does not include managing conflict between two other parties, formal negotiation, counselling or conducting mediation.

In practice, contributing to conflict management may overlap with other generalist or specialist public sector work activities such as acting ethically, complying with legislation, working effectively, working with diversity, using workplace communication strategies, etc. This is one of 4 units of competency in the *Working in Government* and *Human Resource Management* Competency Fields that deal with conflict. Related units are:

- PSPGOV411A Deal with conflict
- PSPGOV508A Manage conflict
- PSPHR603B Provide advisory and mediation services
-
- No licensing, legislative, regulatory or certification requirements apply to this unit at the time of publication

Application of the Unit

Not applicable.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements are the essential outcomes of the unit of competency. Together, performance criteria specify the requirements for competent performance. Text in ***bold italics*** is explained in the Range Statement following.

Elements and Performance Criteria

ELEMENT

PERFORMANCE CRITERIA

- | | |
|--|--|
| 1. Recognise the presence of conflict | 1.1 Conflict situations and/or the potential for conflict are recognised and confirmed.
1.2 The signs, stages and causes of conflict are identified.
1.3 Conflict situations are avoided where appropriate, and assistance sought when necessary.
1.4 Records of actual/potential conflict are completed in accordance with organisational policy and procedures. |
| 2. Deal with emotions | 2.1 Own behaviour and feelings about the situation are reflected on.
2.2 Own emotions are recognised and managed.
2.3 The other party's emotions are acknowledged and dealt with in a manner that prevents escalation. |
| 3. Overcome barriers to communication | 3.1 Barriers to effective communication are identified.
3.2 Factors and issues relevant to the situation are identified, clarified and confirmed using appropriate communication techniques .
3.3 Third party support is sought if necessary in accordance with legislation, policy and procedures .
3.4 Social and cultural differences are taken into account in the communication style and approach taken. |
| 4. Gather the facts | 4.1 The other party is encouraged to relate the facts as they see them.
4.2 Information from the other party, as well as emotions or behaviour, is assessed.
4.3 Facts from own point of view are shared with the other party objectively .
4.4 Additional information is gathered and included where possible, to ensure all perspectives are considered. |
| 5. Agree on and implement action | 5.1 Strategies to solve the problem/issue are determined in consultation with the other party.
5.2 Where necessary, approval on agreed strategies is obtained in accordance with organisational policy and procedures, and strategies are implemented.
5.3 Progress is monitored with other party to confirm the effectiveness of the agreed action.
5.4 Records and reports are completed in accordance with legislation, organisational policy and procedures.
5.5 Where agreement cannot be reached on strategies for resolution, the problem/issue is referred in accordance with organisational policy and procedures. |

Required Skills and Knowledge

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

Skill requirements

Look for evidence that confirms skills in:

- using a range of communication techniques with a diverse workforce and client base including assertiveness, listening, non-verbal communication, language style, problem solving
- using problem solving to deal with unexpected issues or attitudes
- dealing with difficult situations and people
- responding to diversity, including gender and disability
- applying procedures relating to occupational health and safety and environment in the context of conflict resolution

Knowledge requirements

Look for evidence that confirms knowledge and understanding of:

- legislation, regulations, organisational policies, procedures and guidelines relating to managing conflict in the public sector workplace, including equal employment opportunity, diversity, anti-discrimination, harassment, occupational health and safety, privacy, confidentiality, freedom of information
- types of conflict in the workplace and typical causes
- conflict theory including signs, stages, levels, factors involved, results
- group processes and roles people play
- organisational structures and workplace culture
- different social and cultural practices
- conflict resolution skills and strategies
- personal power and positional power
- grievance procedures in the public sector
- equal employment opportunity, equity and diversity principles
- public sector legislation such as occupational health and safety and environment in the context of conflict resolution

Evidence Guide

The Evidence Guide specifies the evidence required to demonstrate achievement in the unit of competency as a whole. It must be read in conjunction with the Unit descriptor, Performance Criteria, the Range Statement and the Assessment Guidelines for the Public Sector Training Package.

Units to be assessed together

- *Pre-requisite* units that must be achieved prior to this unit: *Nil*
- *Co-requisite* units that must be assessed with this unit: *Nil*
- *Co-assessed units* that may be assessed with this unit to increase the efficiency and realism of the assessment process include, but are not limited to:
 - PSPETHC301B Uphold the values and principles of public service
 - PSPGOV301B Work effectively in the organisation
 - PSPGOV302B Contribute to workgroup activities
 - PSPGOV308B Work effectively with diversity
 - PSPGOV312A Use workplace communication strategies
 - PSPLEGN301B Comply with legislation in the public sector
 - PSPOHS301A Contribute to workplace safety

Overview of evidence requirements

In addition to integrated demonstration of the elements and their related performance criteria, look for evidence that confirms:

- the knowledge requirements of this unit
- the skill requirements of this unit
- application of Employability Skills as they relate to this unit
- contribution to conflict management in a range of (3 or more) contexts (or occasions, over time)

Resources required to carry out assessment

These resources include:

- legislation, policy, procedures and protocols relating to the public sector
- grievance procedures in the public sector
- strategies and guidelines for dealing with workplace conflict
- case studies and workplace scenarios to capture the range of situations likely to be encountered when contributing to conflict management

Where and how to assess evidence

Valid assessment of this unit requires:

- a workplace environment or one that closely resembles normal work practice and replicates the range of conditions likely to be encountered when contributing to conflict management, including coping with difficulties, irregularities and breakdowns in routine
- contribution to conflict management in a range of (3 or more) contexts (or occasions, over time)

Assessment methods should reflect workplace demands, such as literacy, and the needs of particular groups, such as:

- people with disabilities
- people from culturally and linguistically diverse backgrounds
- Aboriginal and Torres Strait Islander people
- women
- young people
- older people
- people in rural and remote locations

Assessment methods suitable for valid and reliable assessment of this competency may include, but are not limited to, a combination of 2 or more of:

- case studies
- portfolios
- questioning
- scenarios
- simulation or role plays
- authenticated evidence from the workplace and/or training courses

For consistency of assessment

Evidence must be gathered over time in a range of contexts to ensure the person can achieve the unit outcome and apply the competency in different situations or environments

Range Statement

The Range Statement provides information about the context in which the unit of competency is carried out. The variables cater for differences between States and Territories and the Commonwealth, and between organisations and workplaces. They allow for different work requirements, work practices and knowledge. The Range Statement also provides a focus for assessment. It relates to the unit as a whole. Text in ***bold italics*** in the Performance Criteria is explained here.

<i>Conflict situations</i> may relate to:	• conflicts with work colleagues • refusals to follow directions/guidance • customer complaints/dissatisfaction • disagreements with members of the public • bystander behaviour • drug or alcohol affected persons • persons suffering emotional distress
<i>Causes of conflict</i> may include:	• personality clashes • poor communication • competing needs • cross-cultural issues • abuse of power • workplace bullying • customer dissatisfaction • gender issues • inter-generational issues
<i>Conflict solutions</i> may include:	• unsafe situations • escalating situations • situations presenting physical danger • situations beyond one's level of expertise or comfort zone
<i>Communication techniques</i> may include:	• verbal and non-verbal language • questioning and listening • cooperative language • control of emotions, voice and body language • constructive feedback • reflection • summarising • re-phrasing • paraphrasing • presenting options • using language and concepts suited to the occasion and the other party • showing a willingness to compromise
<i>Legislation, policies and</i>	• State/Territory or Commonwealth legislation, regulations,

<i>procedures</i> may include:	organisational policies, procedures and guidelines relating to the conflict management in the public sector, including equal employment opportunity, diversity, anti-discrimination, harassment, occupational health and safety, privacy, confidentiality, freedom of information • public sector standards • codes of practice • codes of ethics • security standards
<i>Social and cultural differences</i> may include:	• beliefs and values • social conventions • family relationships • codes of conduct • cultural observances • verbal and non-verbal language
<i>Strategies</i> may include:	• a partnership approach • working cooperatively on solving the problem • third party assistance • mediation

Unit Sector(s)

Not applicable.

Competency field

Working in Government.