| UNIT CODE | PSPGEN021 |
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| UNIT TITLE | **Contribute to conflict management** |
| APPLICATION | This unit describes the performance outcomes, skills and knowledge required to contribute to conflict management in the workplace between self and others. |
| | This unit applies to those working in a role where they may be required to deal with conflict in the workplace. Those undertaking this unit would generally work independently, performing complex tasks in a range of familiar and unfamiliar contexts. |
| | The skills in this unit must be applied in accordance with Commonwealth and State or Territory legislation, Australian standards and industry codes of practice. |
| | No occupational licensing, certification or specific legislative or certificate requirements apply to this unit at the time of publication. |
| PREREQUISITE UNIT | Nil |
| COMPETENCY FIELD | General |
| UNIT SECTOR | |

| ELEMENTS | PERFORMANCE CRITERIA |
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| *Elements describe the essential outcomes* | *Performance criteria describe the performance needed to demonstrate achievement of the element.* |
| 1. Acknowledge the presence of conflict | 1.1 Recognise actual and potential conflict situations.<br>1.2 Refer situations outside the scope of own job role according to organisational policies and procedures.<br>1.3 Record actual and potential conflict situations. |
| 2. Deal with emotions | 2.1 Reflect on own behaviour and feelings about the conflict situation.<br>2.2 Recognise and manage own emotions.<br>2.3 Acknowledge and address the other parties' emotions in a manner that prevents escalation. |

| 3. Address barriers to communication | 3.1 Identify barriers to effective communication.<br>3.2 Use appropriate communication techniques to identify, clarify and confirm factors and issues relevant to the conflict situation, seeking third party support if necessary.<br>3.3 Apply cultural awareness, sensitivity and discretion to communications to suit individual differences. |
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| 4. Gather the facts | 4.1 Encourage the other party to describe the facts as they see them.<br>4.2 Assess information from the other party, considering emotions or behaviour.<br>4.3 Share facts objectively from own point of view with the other party.<br>4.4 Gather and include additional information, to ensure all perspectives are considered. |
| 5. Agree on and implement action | 5.1 Determine strategies to resolve the problem in consultation with the other party.<br>5.2 Obtain approval where necessary on agreed strategies and implement.<br>5.3 Refer, where agreement cannot be reached, on strategies for resolution.<br>5.4 Monitor progress to confirm that the agreed action is effective.<br>5.5 Complete records and reports according to organisational policies and procedures. |

| FOUNDATION SKILLS | |
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| *Foundation skills essential to performance in this unit, but not explicit in the performance criteria are listed here, along with a brief context statement.* | |
| **SKILLS** | **DESCRIPTION** |
| Oral communication skills to: | ▪ selects or adjusts communication style to maintain effectiveness of interaction and build and maintain engagement consistent with organisational requirement<br>▪ uses active listening and questioning techniques to convey and clarify information, share information and confirm understanding. |
| Self management skills to: | ▪ manage personal emotions in difficult situations. |
| Problem solving skills to" | ▪ recognise the need to alter personal communication style in response to the needs and expectations of others<br>▪ interprets audience reactions and changes words and non-verbal features accordingly. |
| **UNIT MAPPING INFORMATION** | Release 1-This unit supersedes and is not equivalent to PSPGEN021 Contribute to conflict management |
| **LINKS** | Companion Volume Implementation Guide |

| TITLE | Assessment Requirements for PSPGEN021 Contribute to conflict management |
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| **PERFORMANCE EVIDENCE** | Evidence of the ability to complete tasks outlined in elements and performance criteria of this unit in the context of the job role, and:<br><br>■ use effective communication techniques to resolve a conflict situation in agreement with another party in three of the following circumstances:<br>  ○ a conflict with work colleagues<br>  ○ refusal to follow directions or guidance<br>  ○ a customer complaints or dissatisfaction<br>  ○ a disagreement with a member of the public<br>  ○ a drug or alcohol affected persons. |

| KNOWLEDGE EVIDENCE | Demonstrated knowledge required to complete the tasks outlined in elements and performance criteria of this unit:<br><br>■ public sector legislation including WHS and environment, regulations, organisational policies, procedures and guidelines relating to managing conflict in the public sector<br>■ types of conflict in the workplace and typical causes<br>■ conflict theory including signs, stages, levels, factors involved and results<br>■ group processes and roles people play<br>■ organisational structures and workplace culture<br>■ effective communication techniques and how these are applied in a conflict situation:<br>  ○ active listening<br>  ○ assertiveness, listening<br>  ○ nonverbal communication<br>  ○ language style<br>  ○ open and closed questioning<br>  ○ voice tonality<br><br>■ different social and cultural practices<br>■ conflict resolution skills and strategies<br>■ concept of personal power vs. positional power. |

| ASSESSMENT CONDITIONS | Skills must be demonstrated in the workplace or in a simulated environment that reflects workplace conditions. |
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| | Simulated assessment environments must simulate the real-life working environment where the skills and knowledge within this unit would be utilised, with all the relevant equipment and resources of that working environment. |
| | Assessment must ensure access to: |
| | ■ legislation, policy, procedures and protocols relating to the public sector<br>■ grievance procedures in the public sector<br>■ strategies and guidelines for dealing with workplace conflict. |
| | Assessors must satisfy the Standards for Registered Training Organisations' requirements for assessors. |
| LINKS | Companion Volume Implementation Guide |