

Training Package	Entertainment (CUE03)	HSC Requirements and Advice
Title	Deal with conflict and resolve complaints	
Unit code CUECOR04A	Unit Descriptor This unit describes the skills and knowledge required to handle difficult interpersonal situations with both customers and colleagues when conflict arises. It also describes the resolution of escalated complaints. These day-to-day conflict resolution skills are required by a wide variety of people working at all levels across a range of cultural industry workplaces. The unit does not cover formal negotiation, counselling or conducting mediation.	HSC Indicative Hours 10

Evidence Guide			
Underpinning skills and knowledge	Linkages to other units	Resource requirements	HSC Requirements and Advice
<p>Assessment must include evidence of the following knowledge and skills:</p> <ul style="list-style-type: none"> • types of conflict in the workplace and typical causes • conflict theory, including signs, stages, levels, factors involved, results • group processes and roles people play • conflict resolution skills and strategies incorporating communication skills of: <ul style="list-style-type: none"> - assertiveness - listening - non-verbal communication - language style - problem solving - negotiation • procedures for handling customer complaints in a given industry or workplace context. 	<p>This unit has strong linkages to the following units, and combined assessment and/or training is recommended:</p> <ul style="list-style-type: none"> • CUECOR02B Work with others • CUECOR03A Provide quality service to customers. <p>Note that conflict resolution in relation to colleagues is included in both this unit and the unit CUECOR02A Work with others. Care should be taken to avoid duplication in training and assessment.</p>	<p>Assessment of this unit requires access to:</p> <ul style="list-style-type: none"> • typical enterprise/organisation complaint and conflict policies and procedures. 	<p>Key Terms and Concepts</p> <ul style="list-style-type: none"> • active listening • appropriate personnel • collaborative decision-making • common causes of complaints and conflict • communication skills • conflict • conflict resolution techniques • conflict situation • cultural sensitivity • customer complaints • documentation • feedback • follow-up • individual responsibility • level of authority • negotiation • enterprise/organisational constraints • problem-solving • questioning techniques • win-win.

Method and context of assessment	Critical aspects of evidence	HSC Requirements and Advice
<p>The assessment context must provide for:</p> <ul style="list-style-type: none"> • activities that allow the candidate to address a range of commonly-occurring conflict situations that may be found in the workplace. These should be related to the usual work roles of the candidate, such as handling escalated customer complaints in a front-of-house environment, resolving disputes with colleagues over work aspects, dealing with contractors or suppliers who fail to meet obligations • interaction with others to demonstrate appropriate interpersonal skills for resolving conflicts. <p>Assessment may incorporate a range of methods to assess practical skills and the application of essential underpinning knowledge, and might include:</p> <ul style="list-style-type: none"> • direct observation of the candidate demonstrating complaint handling or negotiation skills, either in the workplace or through role plays • case studies to analyse and resolve conflict situations arising in various work contexts • incident reports prepared by the candidate • written or oral questions to assess underpinning theories related to conflict resolution • review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate. <p>Assessment methods should closely reflect workplace demands and the needs of particular groups (eg people with disabilities, and people who may have literacy or numeracy difficulties such as speakers of languages other than English, remote communities and those with interrupted schooling).</p>	<p>The following evidence is critical to the judgement of competence in this unit:</p> <ul style="list-style-type: none"> • knowledge of conflict resolution techniques • ability to apply conflict resolution techniques and resolve a range of different conflict situations in contexts appropriate to the job role and workplace. 	

Key competencies in this unit

Key competencies are built into all workplace competencies. The table below describes those applicable to this unit. Trainers and assessors should ensure that they are addressed in training and assessment.

Level 1 = Perform

Level 2 = Administer and Manage

Level 3 = Design and Evaluate

Key competencies	Level	Examples
Collecting, organising and analysing information	2	Assessing the nature of a conflict situation
Communicating ideas and information	2	Using positive communication to encourage different points of view
Planning and organising activities	2	Working out the most appropriate way to deal with a dispute or complaint
Working with others and in teams	2	Negotiating to solve differences with colleagues
Using mathematical ideas and techniques	-	-
Solving problems	2	Resolving an escalated complaint
Using technology	-	-

Element	Performance Criteria	Range Statement	HSC Requirements and Advice
1 Identify conflict situations	1.1 Identify potential for conflict quickly and take swift and tactful action to prevent escalation	<p>The following explanations identify how this unit may be applied in different workplaces, sectors and circumstances.</p> <p>Conflict and escalated complaint situations may relate to:</p> <ul style="list-style-type: none"> • customer complaints • conflicts among work colleagues • refused entry • drug or alcohol affected persons • ejection from premises • late customers • denied requests for refunds or exchanges • dissatisfaction with seats allocated <p>Organisational constraints may include:</p> <ul style="list-style-type: none"> • budgetary constraints • strict refund/exchange policy • no availability of replacement goods, services or tickets 	<p>Learning experiences for the HSC must address:</p> <p>Recognising potential for conflict through:</p> <ul style="list-style-type: none"> • active listening • observing body language • reading subtext. <p>An understanding of how the following may contribute to potential conflict:</p> <ul style="list-style-type: none"> • poor customer service • variations in colleagues' work practices/methods • cultural misunderstanding • barriers to communication • aggressive behaviour. <p>Barriers to communication including:</p> <ul style="list-style-type: none"> • negative subtext • ethnocentrism • bias and stereotyping • lack of empathy • gender issues. <p>The value of anticipating and addressing potential conflict prior to its escalation.</p>
	1.2 Identify quickly situations where personal safety of customers or colleagues may be threatened, and organise appropriate assistance		<p>Learning experiences for the HSC must address:</p> <p>Identification of specific situations that compromise the health and safety of colleagues and customers including:</p> <ul style="list-style-type: none"> • breaches of security • unsafe work practices • uncontrolled/aggressive visitors or staff • potential hazards. <p>Potential hazards identified as:</p> <ul style="list-style-type: none"> • chemical • physical • biological • psychological • ergonomic.

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			<p>Identify appropriate personnel and emergency service/s to be contacted in the event of:</p> <ul style="list-style-type: none"> • accidents or illness • threats or acts of terrorism • threats or acts of violence • acts of nature • fire.
2	<p>Resolve conflict situations</p> <p>2.1 Take responsibility for finding a solution to the conflict within the scope of individual responsibility</p>		<p>Learning experiences for the HSC must address:</p> <p>The importance of acting within one’s level of authority in terms of:</p> <ul style="list-style-type: none"> • taking initiative • problem-solving • decision-making. <p>An understanding of workable solutions to conflict resolution within the following contexts:</p> <ul style="list-style-type: none"> • poor customer service • variations to colleagues’ work practices/methods • cultural misunderstanding • barriers to communication • aggressive behaviour. <p>Possible solutions to conflict situations in an entertainment industry context including:</p> <ul style="list-style-type: none"> • customer complaints • conflicts among work colleagues • refused entry • drug or alcohol affected persons • ejection from premises • late customers • denied requests for refunds or exchanges • dissatisfaction with seats allocated. <p>Understanding lines of reporting and communication with supervisors and peers within the workplace.</p> <p>How and when to seek assistance.</p>

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	2.2 Encourage all points of view, accept them and treat them with respect		<p>Learning experiences for the HSC must address:</p> <p>The importance of:</p> <ul style="list-style-type: none"> • tolerating and respecting difference • adopting a sensitive approach when dealing with other points of view • constructively raising and discussing issues.
	2.3 Use effective communication skills to assist in the management of the conflict		<p>Learning experiences for the HSC must address:</p> <p>Using communication techniques that are:</p> <ul style="list-style-type: none"> • clear • concise • tactful • courteous • culturally sensitive. <p>The technique of active listening.</p>
	2.4 Use accepted conflict resolution techniques to manage the conflict situation and develop solutions		<p>Learning experiences for the HSC must address:</p> <p>Strategies for working collaboratively to find win-win solutions to specific problems.</p> <p>Conflict resolution techniques, specifically those that:</p> <ul style="list-style-type: none"> • minimise adversarial contests • promote the concept of ‘win-win’ • allow for solutions that meet all parties’ needs. <p>Collaborative decision-making processes:</p> <ul style="list-style-type: none"> • consultation • conciliation • negotiation • principles of equity and fairness. <p>Conflict resolution as a means to:</p> <ul style="list-style-type: none"> • improving business relationships • eliminating entrenched practices • future development of the enterprise.
3 Resolve escalated complaints	3.1 Take responsibility for resolving the complaint		

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	3.2 Handle escalated complaints sensitively, courteously and discreetly		<p>Learning experiences for the HSC must address:</p> <p>Handling complaints diplomatically, so that all parties recognise that:</p> <ul style="list-style-type: none"> • the issue has been raised with the relevant authority • all points of view have been aired • discretion will be applied in resolving the matter • due process will be followed • action will be taken to address and remedy the matter. <p>Confidentiality and conflict resolution.</p>
	3.3 Convey an empathetic and helpful attitude using active listening and questioning		
	3.4 Query the customer for any information regarding possible causes related to the complaint		<p>Learning experiences for the HSC must address:</p> <p>Common causes of customer dissatisfaction and complaints.</p> <p>Effective questioning technique:</p> <ul style="list-style-type: none"> • open questions • closed questions • reflective questions.
	3.5 Establish and agree on the nature and details of the complaint with the customer		<p>Learning experiences for the HSC must address:</p> <p>Establishing the details of the customer complaint through:</p> <ul style="list-style-type: none"> • questioning and active listening techniques • summarising and clarifying the issue • recording details of complaint • discussing with customer the process of resolution.
	3.6 Assess the impact of the complaint on the customer in order to provide an appropriate response and solution		<p>Learning experiences for the HSC must address:</p> <p>Procedures for handling customer complaints</p> <ul style="list-style-type: none"> • listen • acknowledge • establish problem • confirm and agree on an acceptable solution • action

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			<ul style="list-style-type: none"> • record • follow up to ensure customer satisfaction.
	<p>3.7 Determine possible options to resolve the complaint and quickly analyse and determine the best solution, taking into account organisational constraints</p>		<p>Learning experiences for the HSC must address:</p> <p>An awareness of:</p> <ul style="list-style-type: none"> • enterprise/organisation’s complaints handling/ grievance policies and procedures • the importance of documenting complaints and incidents • the importance of a harmonious environment which promotes negotiation, communication and understanding. <p>Enterprise/organisational constraints including:</p> <ul style="list-style-type: none"> • budget • strict refund/exchange policy • no availability of replacement goods, services or tickets.
	<p>3.8 Take appropriate action to resolve the complaint, and, wherever possible, to the customer's satisfaction</p>		<p>Learning experiences for the HSC must address:</p> <p>Effective responses to typical customer complaints in entertainment industry enterprise/organisation.</p> <p>Servicing a customer’s complaint where the means to resolution is not immediately available.</p> <p>Reasons for referring customer complaints to the following personnel:</p> <ul style="list-style-type: none"> • immediate supervisors • department managers. <p>Benefits of following up with customers post-resolution.</p>
<p>3.9 Where appropriate, use techniques to turn complaints into opportunities to demonstrate high quality customer service</p>	<p>Learning experiences for the HSC must address:</p> <p>Establishing good customer service practices including:</p> <ul style="list-style-type: none"> • knowledge of enterprise products/services and policies • prompt response to resolve complaints • language that is targeted to the needs of a specific customer 		

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			<ul style="list-style-type: none"> • friendly and courteous manner • positive gestures and body language • solutions-oriented approach. <p>The value of amicably resolving customer complaints in terms of:</p> <ul style="list-style-type: none"> • promoting goodwill • customer relations • publicity • promoting enterprise service ethic.
	3.10 Complete any necessary documentation accurately and within time constraints		<p>Learning experiences for the HSC must address:</p> <p>Different means of documenting issues and complaints including:</p> <ul style="list-style-type: none"> • customer service log • complaints register • incident reports • memoranda.
	3.11 Provide feedback on complaints to appropriate personnel in order to avoid future occurrence		