

Training Package	Tourism, Hospitality and Events (SIT07)		HSC Requirements and Advice
Unit title	Deal with conflict situations		
Unit code	Competency field	Sector	HSC Indicative Hours
SITXCOM003A	Communication and Teamwork	Cross-Sector	15

Unit descriptor	<p>This unit describes the performance outcomes, skills and knowledge required to resolve conflict situations with customers and colleagues. It also describes the resolution of escalated complaints. The unit covers the conflict resolution skills required to address conflicts that may arise in day to day work situations. It does not cover formal negotiation, counselling or conducting mediation.</p> <p>This unit builds on the basic skills and knowledge found in other units that address communication, such as SITXCOM001A Work with colleagues and customers.</p>
Prerequisite units	Nil
Application of the unit	<p>This unit describes a complex communication skill to apply when resolving conflicts and complaints that may arise in the course of daily work. It applies to those working within the service industries in the full range of industry sectors and environments.</p> <p>The unit applies mainly to senior operational personnel or supervisors and managers who operate autonomously and take responsibility for resolving conflicts and complaints.</p>
Employability skills	The required outcomes described in this unit of competency contain applicable facets of employability skills. The <i>Employability Skills Summary</i> of the qualification in which this unit of competency is packaged, will assist in identifying employability skill requirements.

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 this Training Package.

Critical aspects for assessment and evidence required to demonstrate competency in this unit	Context of and specific resources for assessment	Methods of assessment	Assessing employability skills
<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> knowledge of conflict resolution techniques ability to apply conflict resolution techniques to resolve a range of different conflict situations in contexts appropriate to the job role and workplace. 	<p>Assessment must ensure:</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 relating to the usual work roles of the candidate, such as handling customer complaints in a restaurant, resolving disputes with colleagues over work aspects, or dealing with contractors or suppliers who fail to meet obligations; 	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</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 	<p>Employability skills are integral to effective performance in the workplace and are broadly consistent across industry sectors. How these skills are applied varies between occupations and qualifications due to the different work functions and contexts.</p> <p>Employability skills embedded in this unit should be assessed holistically with other relevant units that make up the skill set or qualification and in the context of the job role.</p>

	Context of and specific resources for assessment cont/d	Methods of assessment cont/d	
	<p>for those undertaking generic pre employment training, assessment must cover a range of industry contexts to allow for a broad range of vocational outcomes</p> <ul style="list-style-type: none"> • interaction with others to demonstrate appropriate interpersonal skills for resolving conflicts. 	<ul style="list-style-type: none"> • 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>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:</p> <ul style="list-style-type: none"> • SITXCCS002A Provide quality customer service • SITXMGT001A Monitor work operations • SITXHRM005A Lead and manage people • SITXHRM007A Manage workplace diversity. 	

Required Skills and Knowledge

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

The following skills **must** be assessed as part of this unit:

- communication skills to determine details and causes of the conflict through observation, questioning and active listening
- conflict resolution skills and strategies incorporating communication skills of:
 - assertiveness
 - listening
 - non verbal communication
 - language style
 - problem solving
 - negotiation
- ability to follow procedures for handling complaints.

The following knowledge **must** be assessed as part of this unit:

- types of conflict that typically occurs and typical causes
- conflict theory, including signs, stages, levels, factors involved and results
- group processes and roles people play
- organisational structures, and workplace cultures and policies
- organisation policy and procedures on conflicts and complaints, including any reporting requirements
- relevant regulatory, industrial and legislative requirements related to the handling of disputes, dealing with drug or alcohol affected persons, situations where customers must be refused entry, ejection from premises and security provision.

Element	Performance Criteria	Range Statement
1 Identify conflict situations.	1.1 Identify potential for conflict quickly and take swift and tactful action to prevent escalation.	<p>The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. <i>Bold italicised</i> wording in the performance criteria is detailed below.</p> <p><i>Conflict situations</i> may relate to:</p> <ul style="list-style-type: none"> • customer complaints • conflict among work colleagues • refused entry • drug or alcohol affected persons • ejection from premises • problems or faults with a service or product • delays or poor timing of product or service supply • misunderstandings or communication barriers • difficult or demanding customers • customers with different or special needs or expectations.
	1.2 Identify quickly <i>situations where personal safety of customers or colleagues may be threatened</i> and organise appropriate assistance.	<p><i>Situations where personal safety of customers or colleagues may be threatened</i> and assistance required may involve:</p> <ul style="list-style-type: none"> • drug or alcohol affected persons • people with guns or arms • situations where someone has been or may be hurt • people who appear to be violent or are threatening • situations where customers refuse to leave or be pacified. <p><i>Customers or colleagues</i> may be from a range of cultural backgrounds and may include:</p> <ul style="list-style-type: none"> • workmates • hospitality or tourism customers • outside contractors • suppliers.
	1.3 Identify and use <i>resources to assist in managing conflict</i> where appropriate and according to organisation policy and procedures.	<p><i>Resources to assist in managing conflict</i> may include:</p> <ul style="list-style-type: none"> • senior staff • other staff members • internal security staff or police • counsellors.
2 Resolve conflict situations.	2.1 Take responsibility for finding a solution to the conflict within scope of individual responsibility.	

Element	Performance Criteria	Range Statement
	2.2 Deal with conflict sensitively, courteously and discreetly and take steps to minimise impact on other colleagues and customers.	
	2.3 Use effective <i>communication skills</i> to assist in management of the conflict.	<p>Communication skills include:</p> <ul style="list-style-type: none"> • listening and active listening • questioning techniques, such as asking the right question to elicit the other parties' needs • asking questions to gain information, clarify ambiguities and adequately understand requirements • rephrasing and repeating questions, requests and statements to confirm that they have been correctly understood • empathising with the colleague or customer's situation while upholding organisation policy • assertiveness • nonverbal communication and recognition of nonverbal signs • ability to speak clearly to be understood and use appropriate language, style and tone.
	2.4 Encourage all points of view, acknowledge them and treat them with respect.	
	2.5 Establish and agree on the nature and details of the conflict with all parties and assess the impact of the situation on them.	
	2.6 Determine possible options to resolve the conflict and promptly analyse and decide on the best solution in agreement with all parties, taking into account any <i>organisation constraints</i> .	<p>Organisation constraints may include:</p> <ul style="list-style-type: none"> • costs and budgets • organisation policy on refunds or exchange • lack of availability of replacement items, services or tickets.
	2.7 Use accepted <i>conflict resolution techniques</i> to manage the conflict situation and develop solutions.	<p>Conflict resolution techniques may include:</p> <ul style="list-style-type: none"> • problem-solving • negotiation • use of appropriate communication skills.
	2.8 Complete any necessary documentation accurately and legibly within time constraints.	
	3 Evaluate conflict situations.	3.1 Seek and provide feedback on the conflict and its resolution where possible with the parties involved.

Element	Performance Criteria	Range Statement
	3.2 Evaluate and reflect on the situation and effectiveness of the solution.	
	3.3 Determine possible <i>causes of workplace conflict</i> and provide input for workplace enhancement and improvements.	<p><i>Causes of workplace conflict</i> may include:</p> <ul style="list-style-type: none"> • poor communication • lack of information • changes to practices and procedures • cultural misunderstanding • lack of empathy • complaints • workplace problems and issues.