

Training Package	Hospitality (THH02)	HSC Requirements and Advice
Title:	Deal with conflict situations	
Unit Code	Unit Descriptor:	HSC Indicative Hours:
THHGCS03B	This unit deals with the skills and knowledge required to handle difficult interpersonal situations – both with customers and colleagues. The unit covers the conflict resolution skills required by all people working in the tourism and hospitality industry to address the conflicts which may arise in day-to-day work activities. It does not include formal negotiation, counselling or conducting mediation.	5

Essential Knowledge and Skills to be Assessed	Critical Aspects of Assessment	Context of Assessment and Resource Implications	Assessment Methods	HSC Requirements and Advice
<p>The following skills and knowledge must be assessed as part of this unit:</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 organisational structures, workplace culture and policies 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 customer complaints. 	<p>Evidence of the following is critical:</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 sector 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. These should be related to the usual work roles of the candidate, such as handling customer complaints in a restaurant, 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>For generic pre-employment training and assessment, a range of industry contexts must be addressed. Where the focus is sector or workplace specific, training and assessment must be tailored to meet particular needs.</p>	<p>Assessment methods must be chosen to ensure that dealing with conflict can be practically demonstrated. Methods must include assessment of knowledge as well as assessment of practical skills.</p> <p>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 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>Key Terms and Concepts</p> <ul style="list-style-type: none"> active listening barriers to communication collaborative decision-making conflict conflict resolution cultural sensitivity discretion effective communication empathy ethnocentrism follow-up goodwill level of authority negotiation problem-solving public relations questioning techniques remedies stereotyping subtext tolerance win-win.
		<p>Linkages with Other Units</p> <p>This unit must be assessed with or after the following unit. This unit describes the skills and knowledge essential to the achievement of competence.</p>		

		Linkages with Other Units		
		<ul style="list-style-type: none"> • THHCOR01B Work with colleagues and customers <p>This unit has linkages to the following units and combined training and assessment may be appropriate:</p> <ul style="list-style-type: none"> • THHGCS08B Establish and conduct business relationships • THHGLE01B Monitor work operations • THHGLE08B Lead and manage people • THHGLE09B Manage workplace diversity. <p>Note that problem solving is included in both this unit and unit THHGLE01B Monitor work operations. Care should be taken to avoid duplication in training and assessment.</p>		

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>This unit applies to tourism and hospitality and catering operations where food is prepared and served. The following explanations identify how this unit may be applied in different workplaces, sectors and circumstances.</p> <p>Conflict 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 • delayed customers. 	<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>Situations where personal safety of customers or colleagues may be threatened and assistance is required may include those where there are:</p> <ul style="list-style-type: none"> • drug or alcohol affected persons who cannot be reasoned with • 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>Learning experiences for the HSC must address:</p> <p>Identify 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 • radiation. <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

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			<ul style="list-style-type: none"> • acts of nature • fire.
2 Resolve conflict situations	2.1 Take responsibility for finding a solution to the conflict within the scope of individual responsibility.	Conflict situations may relate to: <ul style="list-style-type: none"> • customer complaints • conflicts among work colleagues • refused entry • drug or alcohol affected persons • ejection from premises • delayed customers. 	<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 in colleagues’ work practices/methods • cultural misunderstanding • barriers to communication • aggressive behaviour. <p>Understanding lines of reporting and communication with supervisors and peers within the workplace.</p> <p>How and when to seek assistance.</p>
	2.2 Encourage all points of view and 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>Questioning techniques:</p> <ul style="list-style-type: none"> • open questions • closed questions • reflective questions. <p>The technique of active listening.</p>

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	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"> • eliminate 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 Respond to customer complaints	3.1 Handle 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>
	3.2 Take responsibility for resolving the complaint.		<p>Learning experiences for the HSC must address:</p> <p>The importance of acting within level of authority in terms of:</p> <ul style="list-style-type: none"> • taking initiative • problem-solving • decision-making. <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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	3.3 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.
	3.4 Take appropriate action to resolve the complaint to the customer's satisfaction wherever possible.		<p>Learning experiences for the HSC must address:</p> <p>Servicing a customer's complaint where the means to resolution is not immediately available.</p> <p>Reasons of 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>
	3.5 Where appropriate, use techniques to turn complaints into opportunities to demonstrate high quality customer service.		<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 specific customer • 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.
	3.6 Complete any necessary documentation accurately and legibly within time constraints.		<p>Learning experiences for the HSC must address:</p> <p>Different means of documenting issues and complaints, including customer service log, complaints register, incident reports and memoranda.</p>

Key Competencies in this Unit

Key Competencies are an integral part of 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	Obtaining the relevant facts and opinions about a particular complaint or conflict situation Taking into account cultural differences in dealing with complaints or disputes
Communicating Ideas and Information	2	Completing records or reports on complaints or incidents Providing advice or options to customers in resolving complaints
Planning and Organising Activities	2	Working out the most appropriate way to deal with a dispute or complaint Planning the steps to deal with a particular conflict
Working with Others and in Teams	2	Negotiating to solve differences with colleagues
Using Mathematical Ideas and Techniques	-	-
Solving Problems	1	Resolving disputes about services or goods Turning complaints into positive customer service situations
Using Technology	-	-