



Australian Government

Australian Public Service Commission

Candidate Skills Recognition Booklet

PSP50104 Diploma of Government

PSPGOV507A: Undertake negotiations



**NATIONALLY RECOGNISED
TRAINING**

Candidate Name:
Department/Agency:
Telephone:
Email:

Skills Recognition

This Booklet is designed for the recognition Candidate to initially self-assess against each element within the unit of competency. It is, however, recommended that the supervisor is involved in supporting the Candidate through the assessment of their skills.

While this Booklet addresses each of these competencies elements individually, they will be assessed together as a Unit of Competency or in conjunction with a number of Units.

This Booklet:

- ⇒ provides a framework to guide the Candidate in preparing their portfolio of evidence as a basis for recognition under the National Skills Framework for this Unit of Competency
- ⇒ breaks the unit down into its component elements and addresses these in order. While the recognition process itself will be more holistic, the Booklet allows Candidates to address each element either in isolation or in combination with other elements or Units
- ⇒ encourages the Candidate to identify evidence from within the workplace, if possible
- ⇒ contains a range statement that explains some of the terms in *italics* used in the Performance Criteria for each element
- ⇒ provides examples of evidence and optional work based activities
- ⇒ includes a third party report template and a feedback form.

Candidates should familiarise themselves with the information contained in the Candidates Information Guide that can be downloaded from the Australian Public Service Commission's website: <http://www.apsc.gov.au/rto/>

More information about the Unit of Competency contained in this booklet is available from the National Training Information Service. A link to the unit is included on page 3 of this booklet.

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

This Booklet can be downloaded from the Australian Public Service Commission website www.apsc.gov.au/rto/ and printed for completion by hand or electronic means. If there is insufficient space to record your input, please insert or attach additional pages. A completed **copy** of this booklet (with appropriate supporting evidence) can be submitted for recognition. This can lead to the awarding of a nationally recognised Statement of Attainment or a Qualification from the Australian Public Service Commission.

Introduction

This is an elective unit of competency in the PSP50104 Diploma of Government and covers negotiations as an individual or as a member of a negotiating team. Being competent in this unit means being able to:

- ✓ Plan for negotiation
- ✓ Conduct negotiation
- ✓ Finalise negotiation outcomes

Useful links

Unit of Competency: PSPGOV507A Undertake negotiations

<http://www.ntis.gov.au/Default.aspx?/trainingpackage/PSP04/unit/PSPGOV507A>

The National Training Information Service: <http://www.ntis.gov.au/>

The APSC Registered Training Organisation website: <http://www.apsc.gov.au/rto/>

Relationship to the Integrated Leadership System

This Unit of Competency underpins the following capabilities outlined in the Integrated Leadership System.

EL1 – Communicates with influence

Negotiates persuasively

For further information

Please consult the Commission's [Candidate Information Guide](#) for additional information on the recognition process and how to request formal assessment and recognition by the Australian Public Service Commission.

Information for supervisors

As a supervisor you play an important role in assisting the Candidate to develop their knowledge and skills. By undertaking this recognition activity, the Candidate will be assessed against competencies developed by Government Skills Australia, the Industry Skills Council with responsibility for the public sector. By having their skills recognised, the Candidate is contributing to the identification of your organisation's intellectual capital.

As every organisation is different, you may be able to assist the Candidate identify the work requirements, work practices and knowledge relevant to your environment.

The Candidate is encouraged to complete the self-assessment checklist and identify appropriate evidence, which is then recorded in the 'supporting evidence list' section. Sample work-based activities have been included in the Booklet for the Candidate who is unable to identify sufficient evidence to address each competency and needs to produce further evidence of their skills and knowledge. The sample activities in the Booklet could be modified by the candidate and their supervisor to better suit individual workplace requirements and needs.

Third party reports

At the end of the booklet is a blank Third Party Report template. In some cases the candidate may require a confirmation statement from a third party. Supervisors, or other third parties, can complete these reports, where appropriate, which Candidates can then add these reports to their portfolio of evidence.

On completing their portfolio of evidence, Candidates can submit a **copy** of it to the Australian Public Service Commission for recognition. Once evidence is confirmed through the formal assessment process, a Statement of Attainment will be issued to the Candidate which can contribute to the awarding of a Diploma of Government qualification.

Benefits for Supervisors

The self assessment process will enable you and your staff to identify any gap between current Candidate skill levels and the skill levels required for the competency unit. This will assist you in determining if your staff are ready to undertake recognition or whether they may require additional training and/or development. Formal training can be an expensive and unnecessary option, especially if the Candidate can already demonstrate their existing skills and have them recognised.

Additionally, the assistance you provide the Candidate can be used as evidence for recognition of **your** skills against the *PSPGOV416A Monitor performance and provide feedback* and *PSPGOV510A Undertake and promote career management* units of competency.

Further information

If you have any questions, you can contact the National Recognition Coordinator on 02 6202 3787 or email your query to rto@apsc.gov.au.

Feedback

A feedback form template is included at the end of this Booklet. As we seek to continuously improve our processes, procedures and resource materials, we would appreciate your feedback as a supervisor. You can use a copy this template to detail your comments. If you provide feedback, consider keeping a copy of your submission as it supports *PSPGOV405B Provide Input to change processes*.

1 Plan for negotiation

This element requires:

- The **purpose** of the negotiation and the issue/s under consideration are clarified with affected personnel and through analysis of all related documentation/information
- Primary needs and desired outcomes of all parties are identified
- The organisation's position is determined in consultation with senior personnel, and a **negotiating approach** is devised based on an analysis of the strengths and weaknesses of the position
- **Information** relating to the negotiation, including any precedents, is collected, analysed and organised to support the negotiating approach
- Timeframe and logistics are agreed and a **negotiation plan** is developed in accordance with legislation, policy and procedures, and communicated to other staff, if any, involved in the negotiation team

Text in **italics** is explained in the Range Statement on page 11 of the Booklet.



Self assessment

Answering the following questions will help you assess the level of your current skills and help you identify appropriate evidence for your portfolio.

Ask yourself the following questions and indicate your response accordingly.	Yes	No	?	If you answer Yes , list examples of evidence you can provide
Do I clarify the purpose of the negotiation and the issue/s under consideration with affected personnel and through analysis of all related documentation/information?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I identify the primary needs and desired outcomes of all parties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I determine the organisation's position in consultation with senior personnel, and devise a negotiating approach based on an analysis of the strengths and weaknesses of the position?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I collect, analyse and organise information relating to the negotiation, including any precedents, to support the negotiating approach?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I agree timeframe and logistics and develop a negotiation plan in accordance with legislation, policy and procedures, and communicate it to other staff, if any, involved in the negotiation team?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Examples of evidence

The following list may provide guidance in identifying suitable evidence of your knowledge and skills.

- Minutes of a meeting/s detailing negotiation activities and outcomes.
- Copy of a negotiation plan outlining the full scope of the proposed negotiation activity.



Confirm self-assessment with supervisor

Discuss your self assessment with your supervisor or other support person. If you have answered **Yes** to a question you should be able to identify potential examples of evidence to support this. List details of the evidence that you can enclose in a portfolio to submit with this booklet.

Reference number	Details of documents or other evidence that demonstrates your knowledge, skills and abilities.

If you have answered **No** to any of the above questions, or are unsure, or have been unable to identify sufficient suitable evidence, you could consider whether training, a work based activity or some other form of development would assist you in developing these skills.

The following work-based activity may assist in generating evidence for inclusion above.



Work-based activity: Plan for negotiation

Use the checklist below to prepare for a planned negotiation activity **or** to detail a recent negotiation activity you planned and were involved in.



Activity checklist

What was the purpose of the negotiation?	
What issue/s was/were under consideration?	
What was the organisation's position in these negotiations and who determined this?	
What approach was selected for the negotiations?	
What information was collected, analysed and organised before the negotiation activity?	
What is/was the timeframe for the negotiations (to be) undertaken?	
How was the negotiation plan documented and discussed with relevant parties?	

2 Conduct negotiation

This element requires:

- The issue/s under consideration and the negotiation process to be used are agreed by all parties and documented in accordance with legislation, policy and procedures
- **Negotiating techniques** are used to persuade the other party of the strength of the argument in favour of the organisation's position
- The negotiation plan is modified if necessary to respond to **contingencies**
- **Techniques** for dealing with conflict or deadlocks are selected and used in accordance with the negotiation plan and the progress of the negotiation
- Options for resolving the issue are discussed and the acceptability of these to the parties is determined



Self assessment

Answering the following questions will help you assess the level of your current skills and help you identify appropriate evidence for your portfolio.

Ask yourself the following questions and indicate your response accordingly.	Yes	No	?	If you answer Yes , list examples of evidence you can provide
Do I agree the issue/s under consideration and the negotiation process to be used with all parties and document them in accordance with legislation, policy and procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I use negotiating techniques to persuade the other party of the strength of the argument in favour of the organisation's position?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I modify the negotiation plan if necessary to respond to contingencies ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I select techniques for dealing with conflict or deadlocks and use them in accordance with the negotiation plan and the progress of the negotiation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I discuss options for resolving the issue and determine the acceptability of these to the parties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Examples of evidence

- A report on the conduct and outcomes of a negotiation activity prepared for management/staff.
- An analysis of the effectiveness of a negotiation exercise.
- A statement by you describing a negotiation activity which you conducted.
 - E.g. a performance appraisal/agreement discussion.



Confirm self-assessment with supervisor

Discuss your self assessment with your supervisor or other support person. If you have answered **Yes** to a question you should be able to identify potential examples of evidence to support this. List details of the evidence that you can enclose in a portfolio to submit with this Booklet.

Reference number	Details of documents or other evidence that demonstrates your knowledge, skills and abilities.

If you have answered **No** to any of the above questions, or are unsure, or have been unable to identify sufficient suitable evidence, you could consider whether training, a work based activity or some other form of development would assist you in developing these skills.

The following work-based activity may assist in generating evidence for inclusion above.



Work-based activity: Conduct negotiation

Use the following checklist to analyse a recent negotiation exercise you conducted.

Please ensure the information you provide is not of a personal, security or in-confidence nature.



Activity checklist

How were the issues under consideration and proposed negotiation process agreed by the parties involved?	
What negotiating techniques did you use to persuade the other party?	
How was your negotiation plan modified to respond to contingencies?	
What techniques did you use to deal with conflicts or deadlocks?	
What options were discussed for resolving the conflict or deadlock?	

3 Finalise negotiation outcomes

This element requires:

- An agreed conclusion is reached, documented and signed-off by the parties
- Negotiation outcomes are reported in accordance with organisational policy and procedures and **stakeholders** are debriefed if required
- Any further action required as a result of agreement is determined and undertaken in accordance with organisational requirements
- The negotiation process and outcomes are reviewed, and lessons learnt are documented for future use in accordance with organisational recordkeeping practices



Self assessment

Answering the following questions will help you assess the level of your current skills and help you identify appropriate evidence for your portfolio.

Ask yourself the following questions and indicate your response accordingly.	Yes	No	?	If you answer Yes , list examples of evidence you can provide
Do I ensure an agreed conclusion is reached, documented and signed-off by the parties?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I report negotiation outcomes in accordance with organisational policy and procedures and stakeholders are debriefed if required?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I determine and undertake any further action required as a result of agreement in accordance with organisational requirements?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I review the negotiation process and outcomes, and document the lessons learnt for future use in accordance with organisational recordkeeping practices?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Examples of evidence

- A copy of feedback provided to stakeholders on the outcome of negotiations.
- Email, or other communications, reporting on the negotiation outcomes.
- Documented outcomes of a performance exchange/discussion.



Confirm self-assessment with supervisor

Discuss your self assessment with your supervisor or other support person. If you have answered **Yes** to a question you should be able to identify potential examples of evidence to support this. List details of the evidence that you can enclose in a portfolio to submit with this Booklet.

Reference number	Details of documents or other evidence that demonstrates your knowledge, skills and abilities.

If you have answered **No** to any of the above questions, or are unsure, or have been unable to identify sufficient suitable evidence, you could consider whether training, a work based activity or some other form of development would assist you in developing these skills.

The following work-based activity may assist in generating evidence for inclusion above.



Work-based activity: Finalise negotiation outcomes

Complete the following checklist in relation to the finalisation of your negotiation activity.



Activity checklist

Briefly detail of the negotiation activity	
What conclusions were agreed?	
How were the conclusions documented and signed off?	
How were the negotiation outcomes communicated to stakeholders	
What follow-up action was taken?	
If no follow-up action was taken, why?	
	Third party confirmation: Signature: Date:

Range statement

The following information is taken from the Unit of Competency as outlined in the Public Sector Training Package (PSP04).

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 italics in the Performance Criteria is explained here.

Purpose of negotiation may include

- required outcomes
- other possible outcomes
- organisational priorities
- consequences of negotiation failing

Negotiating approach may be

- consultative
- collaborative
- competitive
- confrontational
- soft
- passive

Information relating to the negotiation may include

- background to the dispute/issues under consideration
- background information on the parties
- organisational information
- legislative requirements
- organisational policy and procedures
- material to support bargaining position
- precedents

Negotiation plan may include

- roles and responsibilities of negotiation team members, if any
- identification of team leader
- timing
- logistics
- key facts
- tactics
- personal strengths and weaknesses
- techniques to be used for negotiating, breaking deadlocks, dealing with conflict
- fallback position
- areas where compromise is possible
- process management strategies
- alternative dispute resolution processes

Negotiation techniques may include

- speaking skills
- presentation techniques
- effective listening
- questioning techniques
- verbal and non-verbal communication
- using personal attributes
- culturally and linguistically appropriate strategies

- constructive feedback
- issues identification
- exploring options
- identifying areas of agreement
- recording agreements

Contingencies may include


- changed circumstances
- changed tactics
- changed agenda
- new information
- decision to withdraw

Techniques for breaking deadlocks may include

- clarifying
- restating position
- summarising progress
- deferring decision
- preparing a compromise
- using a mediator/third party

Stakeholders may include

- management
- union
- colleagues/other staff
- clients
- public

 **Third party report**

Third party reports provide supplementary evidence to support the recognition of your skills. Completed Third Party Reports can be referenced in your booklet and a copy placed in your portfolio of evidence. Copy this form if you require additional Reports. An electronic version in Microsoft Word format can be downloaded from <http://www.apsc.gov.au/rto/downloads.html>.

 **Candidate to complete:**

Dear <insert name of third party>,

In support of my seeking skills recognition I am requesting a third party report for the following Unit of Competency element.

<Candidate to write in element name>

I would appreciate your comments in relation to myself against the above criteria I would appreciate your return of the report to me on completion

Portfolio reference: _____

Candidate Name:.....Signature:.....

 **Third Party to complete:**

It would be appreciated if you could provide comments relating to the above-named Candidate for recognition against the criteria they have selected

Please provide your appraisal on the Candidate in the context of observed performance. Where possible please refer to relevant situations and examples of which you have observed or are aware.

Name:	Signature:
Position:	Date:
Relationship to Candidate: Indicate one (eg supervisor, manager, peer, other)	Duration: for months

If you have any queries about this process, please email the rto@apsc.gov.au
Additional information is available on the Australian Public Service Commission's RTO website:
<http://www.apsc.gov.au/rto/>

Feedback

The Australian Public Service Commission welcomes for comments, feedback and suggestions for improvement.

We hope you have had the opportunity to review this booklet and would especially appreciate your thoughts.

Please forward completed forms to:

National Recognition Coordinator
Level 5, 16 Furzer Street
PHILLIP ACT 2606
Facsimile: 02 6202 3799
Email: rto@apsc.gov.au

Please Note:

If you provide feedback, keep a copy for your evidence portfolio as it supports *PSPGOV405B Provide Input to change processes*.

Please tick / circle your answers

1. I found this Skill Recognition Booklet to be:?

Difficult to use 1 2 3 4 5 Easy to use

2. What suggestions do you have to improve this Skills Recognition Booklet?

- 3 Other comments