



Australian Government

Australian Public Service Commission

Candidate Skills Recognition Booklet

PSP50104 Diploma of Government

PSPGOV508A: Manage conflict



**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 the requirements for managing conflict in the workplace. It includes identifying and assessing conflict situations, implementing strategies to resolve conflict and monitoring the situation. It does not include formal negotiation, counselling or conducting mediation. Being competent in this unit means being able to:

- ✓ Identify and assess conflict situations
- ✓ Implement strategies to resolve conflict
- ✓ Monitor conflict situations

There are other related competencies in the key area of working in government that deal with conflict. If you feel this unit: **Manage conflict** is not appropriate to your skill level, please consider one of the Units below as an alternative.

- PSPGOV314A Contribute to conflict management
- PSPGOV411A Deal with conflict
- PSPHR603B Provide advisory and mediation services

Useful links

Unit of Competency: PSPGOV508A Manage conflict

<http://www.ntis.gov.au/Default.aspx?/trainingpackage/PSP04/unit/PSPGOV508A>

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

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

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 Identify and assess conflict situations

This element requires:

- Signs, stages and possible **causes of conflict** are identified and anticipated
- Factors and issues relevant to *conflict* are clarified
- Possible resolutions and/or compromises are explored using appropriate **communication techniques**
- Responses are evaluated against workplace requirements, **legislation, policies and procedures**
- **Resolution strategies** are developed that identify the timeframes involved and the form of reporting to be used

Text in **italics** is explained in the Range Statement on page <> 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 identify and anticipate signs, stages and possible causes of conflict ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I clarify factors and issues relevant to conflict ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I explore possible resolutions and/or compromises using appropriate communication techniques ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I evaluate responses are evaluated against workplace requirements, legislation, policies and procedures ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I develop resolution strategies are developed that identify the timeframes involved and the form of reporting to be used?	<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.

- Diary of file notes on conflict situations in the workplace and actions taken to resolve these.
- Details of staff meetings or discussions to identify and/or resolve sources of conflict in the workplace.
- Notes from a training or information session addressing conflict in the workplace.
- Record of attendance at conflict resolution workshops or similar.



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: Identify and assess conflict situations

Use the following checklist to analyse a conflict situation (in the workplace) and record its details with due regard for privacy and confidentiality requirements.

This activity may be used to reference a number of situations, if necessary, to demonstrate conflict management skills over time in a range of contexts.

The range statement on page 11 may assist with identifying a variety of contexts.



Activity checklist

What was the nature of the conflict?	
What signs, stages and possible causes of conflict were identified?	
How were factors relevant to the conflict clarified?	
What communication techniques were utilised to explore possible resolutions and/or compromises?	
How were responses evaluated against workplace requirements, legislation, policies and procedures?	
What resolution strategies were developed to resolve the conflict?	
What timeframes for resolution were identified?	
What form of reporting was selected for use?	

2 Implement strategies to resolve conflict

This element requires:

- The strategy for resolution is selected to take account of **social and cultural differences** and is consistent with legislation, organisational policies and procedures
- Situations requiring assistance are identified and *support* is sought as required, according to organisational policy and procedures
- **Strategies** to address conflict are implemented promptly in accordance with **legislation, policy and procedures**
- Records and reports are maintained in accordance with legislation, policy and procedures



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 select the strategy for resolution to take account of <i>social and cultural differences</i> that is consistent with legislation, organisational policies and procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I identify situations requiring assistance and seek <i>support</i> as required, according to organisational policy and procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I implement <i>strategies</i> to address conflict promptly in accordance with <i>legislation, policy and procedures</i> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I maintain records and reports in accordance with legislation, policy and procedures?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Examples of evidence

- Refer to Element 1 on page 5
- Third party reports identifying your role/activities in managing conflict situations.



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: Implement strategies to resolve conflict

Based on the resolution strategy(ies) developed in the previous exercise, use the following checklist to analyse a recent conflict resolution situation.



Activity checklist

How did the resolution strategy selected take account of social and cultural differences?	
How was the strategy selected consistent with legislation, organisational policy and procedures?	
If the situation required assistance, what support was sought to assist resolving the conflict.	
If no assistance was required in this instance, what support may have been available/appropriate?	
How were the strategies implemented promptly in accordance with legislation, policy and procedures?	
What records and reports were maintained in relation to this situation?	
Third party confirmation:	Signature: Date:

3 Monitor conflict situations

This element requires:

- Effectiveness of the resolution strategies is evaluated
- Resolution methodology is monitored and remedial actions are initiated as required
- Lessons learnt are recorded and used to improve service delivery, organisational policy and procedures as required



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 evaluate the effectiveness of the resolution strategies?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I monitor resolution methodology and initiate remedial actions as required?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do I record lessons learnt and use them to improve service delivery, organisational policy and procedures as required?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



Examples of evidence

- Notes, diary entries or other documentation detailing monitoring activities.
- Minutes of meetings or presentations outlining lessons learnt and/or improvements as a result of the resolution process.



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: Monitor conflict situations

Use the following checklist to record resolution outcomes of conflict situations.



Activity checklist

Provide a brief description of the conflict situation being monitored and answer the following questions.	
How was the effectiveness of the resolution strategies evaluated?	
What was the finding of the evaluation?	
How was the resolution methodology/approach monitored?	
What remedial actions, if any, were initiated?	
What lessons were learnt from the conflict resolution activity?	
How were these recorded?	
How were these used to improve service delivery, organisational policy and processes?	

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.

Causes of conflict
may include

- differences of opinion
- different ways of working
- poor communication
- competing needs
- cross-cultural issues
- abuse of power
- workplace bullying
- customer dissatisfaction
- gender issues
- inter-generational issues

Conflict
situations/events may include

- work pressures
- organisational restructures
- conflicts/incidents among work colleagues
- refusals to follow directions/guidance
- customer complaints/dissatisfaction
- disagreements between members of the public
- bystander behaviour, for example when policing compliance or dealing with service difficulties
- drug or alcohol affected persons
- persons suffering emotional distress

Communication techniques may include

- verbal and non-verbal language
- questioning and listening
- cooperative language
- control of emotions, voice and body language
- constructive feedback
- reflection
- summarising
- re-phrasing
- paraphrasing
- presenting options
- using language and concepts suited to the occasion and the other party
- showing a willingness to compromise

Legislation, policies and procedures may include

- State/Territory or Commonwealth legislation, regulations and organisational policies, procedures and guidelines relating to conflict management in the public sector, including equal employment opportunity, equity diversity,

occupational health and safety, privacy, confidentiality, anti-discrimination, harassment, dispute resolution

- public sector standards
- codes of practice
- codes of ethics
- code of conduct
- security standards

Resolution strategies may include

- relocation
- changed procedures
- office re-organisation
- change in reporting lines
- change in behaviour
- disciplinary action

Social and cultural differences may include


- beliefs and values
- social conventions
- family relationships
- cultural observances
- verbal and non-verbal language

Support may include

- mediators
- counsellors
- interpreters
- human resources staff
- grievance officers
- team leaders
- managers

Conflict management **strategies** may include

- mediation
- counselling
- assertiveness training
- time out
- reflective listening
- mapping the conflict
- seeking win/win outcome
- workable compromise
- confrontational coaching/mentoring

 **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