

**SKILLS FRAMEWORK FOR FOOD SERVICES
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Personal Management and Development					
TSC	Conflict Resolution					
TSC Description	Resolve conflicts by evaluating and implementing resolution approaches, analysing mediation outcomes and finding solutions					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
	<Insert TSC Code>	<Insert TSC Code>	<Insert TSC Code>	FSS-BIN-4018-1.1	FSS-BIN-5018-1.1	FSS-BIN-6018-1.1
				Identify potential conflict situations and apply relevant organisation approaches to mitigate conflicts	Formulate a conflict management framework within the department	Influence organisational policies and procedures to strengthen labour and management relations
Knowledge				<ul style="list-style-type: none"> • Signs of conflict • Types of strategic questioning techniques • Methods of constructive feedback • Negotiation styles • Models and methods for handling grievances and disputes • Characteristics and motivations of individuals involved in the collective bargaining process and the industrial relations system 	<ul style="list-style-type: none"> • Stages of conflicts • Causes of conflicts • Types of communication techniques • Conflict resolution techniques • Legal, regulatory, ethical and socio-cultural constraints related to conflict resolution • Elements of a framework to manage conflict, grievances and disputes • Range of actions to resolve conflicts, grievances and disputes • Measures of effectiveness of a framework to manage conflict, grievances and disputes 	<ul style="list-style-type: none"> • Legislative procedures, organisational policies and procedures, standards and codes of practice relating to industrial relations and collective bargaining • Models and methods for engaging, negotiating and communicating with key stakeholders • Market trends and developments in relation to human resource and industrial relations • Sources of conflict • Collective bargaining process
Abilities				<ul style="list-style-type: none"> • Evaluate and moderate own response to situations of conflict • Select tone of voice and body language appropriately to accommodate different situations • Use problem solving strategies to deal with 	<ul style="list-style-type: none"> • Develop a framework for managing conflict, grievances and disputes • Clarify factors and issues relevant to the conflicts • Identify alternative concrete solutions to resolve conflict • Evaluate conflict resolution approaches in 	<ul style="list-style-type: none"> • Direct the development of systems and processes to ensure agreed outcomes are implemented • Examine possible causes and sources of conflict that may erode the organisation's business value

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				<p>unexpected questions or attitudes</p> <ul style="list-style-type: none"> • Manage difficult stakeholders and situations in a rational manner • Document all interactions and agreements to ensure follow-through and commitment by all involved parties • Present improvement recommendations proposal to stakeholders • Prepare and support others to develop possible responses or solutions based on review of information • Negotiate with involved parties to achieve agreement regarding mutually acceptable outcomes using appropriate questioning and conflict resolution techniques 	<p>accordance with organisational policies and procedures</p> <ul style="list-style-type: none"> • Implement conflict resolution approaches to reach mutual agreed outcomes • Evaluate outcomes to determine learning points for future conflict situations • Review framework for managing conflict, grievances and disputes to maintain or enhance positive employee relations • Consult key stakeholders to obtain buy-in on the framework 	<ul style="list-style-type: none"> • Establish effective working relationships with union representatives • Lead collective bargaining process to achieve mutually beneficial and acceptable outcomes • Keep abreast of market trends and developments in relation to human resource and industrial relations • Engage in self-reflection on one's own performance and experience in the collective bargaining process
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