

452 Reduce and manage conflict in achieving excellence in a food environment(SQA Unit Code-H13B 04)

Level 2

SCQF Level 6

SCQF Credit value 7

Unit Summary

This unit is about the skills needed for you to reduce and manage conflict in teams and individuals during the drive of your organisation to achieve excellence in food and drink manufacture and/or supply operations. This is important to the productivity and success of manufacture, processing and supply of food and drink within the food supply chain. Reducing and managing conflict is often important where the implementation of change, improvement, new practice, targets and a performance driven culture creates challenges to individuals and the dynamic of a team.

You will need to show that you can both respond to conflict situations and take pre-emptive action to avoid conflict in your role. You will need to comply with your company policy for conflict control and management, take responsibility for your action, and refer any issues outside of the limit of your authority to others.

This unit is for you if you work in food and drink manufacture and/or supply operations and are involved in team leadership, first line or middle management.

In order to be assessed as competent you must demonstrate to your assessor that you can consistently perform to the requirements set out below. Your performance evidence must include at least one observation by your assessor.

You must be able to:	You need to show: Evidence must be work-based, simulation alone is only allowed where shown in <i>bold italics</i>
<p>Take pre-emptive action to avoid conflict</p> <p>This means you:</p> <p>Communicate clearly the standards of work and behaviour expected of team members and individuals</p> <p>Assist team members and individuals understand how different members interface and support each other</p> <p>Identify and address any issues with organisational systems or procedures that are likely to give rise to conflict</p> <p>Identify potential conflict between team members or with individuals and take pre-emptive action to avoid these</p> <p>Encourage team members to resolve their own</p>	<p>Evidence of taking pre-emptive action to avoid conflict.</p>

problems and conflicts themselves	
<p>Deal with conflict</p> <p>This means you:</p> <p>Take prompt action to deal with conflicts where team members or individuals are unable to resolve the conflicts themselves</p> <p>Show respect for members and individuals emotions in conflict and seek to manage negative emotions</p> <p>Investigate the causes of conflict, providing opportunities to present facts and perceptions about conflict</p> <p>Identify and agree how to resolve conflicts without apportioning blame</p> <p>Reinforce the goals, attitudes and behaviours expected of team members and individuals</p>	Evidence of dealing with conflict
<p>Obtain support and complete conflict records</p> <p>This means you:</p> <p>Seek help from colleagues or specialists where appropriate</p> <p>Comply with regulatory and organisational requirements when resolving conflicts</p> <p>Maintain complete and confidential records of conflicts and their outcomes</p>	Evidence of obtaining support and completing conflict records

<p>You need to know and understand:</p> <p>Evidence of knowledge and understanding should be collected during observation of performance in the workplace. Where it cannot be collected by observing performance, other assessment methods should be used.</p>
<ol style="list-style-type: none"> 1. The principles of effective communication 2. How to apply effective communication 3. How to assist team members and individuals understand roles, interface and support for one another 4. How to identify and address any issues with systems and procedures that area likely to give rise to conflict 5. The importance of identifying potential conflict situations and taking pre-emptive action to avoid these 6. How to encourage team members and individuals to talk with you about work issues and potential conflict 7. The importance of giving team members and individuals opportunities to discuss problems affecting work 8. the importance of taking prompt action to deal with conflicts as they arise 9. Ways of dealing with conflicts when they arise and the action to be taken

10. The importance of acknowledging and showing respect for team members and individuals emotions regarding conflict
11. How to manage negative emotions of team members and individuals involved in conflict
12. How to identify the causes of conflict
13. The importance of identifying and agreeing with team members and individuals how to resolve conflict without apportioning blame, and how to action this
14. When it is appropriate to seek help from colleagues or specialists
15. What your company's policy and procedures are for conflict resolution
16. How to complete accurate records of conflicts
17. The importance of maintaining confidential records of conflicts.

Evidence of performance may employ examples of the following assessment:

- observation
- written and oral questioning;
- evidence from company systems (e.g. Food Safety Management System)
- reviewing the outcomes of work
- checking any records of documents completed
- checking accounts of work that the candidate or others have written