

Unit Title: Manage conflict in a team (D10)
 Unit Number: 31
 Level: 3
 Credit value: 3
 Guided learning hours: 20
 Unit expiry date: 28/02/2015

Unit purpose and aim

This unit will ensure that learners understand how to identify potential and actual conflicts within a team and take action to resolve them.

Learning Outcomes	Assessment Criteria	Exemplification
1 Be able to support team members understanding of their role and position within a team.	1.1 Communicate to team members the standards of work and behaviour expected of them. 1.2 Explain how team members can work together and support each other.	This may include: <ul style="list-style-type: none"> • Team talks. • Presentations • Supervisions • One to ones. This may include: <ul style="list-style-type: none"> • Expected organisational standards • Procedural and job interface needs • The roles and responsibilities within the team • Team's and your expectancy of mutual respect and work based harmony.
2 Be able to take measures to minimise conflict within a team.	2.1 Identify issues with organisational structures, systems or procedures that are likely to give rise to conflict. 2.2 Identify potential conflict between team members. 2.3 Explain action required to avoid potential conflict and agree strategies for conflict resolution.	This may include: <ul style="list-style-type: none"> • Barriers within structure, pay and grading differences, skill levels, training and potential for promotion. This may include: <ul style="list-style-type: none"> • Personality clashes • Grading and perceived operational respect.

Learning Outcomes	Assessment Criteria	Exemplification
		This may include: <ul style="list-style-type: none"> • Team training • Team charter, detailing expected mutual respect within the team • Team talks, emphasising missing team value.
3 Be able to understand how to encourage team members to resolve their own conflicts.	3.1 Explain how team members can be encouraged to identify and resolve their own problems and conflicts. 3.2 Explain how respect can be developed and maintained between team members.	This may include: <ul style="list-style-type: none"> • Team talk topic detailing expected team interaction • One to one supervisions detailing any potential or perceived conflict issues. This may include: <ul style="list-style-type: none"> • Team exercises or discussions relating to group work • Identification of potential conflicts without apportioning blame.
4 Be able to understand legal and organisational requirements concerning conflict.	4.1 Explain legal and organisational requirements concerning conflict in own team. 4.2 Explain how to maintain complete, accurate and confidential records of conflicts and their outcomes.	This may include: <ul style="list-style-type: none"> • Standards of behaviour required in the work place • Contracts and job descriptions • Agreements and procedures • Disciplinary policies. This may include: <ul style="list-style-type: none"> • Signed one to one reviews, logged on personnel file • Documentation detailing events leading to conflict • Full induction details showing reference points of expected behaviour • Disciplinary actions, detailing all conflict references.

Assessment

This unit is centre assessed and externally verified. In order to achieve the unit you must produce a portfolio of evidence which, on request, will need to be made available to the OCR external verifier. Portfolios of work must be produced independently and Centres must confirm to OCR that the evidence is authentic. An OCR Centre Authentication form is provided in the Centre Handbook.

Evidence requirements

In order to achieve this unit you must demonstrate that you have met all of the stated learning outcomes and assessment criteria. Your assessor must be able to observe you in the workplace or you must provide tangible evidence of your real work activities.

You may collect evidence for the unit through work in a private sector organisation, a public sector organisation or a not-for-profit organisation.

You must provide evidence that shows you have done this over a sufficient period of time on different occasions for your assessor to be confident that you are competent.

Guidance on assessment and evidence requirements

You should consult with your assessor to agree the most appropriate sources of evidence available to you in your environment. Examples of possible sources of evidence are shown below but this is not a definitive list nor are the examples shown mandatory:

- Professional discussion with your assessor in respect of managing conflict.

Details of relationship between the unit and national occupational standards

Management and Leadership NOS unit D10 Reduce and manage conflict in your team

Resources

Stationery or a CD-rom.

Access to photocopier, PC and printer is desirable but not essential.

Access to sources of under-pinning knowledge such as websites, books, journals, etc, might be of help, but you are not expected to reproduce other people's written work.

Additional information

For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications*' (A850).

OCR Level 3 NVQ in Team Leading

Evidence Record Sheet

Unit D10 Manage conflict in a team

I confirm that the evidence provided is a result of my own work.

Signature of candidate: _____ Date: _____

Evidence reference	Evidence title	Assessment method	LO1		LO2			LO3		LO4	
			1.1	1.2	2.1	2.2	2.3	3.1	3.2	4.1	4.2

I confirm that the candidate has demonstrated competence by satisfying all of the criteria for this unit.

Signature of assessor: _____ Name (in block capitals): _____ Date: _____

Countersignature of qualified assessor (if required) and date: _____

IV initials (if sampled) and date: _____ Countersignature of qualified IV (if required) and date: _____

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