

# Level 2 Certificate in Conflict Management (1884)

Scheme handbook



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# **Level 2 Certificate in Conflict Management (1884)**

**Scheme handbook  
January 2005**

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# Introduction

There has been a steady increase in the incidence of violence, aggression and verbal abuse towards people who work in a variety of roles across the public and private sectors. Many organisations have staff who are vulnerable to incidents involving violent, aggressive or abusive people.

The City & Guilds Level 2 Certificate in Conflict Management is designed to provide the basic understanding to deal effectively with workplace violence.

There is one unit with **three outcomes**. The learner can:

- Assess and reduce the risk of violence in the work environment
- Identify behaviour that indicates an escalation towards violence and take appropriate measures to avoid or calm and defuse the situation
- Identify post incident support and report the circumstances to provide information for personal and organisational learning.

The **first** outcome is concerned with the assessment of the risk from violence both proactively, in examining the environment of the role and preparing for foreseeable risks, and dynamically, in assessing and monitoring risks as they unfold within an incident.

The **second** outcome is concerned with providing an awareness of the way in which people respond to frustration and anger and the practical ways in which the learner can avoid or defuse and calm a potentially violent situation.

The **third** outcome is concerned with support for the victim, reporting and recording the incident and providing individual and organisational learning from it.

The aim is to develop the learner's knowledge and skills so they can assess their work environment and reduce the risk of being subjected to violence, deal effectively with conflict and aggression and learn from an incident of work related violence.

## Connections with other awards

The content of the Level 2 Certificate in Conflict Management is linked to the knowledge and understanding requirements of the SIA specification for Security Guarding and the City & Guilds Level 2 NVQ in Providing Security Services. The qualification also maps to the essential knowledge and understanding of units within the Managing Work Place Violence National Occupation Standards (ENTO).

For further details please refer to the NVQ Relationship table.

## General information

This vocationally related award has been designed by City & Guilds to support government initiatives towards the National Qualifications Framework. It offers a flexible approach to provide individuals with the opportunity to achieve a qualification relevant to their individual learning and business needs.

### Course design

Trainers/assessors should familiarise themselves with the structure and content of the award before designing an appropriate course.

City & Guilds does not itself provide courses of instruction or specify entry requirements. As long as the requirements for the award are met, trainers/assessors may design courses of study in any way that they feel best meets the needs of and capability of the candidates. Centres may wish to introduce other topics as part of the programme, which will not be assessed through the qualifications, eg to meet local or organisational needs.

It is recommended that centres cover the following in the delivery of the course, where appropriate:

- Health and safety considerations, in particular the need to impress to candidates that they must preserve the health and safety of others as well as themselves;
- Key Skills (such as Communication, Application of Number, Information Technology);
- Environmental education, related European issues;
- Spiritual, moral, ethical, social and cultural issues.

### Guided learning hours

It is envisaged that learners will require 10 guided learning hours in order to complete this unit. It is suggested that hours for the delivery of knowledge could be allocated to outcomes as follows:

Outcome 1: 4 hours

Outcome 2: 4 hours

Outcome 3: 2 hours

### Candidate pre-requisites

No specific prior qualifications, learning or experience are required for candidates undertaking the qualification. However, the nature of both the learning and assessment required for the qualification is such that candidates will need basic literacy and numeracy skills.

# Assessment and quality assurance

## **Assessment**

Assessment will be by means of a synoptic multiple-choice knowledge test covering the underpinning knowledge. The test will be taken on City & Guilds' Global On-line Assessment System.

## **Quality assurance**

National standards and rigorous quality assurance are maintained by the use of City & Guilds set and marked written test(s).

Internal and external quality assurance procedures.

Quality assurance includes initial centre approval, the centre's own procedures for monitoring quality and City and Guilds' ongoing monitoring. Details of City & Guilds criteria and procedure, including roles of centre staff and External Verifiers can be found in *Providing City & Guilds Qualifications – a guide to centre and scheme approval*.

## Centre and scheme approval

Centres wishing to offer City & Guilds qualifications must gain approval. New centres must apply for centre and scheme approval. Existing City & Guilds centres will need to obtain specific scheme approval to run this award.

Full details of the process for both centre and scheme approval are given in *Providing City & Guilds Qualifications – a guide to centre and scheme approval*, which is available from City & Guilds' regional offices.

City & Guilds reserves the right to suspend an approved centre, or withdraw its approval from an approved centres, to conduct a particular City & Guilds scheme or particular City & Guilds schemes, for reasons of debt, malpractice or for any reason that may be detrimental to the maintenance of authentic, reliable and valid qualifications or that may prejudice the name of City & Guilds.

### **Centre profile for the Global On-line Assessment System**

Centres will also be required to set up a profile to become a user of the Global On-line Assessment System. This is a simple process which need only be done once. Centres will then be able to add additional schemes to the profile as required.

Full details of requirements and the procedures are contained in the publication *Centre Guide to Global On-line Assessment* and on our website <http://www.city-and-guilds.co.uk>

## Registration and certification

For the award of a certificate, candidates must successfully complete the synoptic multiple-choice in the subject they are entered for.

Candidates must be registered at the beginning of their course. Centres should submit registrations via the Walled Garden or on Form S (Registration) under scheme/complex number 1884-01.

Scheduling on-line tests (including re-sits) is done directly on the GOLLA system (**not** Form S). Results from on-line tests are automatically transferred to City & Guilds.

Candidates achieving a pass will be awarded a certificate with an endorsement showing the subject passed, Conflict Management.

Full details on all the above procedures, will be found in the *Directory of Vocational Awards* published annually by City & Guilds. This information also appears on City & Guilds website **<http://www.city-and-guilds.co.uk>**

Where there are inconsistencies between the scheme handbook and the *Directory of Vocational Awards* the latter always prevails.

## Outcome 1

Assess and reduce the risk of violence in the work environment

### What you need to do

- 1 Assess the risks of violence that exist in the working environment
- 2 Prepare and plan to reduce the risks of violence before undertaking a **work activity** involving **specific risks**
- 3 Assess a situation, as it is developing, to identify risks of violence.

### What you need to know

The learner can

- 1 State the definition of work related violence
- 2 Describe the responsibilities of employers and employees outlined in the Health and Safety at Work Act 1974
- 3 Explain the **policy and guidance** provided by their employer in relation to the risks of **work related violence**
- 4 Describe **risk reduction measures** which eliminate or reduce risks
- 5 Describe the **process of dynamic risk assessment** of the threat in a developing situation
- 6 Recognise the importance of providing a positive and proactive service to **service users**
- 7 Respond calmly and politely to **complaints of poor service** and resolve issues promptly and fairly.

### Range

#### Definition work related violence

- Health and Safety Exec definition
- Organisation specific definition.

#### Policy and guidance

- Workplace Violence policy
- Guidance on Safe Working Practice
- Guidance on Lone Working.

#### Risk reduction measures

Physical measures such as:

- Stab proof vests
- Alarms
- CCTV
- 'Safe' areas.

Other measures:

- Policy
- Guidance
- Training.

**Process of dynamic risk assessment**

- Continuously assessing the level of threat faced in a developing situation, evaluating the options and responding appropriately.

**Work activity**

- Any activity involving a face to face interaction with a service user.

**Specific risk**

Any work activity which is recognised to attract specific risks such as:

- Lone working
- Banking cash
- Enforcement duties including arrest, search and detaining.

**Service user**

Any person whom the learner may come into contact with whilst performing their role. eg:

- Patients
- Friends
- Relatives
- Clients
- Passengers
- Customers
- Detainees
- The public
- Pupils
- Parents
- Carers.

**Complaints of poor service**

Any event which the service user perceives to have been dealt with below the expected standards. eg:

- Late arrival
- Queuing
- Waiting times
- Unhelpful service
- Incompetence
- Rudeness
- Faulty goods
- Failure to provide goods.

## Outcome 2

Identify behaviour that indicates an escalation towards violence and take appropriate measures to avoid or calm and defuse the situation

### What you need to do

- 1 Use skills and behaviours which will calm and defuse the situation
- 2 Take the appropriate action in a high risk conflict to minimise the risk of injury to yourself and other people
- 3 Demonstrate the **skills to signal non-aggression**.

### What you need to know

The learner can

- 1 Describe **human responses** to threatening situations
- 2 Identify the most **common triggers and situations** where there is a risk of escalation into violence
- 3 Choose **responses which will de-escalate** a potentially aggressive situation
- 4 Describe the basic **elements of communication** and the **blocks to communication** in an aggressive or violent situation
- 5 Describe the action to take if a situation is escalating to a **high-risk conflict**
- 6 Explain how to **defuse and calm** a person who is behaving in an angry and aggressive way
- 7 Choose appropriate **assertive behaviour** for confronting examples of unacceptable behaviour
- 8 Describe **exit strategies** from potentially high-risk conflict
- 9 Explain the **law relating to self defence**.

### Range

#### Skills to signal non-aggression

The use of:

- Appropriate positioning
- Spatial awareness
- Eye contact
- Body language
- Stance

to show to the aggressor that you do not wish to fight him or her.

#### Human responses

- Fight or flight response
- Emotional versus rational response
- Stimulus and response
- Triggers and inhibitors.

#### Common triggers and situations

- Embarrassment
- Loss of face
- Insults
- Not been taken seriously
- Fear.

**Responses which will de-escalate**

- Active listening
- Helpful attitude
- Empathy
- Positive body language.

**Basic elements of communication**

- Sender – message – receiver
- Check out understanding.

**Blocks to communication**

- The physical environment
- Emotional and feelings
- Attitudes
- Cultural differences
- Alcohol and drugs
- Mental health problems
- People with learning difficulties.

**High risk conflict**

- Where there is an immediate risk that someone is going to be physically assaulted.

**Defuse and calm**

- Signal non-aggression
- Show empathy
- Active listening
- Build trust.

**Assertive behaviour**

- Positive assertive language.

**Human responses**

- Fight or flight response
- Emotional versus rational response
- Stimulus and response
- Triggers and inhibitors.

**Exit strategies**

- Plausible reason for leaving a high risk situation.

**Law relating to self defence**

- Use of force
- Common law authority
- Human Rights Act.

## Outcome 3

Identify post incident support and report the circumstances to provide information for personal and organisational learning

### What you need to do

- 1 **Report and record** an incident of workplace violence to provide information to increase the prevention and reduction of risk across the organisation
- 2 **Review** the incident, including the sequence of events leading up to it, to provide personal learning and the sharing of good practice with work colleagues
- 3 Develop a **personal action plan** to ensure that he / she will deal more effectively with a similar incident.

### What you need to know

The learner can

- 1 Describe the **reactions** which may be experienced by a victim of workplace violence incident and the **support mechanisms** available for that person.

### Range

#### Report and record

- Complete report and record details of incident in accordance with organisational requirements.

#### Review

- Review what happened, why it happened and what can be learned for next time a similar incident occurs.

#### Personal action plan

- A plan to ensure learning from an incident is realised and put into place.

#### Reactions

- Immediate post incident reactions
- Medium term reactions
- Long term reactions.

#### Support mechanisms

- Line manager
- Team
- Other colleagues
- Employee assistance programme
- Counselling
- Psychological
- Psychiatric.

## Test specification(s)

The knowledge requirements will be assessed by multiple-choice test to cover all outcomes, with approximate weighting as shown below

<b>Outcomes</b>	<b>Certificate in Conflict Management</b>	<b>%</b>
01	Assess and reduce the risk of violence in the work environment	35
02	Identify behaviour that indicates an escalation towards violence and take appropriate measures to avoid or calm and defuse the situation	45
03	Identify post incident support and report the circumstances to provide information for personal and organisational learning	20
	<b>Totals</b>	<b>100</b>

## Key Skills signposting

The City & Guilds Level 2 Certificate in Conflict Management may provide the opportunity to generate evidence towards the following Key Skill.

### **Communication**

Successful Conflict Management depends in a large part on effective communication, and there are therefore many references within the Conflict Management qualification to acts of communication. The opportunities which are signposted, therefore, are those which are most likely to produce evidence suitable for the specific requirements of the key skill units.

C2.2a	Take part in a group discussion
C2.2b	Give a talk of at least four minutes
C3.1	Read and synthesise information from at least two documents about the same subject
C3.2a	Take part in a group discussion
C3.2b	Make a formal presentation of at least eight minutes using an image or other support material

## Relationship to NVQ units

The City & Guilds Level 2 Certificate in Conflict Management contributes some of the knowledge and understanding of the following units within the national occupational standards in Managing Work Related Violence.

<b>National Occupational Standards in Managing Work Related Violence</b>	<b>City &amp; Guilds Level 2 Certificate in Conflict Management</b>
Assess the risk of violence to workers	X
Develop an effective policy and procedures for minimising the risk of violence to your workers	
Implement policy and procedures to reduce the risk of violence at work	
Develop and maintain an effective management information system	
Promote a safe and positive working environment	
Ensure your actions contribute to a positive and safe working environment	X
Protect yourself from the risk of violence at work	X
Respond to work-related violent incidents	X
Support individuals involved in violent incidents at work	X
Investigate and evaluate incidents of violence at work	
Ensure effective communications following an incident of violence at work	X

## Further information

Further information regarding centre/scheme approval or any aspect of assessment of our qualifications should be referred to the relevant City & Guilds regional/national office:

<b>Region</b>	<b>Telephone</b>	<b>Facsimile</b>
City & Guilds Scotland	0131 226 1556	0131 226 1558
City & Guilds North East	0191 402 5100	0191 402 5101
City & Guilds North West	01925 897900	01925 897925
City & Guilds Yorkshire	0113 380 8500	0113 380 8525
City & Guilds Wales	02920 748600	02920 748625
City & Guilds West Midlands	0121 359 6667	0121 359 7734
City & Guilds East Midlands	01773 842900	01773 833030
City & Guilds South West	01823 722200	01823 444231
City & Guilds London and South East	020 7294 2820	020 7294 2419
City & Guilds Southern	020 7294 2677	020 7294 2412
City & Guilds East	01480 308300	01480 308325
City & Guilds Northern Ireland/ Ireland	028 9032 5689	028 9031 2917
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