Improve

FOOD & DRINK SKILLS COUNCIL

3010 Develop productive working relationships with colleagues		
SQA Unit Code		**DR4A 04**
Level 2	**SCQF Level 6**	**Credit value 9**

Unit Summary

This unit is about developing working relationships with colleagues, within your own organisation and within other organisations, that are productive in terms of supporting and delivering your work and that of the overall organisation.
'Colleagues' are any people you are expected to work with, whether they are at a similar position or in other positions, including your manager.
The unit is recommended for team leaders and first line managers.
This unit is linked to all other units in the overall suite of National Occupational Standards for Management and Leadership where developing productive relationships with colleagues may be required.

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 **bold italics**
1. Develop productive working relationships with colleagues This means you: Establish working relationships with all colleagues who are relevant to the work being carried out Recognise, agree and respect the roles and responsibilities of colleagues and, particularly in situations of matrix management, their managers' requirements Understand and take account of the priorities, expectations and authority of colleagues in decisions and actions Create an environment of trust and mutual respect where you have no authority, or shared authority, over those you are working with Understand difficult situations and issues from your colleague's perspective and provide support,	Evidence of developing productive working relationships with colleagues as part of your role in accordance with workplace procedures and within the limits of your own responsibilities.

where necessary, to move things forward	
Fulfil agreements made with colleagues and let them know	
Advise colleagues promptly of any difficulties or where it will be impossible to fulfil agreements	
Identify and sort out conflicts of interest and disagreements with colleagues in ways that minimise damage to work being carried out	
Exchange information and resources with colleagues to make sure that all parties can work effectively	
Provide feedback to colleagues on their performance and seek feedback from colleagues on your own performance in order to identify areas for improvement	

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.

You need to know and understand:

General knowledge and understanding
1. The benefits of developing productive working relationships with colleagues
2. The importance of creating an environment of trust and mutual respect where you have no authority, or shared authority, over those you are working with
3. The importance of understanding difficult situations and issues from your colleague's perspective and providing support, where necessary, to move things forward
4. Principles of effective communication and how to apply them in order to communicate effectively with colleagues
5. How to identify disagreements with colleagues and the techniques for sorting them out
6. How to identify conflicts of interest with colleagues and the measures that can be used to manage or remove them
7. How to take account of diversity and inclusion issues when developing working relationships with colleagues
8. The importance of exchanging information and resources with colleagues
9. How to get and make use of feedback on your performance from colleagues
10. How to provide colleagues with useful feedback on their performance

Industry/sector specific knowledge and understanding
11. Regulations and codes of practice that apply in the industry or sector
12. Standards of behaviour and performance in the industry or sector
13. Working culture of the industry or sector

Context specific knowledge and understanding

14. Current and future work being carried out
15. Colleagues who are relevant to the work being carried out, their work roles and responsibilities
16. Processes within the organisation for making decisions
17. Line management responsibilities and relationships within the organisation
18. The organisation's values and culture
19. Power, influence and politics within the organisation
20. Standards of behaviour and performance expected in the organisation
21. Information and resources that different colleagues might need
22. Agreements with colleagues

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

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