

SFJCSAD2 - SQA Unit Code F2SL 04

Develop, sustain and evaluate joint work between agencies



Overview

This unit covers developing, sustaining and evaluating joint working with other agencies so that staff within those agencies can work together effectively. It is designed to apply to any joint working between agencies towards common aims and outcomes not necessarily those that involve a contractual relationship or formal partnership arrangement.

There are two elements:

- 1 Develop joint working with other agencies
- 2 Sustain and evaluate joint working with other agencies

The unit is designed to be applicable to managers and leaders in the justice sector who take forward joint working between their agencies so that those working at operational level can work together effectively.

Performance criteria

Develop joint working with other agencies

You must be able to:

- P1 identify those agencies that would help your agency achieve its overall aims and objectives
- P2 determine the relative advantages and disadvantages of joint working and the overall benefits of pursuing it
- P3 help people in your own agency see the benefit of joint working
- P4 work with others in your agency to plan how to take forward the joint working
- P5 identify and seize **opportunities** for developing relationships with other agencies interacting with them in a way that encourages mutually valued relationships
- P6 make proposals to people with influence in the other agencies on the purpose and benefits of working jointly, and how this can help both agencies achieve their agendas
- P7 propose realistic and sustainable ways in which joint working could take place at both a strategic and operational level
- P8 work with people in the other agency to agree and record the necessary detail of joint working and any specific actions that need to take place.
- P9

Sustain and evaluate joint working with other agencies

You must be able to:

- P10 **promote** joint working in your own agency
- P11 enable people in your own agency to
 - P11.1 understand the purpose and aims of the joint working
 - P11.2 understand their contribution to it
 - P11.3 make suggestions for how it can be improved
 - P11.4 make a full contribution to the joint working so that it achieves its aims
 - P11.5 learn from the joint working
- P12 actively monitor how people in your own agency are committed to and actively engaged in the joint working
- P13 identify **tensions with joint working** and take appropriate action to remedy them
- P14 accept joint responsibility for any tensions that arise in the joint working
- P15 recognise and help people celebrate the achievements of the joint working
- P16 work with others involved to review and evaluate the joint working and agree how it can be improved in the future
- P17 take the appropriate actions to put agreed recommendations for change into place

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Knowledge and understanding

You need to know and understand:

Develop joint working with other agencies

- K1 the nature of the justice sector, and the nature, roles and functions of the principal agencies within it
- K2 the principles and benefits of joint working (including how it links to legislation, guidelines of good practice, charters and service standards, previous failures in practice)
- K3 the different forms of joint working (e.g. networking, cooperating, collaborating and integrating) and how this may change over time
- K4 evidence of effective joint working and how to apply this to your own context
- K5 the possible effect of joint working on your own agency and the link of this to organisational development
- K6 the reasons for considering joint working at both strategic and operational levels and how you can support both
- K7 effective change management processes and how you can adopt an approach and working style which is supportive of change and supports joint working
- K8 how you can effectively promote joint working in your own agency

Sustain and evaluate joint working with other agencies

You need to know and understand:

- K9 the nature of the justice sector, and the nature, roles and functions of the principal agencies within it
- K10 the principles and benefits of joint working (including how it links to legislation, guidelines of good practice, charters and service standards, previous failures in practice)
- K11 effective change management processes and how you can adopt an approach and working style which is supportive of change and supports joint working
- K12 how you can effectively promote joint working in your own agency
- K13 how you can effectively support others in joint working
- K14 the reasons for actively monitoring how people in your own agency are undertaking joint working and their commitment to it and take action to remedy any problems
- K15 the range of issues that might occur with joint working and why these need to be addressed
- K16 why it is necessary to celebrate the success of joint working as well as tackle any issues with it and how to do this appropriately
- K17 how to evaluate joint working and feed this into future developments

Additional Information

Scope/range related to performance criteria

- 1. Opportunities**
 - 1.1. setting up specific opportunities for meeting with these agencies
 - 1.2. capitalising on opportunities that already exist (e.g. joint membership of committees)

- 2. Promote joint working**
 - 2.1. in your day-to-day work and in your actions (e.g. making sure you put time into the joint working)
 - 2.2. enabling others to see the benefits of joint working
 - 2.3. challenging those who undermine joint working

- 3. Tensions with joint working**
 - 3.1. in your own agency (including developments that could affect the joint work)
 - 3.2. stemming from the other agency
 - 3.3. joint tensions between the agencies involved

Glossary

In performance criterion 2, determining the relative advantages and disadvantages of joint working would include: evaluating and clarifying the purpose of joint work and its relationship to the aims and objectives of your own agency; appraising different options for joint working; obtaining further information on the agencies to assist in your thinking; identifying the issues and tensions (e.g. time, resources, information sharing, organisational structures and systems) that might arise in joint working; checking that the focus and purpose of joint working is consistent with your own agency's strategy and direction.

In performance criterion 5, the problems and tensions that may arise in joint working include: differing and incompatible views; resource commitment and use; motivation; personal resources and capabilities of key workers; interests and interaction with others who may affect the proposals; differential power balance; lack of empowerment to take effective action ; responsibilities not delegated to the level where it is possible to act effectively; inconsistent messages; inconsistent purpose and direction; loss of champion or expert; dissipation of effort; different circumstances of members of group (e.g. paid, volunteers).

In performance criterion 8, the necessary detail of joint working would include: the agreed focus of the work; roles and responsibilities of the different people and agencies involved; any agreed actions / timescales etc.

Links to other

This unit is an important aspect of some posts in the justice sector as it sets

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the context in which joint working takes place between agencies across the sector.

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