

## CFAM&LDD3 (SQA Unit Code - H41Y 04)

### Develop and sustain collaborative relationships with other departments

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#### Overview

This unit is about developing and sustaining collaborative relationships with other departments within your organisation.

This standard is relevant to managers and leaders who need to work in collaboration with other departments in their organisation.

This standard links closely with all the other standards in key *area DD Build and sustain relationships*.

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#### Performance criteria

- You must be able to:*
- P1 Identify departments within your organisation with which you need to work in order to achieve objectives.
  - P2 Evaluate opportunities to work collaboratively with other departments to improve overall organisational efficiency and effectiveness.
  - P3 Seek to create a climate of trust and mutual respect, particularly where you have no authority, or shared authority, over those you are working with.
  - P4 Agree with other departments:
    - P4.1 the aims and objectives of collaboration
    - P4.2 the benefits each department expects from collaboration
    - P4.3 the resources each department will commit to the collaboration
    - P4.4 the actions each department will take and when
    - P4.5 the expected outcomes and levels of service
    - P4.6 the risks involved in the collaboration and how these will be managed
    - P4.7 arrangements for communicating with each other and reporting progress
    - P4.8 how and when you will review the effectiveness of your collaboration.
  - P5 Take agreed actions at the agreed time; inform the other department if you are unable to do so and the reasons for this.
  - P6 Seek to understand difficult situations and issues from the other department's perspective and provide support, where necessary, to move things forward.
  - P7 Report to, and receive reports from, the other department according to arrangements agreed.
  - P8 Provide specific feedback to the other department in ways that help them to perform effectively and reinforce their commitment and enthusiasm for collaboration.
  - P9 Review the effectiveness of your collaboration at agreed times and agree:

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- P9.1 the extent to which the aims and objectives have been achieved
- P9.2 the actions carried out by each department, any deviations from the actions agreed and reasons for these
- P9.3 any failures or mistakes, the reasons for these and ways of avoiding these failures or mistakes in the future
- P9.4 the resources committed by each department and ways in which these resource costs may be reduced in the future
- P9.5 the benefits to each department, the value of these benefits and how benefits may be increased in the future
- P9.6 the extent to which the expectations and service levels have been met
- P9.7 any changes to make your collaboration more effective in the future.

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#### Knowledge and understanding

*You need to know and understand:*

##### **General knowledge and understanding**

- K1 Principles and methods of effective communication and how to apply them.
- K2 Principles and methods of negotiation and how to negotiate agreements of mutual benefit.
- K3 How to develop service level agreements with other departments and what they should cover.
- K4 How to assess and manage the risks involved in collaborative working.
- K5 How to develop communication protocols with other departments.
- K6 The importance of meeting your commitments and keeping people informed if you are unable to do so.
- K7 How to provide support to help others meet their commitments.
- K8 How to provide specific feedback to help other departments perform effectively and reinforce their commitment and enthusiasm.
- K9 The importance of effectively reviewing collaborative arrangements, and how to do so.

*You need to know and understand:*

##### **Industry/sector specific knowledge and understanding**

- K10 Industry/sector legislation guidelines and codes of practice.

*You need to know and understand:*

##### **Context specific knowledge and understanding**

- K11 Your organisation's structure.
- K12 Your organisation's vision and strategic objectives.
- K13 The nature of the relationship between other departments and your area of responsibility.
- K14 Opportunities for synergy with other departments.
- K15 Individuals departments with which you need to collaborate, their roles, responsibilities, competence and potential.

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#### Behaviours

*When performing to this standard, you are likely to demonstrate the following behaviours:*

- 1 Present information clearly, concisely, accurately and in ways that promote understanding
- 2 Keep people informed of plans and developments in a timely way
- 3 Show respect for the views and actions of others
- 4 Act within the limits of your authority
- 5 Communicate clearly the value and benefits of a proposed course of action
- 6 Seek to influence the climate and culture of the organisation
- 7 Identify and work with people and organisations that can provide support for your work
- 8 Clarify your own and others' expectations of relationships
- 9 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 10 Honour your commitments to others
- 11 Specify the assumptions made and risks involved in understanding a situation

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#### Skills

*When performing to this standard, you are likely to demonstrate the following skills:*

- Assessing
- Communicating
- Empathising
- Evaluating
- Information management
- Involving others
- Leading by example
- Managing conflict
- Negotiating
- Networking
- Obtaining feedback
- Presenting information
- Prioritising
- Problem solving
- Providing feedback
- Reporting
- Reviewing
- Risk management
- Valuing and supporting others

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**Suite** Management & Leadership

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