

About this Unit

This Unit is about developing productive working relationships with colleagues, within your own organisation and within other organisations with which your organisation works, and with identified stakeholders.

It involves being aware of the roles, responsibilities, interests and concerns of colleagues and stakeholders and working with and supporting them in various ways. The need to monitor and review the effectiveness of working relationships with colleagues and stakeholders is also a key requirement of this unit.

'Colleagues' are any people you are expected to work with, whether they are at a similar position or in other positions in terms of level of responsibility, including your manager.

For the purposes of this unit, 'Stakeholder' refers to individuals or organisations that have a material, legal or political interest in or who may be affected by the activities and performance of your organisation.

Who is the unit for?

The unit is recommended for middle managers and senior managers.

Links with other units

This unit is closely linked to units **A3 Develop your personal networks**, **B2 Map the environment in which your organisation operates**, **D1 Develop productive working relationships with colleagues**, **D6 Allocate and monitor the progress and quality of work in your area of responsibility** and **E14 Support team and virtual working** in the overall suite of National Occupational Standards for management and leadership.

Skills

Listed below are the main generic skills which need to be applied in developing productive working relationships with colleagues and stakeholders. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- ◆ balancing competing needs and interests
- ◆ communicating
- ◆ consulting
- ◆ empathising
- ◆ information management
- ◆ leadership
- ◆ managing conflict
- ◆ monitoring
- ◆ networking
- ◆ obtaining feedback
- ◆ presenting information
- ◆ prioritising
- ◆ providing feedback
- ◆ problem solving
- ◆ reviewing
- ◆ valuing and supporting

Your **knowledge and understanding** will be specifically related to legal requirements and codes of practice and conduct applicable to your job, and the NHS Knowledge and Skills Framework. This will relate to your work activities; the job you are doing, and the setting, eg in hospital and community, domiciliary, residential care, and the individuals you are working with.

Values — the values underpinning this Standard are embedded within the 2009 NHS Code of Conduct for Health Care Support Workers. These are stated in full within the Assessment Strategy and Guidance document for the awards.

Key Words and Concepts — a glossary of definitions, key words and concepts used in this Standard is contained in the Assessment Strategy and Guidance document.

In occupational standards it is quite common to find words or phrases used which you will be familiar with, but which, in the detail of the standards, may be used in a very particular way. **You should read the Assessment Strategy and Guidance document before you begin working with the standards and refer to it if you are unsure about anything in the Unit.**

Specific Evidence Requirements for the Unit

It is essential that you adhere to the Evidence Requirements for this Unit

SPECIFIC EVIDENCE REQUIREMENTS FOR THIS UNIT
Simulation:
<ul style="list-style-type: none"> ◆ Simulation is NOT permitted for any part of this Unit.
<ul style="list-style-type: none"> ◆ The following forms of evidence ARE mandatory:
<ul style="list-style-type: none"> ◆ Direct Observation: Your assessor or expert witness must observe you in real work activities. Their confirmation of your practice will provide evidence for a significant amount of the performance criteria in this Unit. For example, how you provide colleagues and stakeholders with appropriate information to enable them to perform effectively. ◆ Professional discussion: Describes your actions in a particular situation and reflect on the reason(s) why you practice that way. For example, discuss the importance of monitoring wider developments in relation to stakeholders and how to do so effectively.
Competence of performance and knowledge could also be demonstrated using a variety of evidence from the following:
<ul style="list-style-type: none"> ◆ Reflective Account: These are written pieces of work which allow you to reflect on the course of action you took in a specific situation to identify any learning from the piece of work and to describe what you might do differently in the light of your new knowledge. ◆ Questioning/professional discussion: May be used to provide evidence of knowledge, legislation, policies and procedures which cannot be fully evidenced through direct observation or reflective accounts. In addition your assessor/mentor or expert witness may also ask questions to clarify aspects of your practice. ◆ Expert Witness: A designated expert witness, eg a senior member of staff, may provide a direct observation of your practice, or record a professional discussion they have held with you on a specific piece of practice. ◆ Witness Testimony: Can be a confirmation or authentication of the activities described in your evidence which your assessor or mentor has not seen. ◆ Products: These can be any record that you would normally use within your normal role, eg you should not put confidential records in your portfolio; they can remain where they are normally stored and be checked by your assessor and internal verifier. ◆ Prior Learning: You may be able to use recorded prior learning from a course of training you have attended within the last two years. Discussion on the relevance of this should form part of your assessment plan for each Unit. ◆ Simulation: There may be times when you have to demonstrate you are competent in a situation that does not arise naturally through your work role, eg dealing with violent or abusive behaviour. The Evidence Requirements in each Unit provide specific guidance regarding the use of simulation.
GENERAL GUIDANCE
<ul style="list-style-type: none"> ◆ Prior to commencing this Unit you should agree and complete an assessment plan with your assessor which details the assessment methods you will be using, and the tasks you will be undertaking to demonstrate your competence. ◆ Evidence must be provided for ALL of the performance criteria, ALL of the knowledge. ◆ The evidence must reflect the policies and procedures of your workplace and be linked to current legislation, values and the principles of best practice within the Health Care sector. This will include the National Service Standards for your areas of work. ◆ All evidence must relate to your own work practice.

KNOWLEDGE SPECIFICATION FOR THIS UNIT

Competent practice is a combination of the application of skills and knowledge informed by values and ethics. This specification details the knowledge and understanding required to carry out competent practice in the performance described in this Unit.

When using this specification **it is important to read the knowledge requirements in relation to expectations and requirements of your job role.**

You need to provide evidence for ALL knowledge points listed below. There are a variety of ways this can be achieved so it is essential that you read the 'knowledge evidence' section of the Assessment Guidance.

You need to show that you know, understand and can apply in practice:	Enter Evidence Numbers
General knowledge and understanding	
1 The benefits of developing productive working relationships with colleagues and stakeholders.	
2 Different types of stakeholder and key principles which underpin the 'stakeholder' concept.	
3 How to identify your organisation's stakeholders, including background information and the nature of their interest in your organisation.	
4 Principles of effective communication and how to apply them in order to communicate effectively with colleagues and stakeholders.	
5 Why it is important to recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders.	
6 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.	
7 The importance of understanding difficult situations and issues from your colleague's perspective and providing support, where necessary, to move things forward.	
8 How to identify and meet the information needs of colleagues and stakeholders.	
9 What information it is appropriate to provide to colleagues and stakeholders and the factors that need to be taken into consideration.	
10 How to consult with colleagues and stakeholders in relation to key decisions and activities.	
11 The importance of taking account, and being seen to take account, of the views of colleagues and stakeholders, particularly in relation to their priorities, expectations and attitudes to potential risks.	
12 Why communication with colleagues and stakeholders on fulfilment of agreements or any problems affecting or preventing fulfilment is important.	
13 How to identify conflicts of interest with colleagues and stakeholders and the techniques that can be used to manage or remove them.	

You need to show that you know, understand and can apply in practice:	Enter Evidence Numbers
14 How to identify disagreements with colleagues and stakeholders and the techniques for sorting them out.	
15 The damage that conflicts of interest and disagreements with colleagues and stakeholders can cause to individuals and organisations.	
16 How to take account of diversity and inclusion issues when developing working relationships with colleagues and stakeholders.	
17 How to recognise and take account of political issues when dealing with colleagues and stakeholders.	
18 How to manage the expectations of colleagues and stakeholders.	
19 How to monitor and review the effectiveness of working relationships with colleagues and stakeholders.	
20 How to get and make effective use of feedback on the effectiveness of working relationships from colleagues and stakeholders.	
21 How to provide colleagues and stakeholders with useful feedback on the effectiveness of working relationships.	
22 The importance of monitoring wider developments in relation to stakeholders and how to do so effectively.	
Industry/sector specific knowledge and understanding	
1 Current and emerging political, economic, social, technological, environmental and legal developments in the industry or sector.	
2 Sector-specific legislation, regulations, guidelines and codes of practice.	
3 Standards of behaviour and performance in the industry or sector.	
4 The culture of the industry or sector.	
5 Developments, issues and concerns of importance to stakeholders in the industry or sector.	
Context specific knowledge and understanding	
1 The vision, values, objectives, plans, structure and culture of your organisation.	
2 Relevant colleagues, their work roles and responsibilities.	
3 Identified stakeholders, their background and interest in the activities and performance of the organisation.	
4 Agreements with colleagues and stakeholders.	
5 The identified information needs of colleagues and stakeholders.	
6 Mechanisms for consulting with colleagues and stakeholders on key decisions and activities.	
7 The organisation's planning and decision making processes.	
8 Mechanisms for communicating with colleagues and stakeholders.	
9 Power, influence and politics within the organisation.	

You need to show that you know, understand and can apply in practice:	Enter Evidence Numbers
10 Standards of behaviour and performance that are expected in the organisation.	
11 Mechanisms in place for monitoring and reviewing the effectiveness of working relationships with colleagues and stakeholders.	

Behaviours which underpin effective performance		DO	RA	EW	Q	P	WT	PD
		1	You present information clearly, concisely, accurately and in ways that promote understanding.					
2	You show respect for the views and actions of others.							
3	You seek to understand people's needs and motivations							
4	You comply with and ensure others comply with legal requirements, industry regulations, organisational policies and professional codes.							
5	You create a sense of common purpose.							
6	You work towards win-win solutions.							
7	You show sensitivity to internal and external politics that impact on your area of work.							
8	You keep promises and honour commitments.							
9	You consider the impact of your own actions on others.							
10	You use communication styles that are appropriate to different people and situations.							
11	You work to develop an atmosphere of professionalism and mutual support.							

DO = Direct Observation

EW = Expert Witness

PD = Professional Discussion

RA = Reflective Account

P = Product (Work)

Q = Questions

WT = Witness Testimony

Outcomes of effective performance		DO	RA	EW	Q	P	WT	PD
		1	Identify stakeholders and the background to and nature of their interest in the activities and performance of the organisation.					
2	Establish working relationships with relevant colleagues and stakeholders.							
3	Recognise and respect the roles, responsibilities, interests and concerns of colleagues and stakeholders, and particularly in situations of matrix management, their managers' requirements.							
4	Create an environment of trust and mutual respect where you have no authority, or shared authority, over those you are working with.							
5	Understand difficult situations and issues from your colleague's perspective and provide support, where necessary, to move things forward.							
6	Provide colleagues and stakeholders with appropriate information to enable them to perform effectively.							
7	Consult colleagues and stakeholders in relation to key decisions and activities and take account of their views, including their priorities, expectations and attitudes to potential risks.							
8	Fulfil agreements made with colleagues and stakeholders and let them know.							
9	Advise colleagues and stakeholders promptly of any difficulties or where it will be impossible to fulfil agreements.							
10	Identify and sort out conflicts of interest and disagreements with colleagues and stakeholders in ways that minimise damage to work and activities and to the individuals and organisations involved.							
11	Monitor and review the effectiveness of working relationships with colleagues and stakeholders, seeking and providing feedback, in order to identify areas for improvement.							
12	Monitor wider developments in order to identify issues of potential interest or concern to stakeholders in the future and to identify new stakeholders.							

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To be completed by the candidate

I SUBMIT THIS AS A COMPLETE UNIT

Candidate's name:

Candidate's signature:

Date:

To be completed by the assessor

It is a shared responsibility of both the candidate and assessor to claim evidence, however, it is the responsibility of the assessor to ensure the accuracy/validity of each evidence claim and make the final decision.

I CERTIFY THAT SUFFICIENT EVIDENCE HAS BEEN PRODUCED TO MEET ALL THE ELEMENTS, PCS AND KNOWLEDGE OF THIS UNIT.

Assessor's name:

Assessor's signature:

Date:

Assessor/Internal verifier feedback

To be completed by the internal verifier if applicable

This section only needs to be completed if the Unit is sampled by the internal verifier

Internal verifier's name:

Internal verifier's signature:

Date: