Unit PPLHSL2 (HK7M 04) Develop Productive Working Relationships with

 Colleagues

I confirm that the evidence detailed in this unit is my own work.

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| **Candidate’s name** |  | **Candidate’s signature** |  | **Date** |
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I confirm that the candidate has achieved all the requirements of this unit.

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| **Assessor’s name** |  | **Assessor’s signature** |  | **Date** |
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| **Countersigning — Assessor’s name****(if applicable)** |  | **Countersigning — Assessor’s signature****(if applicable)** |  | **Date** |
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I confirm that the candidate’s sampled work meets the standards specified for this unit and may be presented for external verification.

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| **Internal verifier’s name** |  | **Internal verifier’s signature** |  | **Date** |
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| **Countersigning — Internal verifier’s name****(if applicable)** |  | **Countersigning — Internal verifier’s signature****(if applicable)** |  | **Date** |
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| **External Verifier’s initials and date (if sampled)** |  |

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| **Unit overview** |
| 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. This unit is for hospitality team leaders, first line managers or supervisors. |

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| **Sufficiency of evidence** |
| There must be sufficient evidence to ensure that the candidate can consistently achieve the required standard over a period of time in the workplace or approved realistic working environment. |

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| **Performance criteria** |
| **What you must do:** |
| There must be evidence for **all** Performance Criteria (PC). |
| 1 Establish working relationships with all colleagues who are relevant to the work being carried out.2 Recognise, agree and respect the roles and responsibilities of colleagues and, particularly in situations of matrix management, their managers' requirements.3 Establish and take account of the priorities, expectations and authority of colleagues in decisions and actions.4 Create an environment of trust and mutual respect where you have no authority, or shared authority, over those you are working with.5 View difficult situations and issues from your colleague's perspective and provide support, where necessary, to move things forward.6 Fulfil agreements made with colleagues and let them know once fulfilled.7 Advise colleagues promptly of any difficulties or where it will be impossible to fulfil agreements.8 Identify and sort out conflicts of interest and disagreements with colleagues in ways that minimise damage to the work being carried out.9 Exchange information and resources with colleagues to make sure that all parties can work effectively.10 Provide feedback to colleagues on their performance and seek feedback from colleagues on your own performance in order to identify areas for improvement. |

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| **Evidence reference** | **Evidence description** | **Date** | **Performance criteria** |
| **What you must do** |
| **1** | **2** | **3** | **4** | **5** | **6** | **7** | **8** | **9** | **10** |
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Unit PPLHSL2 (HK7M 04) Develop Productive Working Relationships with Colleagues

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| **Knowledge and understanding** | **Evidence reference****and date** |
| **What you must know and understand** |
| For those knowledge statements that relate to **how** the candidate should do something, the assessor may be able to infer that the candidate has the necessary knowledge from observing their performance or checking products of their work. In **all** other cases, evidence of the candidate’s knowledge and understanding must be gathered by alternative methods of assessment (eg oral or written questioning). |
| **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 obtain 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. |  |

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| For those knowledge statements that relate to **how** the candidate should do something, the assessor may be able to infer that the candidate has the necessary knowledge from observing their performance or checking products of their work. In **all** other cases, evidence of the candidate’s knowledge and understanding must be gathered by alternative methods of assessment (eg oral or written questioning). |
| **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 organization. |  |
| 18 | The organisation's values and culture. |  |
| 19 | Power, influence and politics within the organization. |  |
| 20 | Standards of behaviour and performance expected in the organization. |  |
| 21 | Information and resources that different colleagues might need. |  |
| 22 | Agreements with colleagues. |  |

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# Supplementary evidence

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| **Evidence** | **Date** |
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| **Assessor feedback on completion of the unit** |
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