

U00106: Create and maintain effective working relationships

Unit Descriptor:

This unit describes the competence required to ensure that teams and individuals have effective working relationships. It covers what you should be doing to gain the trust and support of colleagues and team members and to gain the trust and support of your immediate manager.

The unit describes the essential abilities of:

- Team building
- Communicating effectively

ELEMENT

PERFORMANCE CRITERIA

To be competent you must achieve the following:

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| 1. Gain the trust and support of colleagues and team members | <p>1.1 Communications with colleagues and team members about proposed activities take place at appropriate times and in a manner which encourages open frank discussion.</p> <p>1.2 Colleagues and team members are sufficiently informed about organisational plans and activities.</p> <p>1.3 Commitments made to colleagues and team members are realistic and honoured.</p> <p>1.4 The manner in which colleagues and team members are treated shows respect for individuals and the need for confidentiality.</p> <p>1.5 Colleagues and team members receive sufficient support to achieve work objectives.</p> <p>1.6 Evaluations of output and behaviour at work are discussed with colleagues and team members promptly and directly.</p> |
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- 1.7 Unexpected situations are dealt with effectively and the appropriate persons are informed where necessary.
- 1.8 All work is carried out in an organised and efficient manner in accordance with organisational procedures.
2. Gain the trust and support of one's immediate manager
 - 2.1 The **immediate manager** receives timely and accurate reports on activities, issues, progress, results and achievements.
 - 2.2 The immediate manager receives clear, accurate and timely information about emerging threats and opportunities.
 - 2.3 The immediate manager is consulted about organisational policies and ways of working at appropriate times.
 - 2.4 **Proposals** for action are realistic, clear and presented at an appropriate time.
 - 2.5 Where there are **disagreements** with the immediate manager, constructive efforts are made to resolve them.
 - 2.6 Unexpected situations are dealt with effectively and the appropriate persons informed where necessary.
 - 2.7 All work is carried out in an organised and efficient manner in accordance with organisational procedures.

RANGE STATEMENT

You must cover the items below:

Element 1: Gain the trust and support of colleagues and team members**A. Colleagues:**

- (i) persons working at a lower level
- (ii) persons working at a higher level
- (iii) persons working at the same level as the individual

B. Team Members:

- (i) persons with whom individual works to fulfill line or functional responsibilities

Element 2: Gain the trust and support of one's immediate manager**C. Immediate manager:**

- (i) the person(s) to whom the individual reports
- (ii) the organisation or authority to which the person reports

D. Proposals:

- (i) oral
- (ii) written

E. Disagreements:

- (i) actual
- (ii) potential

UNDERPINNING KNOWLEDGE AND SKILLS**Working Relationships**

1. Why gaining the trust and support of colleagues and team members are important for effective performance.
2. How to encourage good working relationships and a feeling that colleagues and team members are respected.
3. Why gaining the trust and support of one's immediate manager is important to effective performance.
4. What types of emerging threats and opportunities the immediate manager needs to be informed about and the degree of urgency attached to these.

Planning

5. Why commitments to colleagues need to be realistic and why they should be honoured.
6. What types of support colleagues and team members may require to achieve their objectives and how to respond effectively to these needs.

Communication

7. How to select appropriate times, methods and styles of consultation according to a range of issues and contexts.
8. What range of issues about which colleagues and team members need to be informed.
9. What range of communication methods is available and how to select methods appropriate to a range of issues and contexts.
10. What range of communication methods are available and how to select methods appropriate to a range of issues and contexts.

11. Which types of information concerning colleagues and team members need to be treated confidentially and what procedures need to be followed to achieve this.
12. How to provide feedback in a way which will lead to a constructive outcome.
13. What types of disagreements may occur with the immediate manager and what are the methods of handling these in an appropriate manner.
14. Why the immediate manager needs to be kept informed of activities, progress, results and achievements.
15. What range of communication methods can be used to keep the immediate manager informed and how to select an appropriate method according to the range of issues and contexts.
16. How to develop and present proposals in a way which is realistic, clear and likely to influence the immediate manager's decision-making positively.

Organisational Policies and Procedures

17. What types of organisational policies and ways of working the manager needs to be informed about and what the appropriate methods of doing so are.

EVIDENCE GUIDE

(1) Critical Aspects of Evidence

You must provide evidence that shows you have met the performance criteria over a sufficient period of time for your assessor to consider that you are competent.

It is essential that competence be demonstrated in the following aspects:

- Totally through performance evidence in the form of observation and/or products of work
- Performance evidence to cover all of the performance criteria and a minimum of:
 - **2 items from the range of A**
 - **1 item from the range of B**
- Supplementary evidence in the form of questioning, and/or personal statement and/or witness testimony to cover the rest of the performance criteria and range.
- Evidence to cover underpinning knowledge and skills should be assessed using questioning which may be oral, written or using visual aids.
- Performance evidence should be demonstrated on at least two (2) occasions.
- Performance evidence to cover all of the performance criteria and a minimum of:
 - **1 item from the range of C**
 - **1 item from the range of D**
 - **1 item from the range of E**

(2) Methods of Assessment

- Observation reports by assessor of how you:
 - o consult with colleagues and give feedback
 - o present progress reports to, and consulting with those to whom you report.
- Minutes of relevant meetings.
- Your appraisal reports.
- Relevant letters and memos.
- Briefing documents you have produced on organisational plans and activities.
- Documented feedback from those to whom you report.

- Answers to written or oral questions from your assessor.
- Personal statements describing how you:
 - o ensure that you honour commitments you make to colleagues and how the way you treat colleagues shows your respect for individuals and the need for confidentiality
 - o resolved disagreements with those to whom you report.
- Witness testimony from persons who have witnessed you:
 - o gaining the trust and support of colleagues and team members.
 - o enhanced their trust and support.

(3) Context of Assessment

Evidence for this unit may come from assessment on-the-job or in a realistic working environment.