

**U00106: Create and maintain effective working relationships**

Unit Descriptor:

This unit describes the competence required to create and maintain effective working relationships.

**The unit describes the essential abilities of:**

- Communicating effectively
- Managing time
- Problem solving
- Developing new skills to improve performance
- Operating within organisational procedures.
- Meeting legal requirements

**ELEMENT****PERFORMANCE CRITERIA**

*To be competent you must achieve the following:*

- |    |   |     |   |
|----|---|-----|---|
| 1. | Gain the trust and support of colleagues and team members | 1.1 | Communication with colleagues and team members about proposed activities take place at appropriate times and in a manner which encourages open, frank discussion. |
|    |   | 1.2 | Colleagues and team members are sufficiently informed about organization plans and activities.  |
|    |   | 1.3 | Commitments made to colleagues and team members are realistic and honoured.   |
|    |   | 1.4 | The manner in which colleagues and team members are treated shows respect for individuals and the need for confidentiality.                                       |

- 1.5 Colleagues and team members receive sufficient support to achieve work objectives.
  - 1.6 Evaluations of output and behaviour at work are discussed with colleagues and team members promptly and directly.
  - 1.7 Unexpected situations are dealt with effectively and the appropriate person(s) informed where necessary.
  - 1.8 All work is carried out in an organized and efficient manner in accordance with organizational 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 organizational 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 person(s) informed where necessary.
  - 2.7 All work is carried out in an organized and efficient manner in accordance with organizational 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

**B. Team members:**

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

Element 2: Gain the trust and support of one immediate manager

**C. Immediate manager:**

- (i) the persons to whom the individual reports;
- (ii) the organization 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 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 types of information concerning colleagues and team members need to be treated confidentially and what procedures need to be followed to achieve this.
11. How to provide feedback in a way which will lead to a constructive outcome.
12. What types of disagreements may occur with the immediate manager and what are the methods of handling these in any appropriate manner.
13. Why the immediate manager needs to be kept informed of activities, progress, results and achievements.
14. How to develop and present proposals in a way, which is realistic, clear and likely to influence the immediate manager's decision-making positively.

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 organizational policies and way 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**

- Totally through performance evidence in the form of observation and products of work or
- Performance evidence to cover all of the performance criteria and a minimum of **two (2)** items from the range of **A**, **one (1)** item from the range of **B**.
- By performance evidence to cover all of the performance criteria and a minimum of **one (1)** item from the range of **C**, **one (1)** item from the range of **D**, **one (1)** item from the range of **E**.
- By supplementary evidence in the form of questioning and/or personal statements and/or witness testimony to cover the rest of the range.
- Evidence to cover underpinning knowledge should be collected using questioning which may be oral, written or using visual aids.

**(2) Methods of Assessment**

- Observation reports by your assessor of how you:
  - o gain the trust and support of colleagues and team members
  - o gain the trust and support of one's immediate manager
- Copies of written communication to and from:
  - o colleagues and team members
  - o one's immediate manager
- Answers to oral or written questions from your assessors.
- Witness statements from colleagues, line managers that provide evidence of how you:
  - o gain trust and support of colleagues and team members
  - o one's immediate manager
- A personal statement, describing how you :
  - o gain trust and support of colleagues and team members
  - o one's immediate manager

**(3) Context of Assessment**

Assessment of performance requirements in this unit should be undertaken in an actual work environment. Simulation will only be accepted where specified.