

## **Unit: CPC 401 Develop effective working relationships (Commissioning, Procurement and Contracting)**

### **Key Purpose**

The key purpose identified for those working in commissioning, procurement and contracting is to: "Specify, shape and secure quality services, responses and projects that deliver improving outcomes for individuals, families and communities within the strategic objectives of the organisation"

### **Elements of competence:**

<b>CPC 401A Plan and prepare for effective working relationships</b>
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<b>CPC 401B Establish effective working relationships</b>
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<b>CPC 401C Evaluate the effectiveness of working relationships</b>
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### **About this unit**

This unit is about developing effective working relationships with colleagues, within your own organisation and within other organisations with which your organisation works, and with individuals, families and communities who use, or direct their own services and support.

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

### **Scope**

The scope helps to make sure that you provide evidence related to the work you do. Terms in this section give you options related to the words in bold in the performance criteria. Your evidence for this unit should cover any option that is part of your work.

**Working relationships:** with colleagues; with peers; with managers; with providers; with contractors; with individuals, families and communities; with advisors; with brokers; with funders; with partner agencies; with inspectors

**Preferred means of communication:** language, sensory aids, speech, written word – either hard copy or electronic, telephone

**Limitations or restrictions:** legal; organisational; arising from a conflict of interests; arising from ethical differences; financial; capacity of voluntary organisations or micro providers to respond/participate

**Consult, include and inform:** Public consultation and information sharing, consultation and information sharing through networks and fora, face to face consultation and information sharing with individuals, written consultation and information sharing, electronic consultation and information sharing, telephone consultation and information sharing

**Commitments:** organisational, personal, legal, financial

**Relevant people:** colleagues; peers; managers; providers; contractors; individuals, families and communities; advisors; brokers; funders; partner agencies; inspectors

**Record (verb):** formally; informally; officially; personally

**Disputes or conflicts:** personal, legal, organisational, ethical, budgetary

**Contribution:** expertise; skills; resources; experience; new markets; new service users; new providers; influence; political access

**Risks:** risks to people, risks to property, health and safety risks, actions that may make adults or children vulnerable to harm from others, risks of legal action, risks to reputation, risks of poor performance, risk of financial loss

## Values

The values underpinning this unit have been derived from the key purpose statement, the values and principles statement, relevant service standards and codes of practice for health and social care in the four UK countries. The values and principles statement is at the start of these units.

## Key words and concepts

This section provides explanations of the key words and concepts used in this unit. In occupational standards it is quite common to find familiar words or phrases used, which, in the detail of the standards, may be used in a very particular way. **Therefore we would encourage you to read this section carefully before you begin working with the standards and to refer back to this section as required.**

**Organisation:** The organisation/company/local authority for whom you work or volunteer, the organisation/company you own or run, if you receive direct payments or fund your own services it means you and the people who work for you

**Accessible:** something that people can understand regardless of the level or way in which they communicate, this may mean translating information, or providing it in large print or on audio tape, or just in plain English

## **CPC 401A Prepare and plan for effective working relationships**

### **Performance Criteria**

You must show that you:

1. Identify clearly people with whom you need to develop effective **working relationships**
2. Establish accurately the **preferred means of communication** of any person with whom you need to develop a relationship
3. Identify and agree the purpose and desired outcomes of the relationship
4. Find out about any potential differences or conflicts of principles, values and approaches through open sharing of information
5. Find out about views and attitudes in relation to key decision making areas, priorities and risks through open discussion
6. Find out about any **limitations or restrictions** that may affect the relationship through open sharing of information and checking with your own **organisation**
7. Discuss and agree any **commitments** that will be part of the relationship
8. Decide and **record** how any **disputes or conflicts** will be resolved
9. Decide and record how you will measure whether or not the relationship achieves the desired outcomes

## **CPC 401B Establish effective working relationships**

### **Performance Criteria**

You must show that you:

1. Communicate appropriately with people using their preferred means of communication

2. Recognise, respect and value **the contribution** of **others** to the relationship by open acknowledgement
3. **Consult, include and inform** people in an **accessible** way about matters that may concern them
4. Respond promptly to any communication
5. Fulfil any commitments you have made or advise **relevant people** immediately if you are unable to do so
6. Resolve any disagreements or disputes promptly in the agreed way and in the best interests of those who use the services
7. Ensure that working relationships operate within any legislative or regulatory requirements

### **CPC 401C Evaluate the effectiveness of working relationships**

#### **Performance Criteria**

You must show that you:

1. Provide opportunities for all those involved in the working relationship to express views
2. Monitor the outcomes from the relationship using the agreed indicators
3. Measure the outcomes against those agreed
4. Evaluate how well the relationship has achieved the agreed outcomes
5. Identify and plan to manage any **risks** that may result from working relationships
6. Evaluate how well any **disputes or conflicts** have been handled
7. Agree any changes needed in order to improve or maintain the effectiveness of the working relationship

#### **Knowledge specification for the whole of 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 the expectations and requirements of your job role**

You need to show that you know, understand and can apply in practice:

## Values

1. Legal and organisational requirements on equality, diversity, discrimination, rights, confidentiality and sharing of information when developing effective working relationships.
2. Methods and ways of working that:
  - a. • support equality and diversity
  - b. • support the rights of people to communicate in their preferred way, media and language
  - c. • support the development of effective working relationships
  - d. • are ethical and adhere to any codes of practice relevant to your work
  - e. • respect other people's ideas, values and principles.
3. How to ensure that you and others for whom you are responsible protect the rights and the interests of individuals families and communities
4. How to manage ethical dilemmas and conflicts that arise from working relationships
5. How to ensure that working relationships promote sustainable ways of working that minimise the environmental impact of services

## Legislation and organisation policy and procedures

6. Codes of practice and conduct, and standards and guidance and the roles, responsibilities, accountability and duties of others in effective working relationships
7. Current local, UK and European legislation and organisational requirements, procedures and practices for:
  - data protection
  - risk assessment and management
  - making and dealing with complaints and whistle blowing
  - developing practices which promote effective working relationships
8. Key government initiatives which affect the organisational ability to promote effective working relationships

9. How different philosophies, principles, priorities and codes of practice can impact on effective working relationships.
10. Policies, procedures, guidance and protocols with the other organisations and professions with whom you work that are relevant to the working relationships you have with them.

### **Theory and practice**

11. The benefits of developing productive working relationships with colleagues and individuals, families and communities.
12. How to identify those people who may be interested in working with your organisation, including background information and the nature of their interest.
13. Principles of effective communication and how to apply them in order to communicate effectively with colleagues and individuals, families and communities.
14. Why it is important to recognise and respect the roles, responsibilities, interests and concerns of colleagues and individuals, families and communities.
15. How to identify and meet the information needs of colleagues and individuals, families and communities.
16. What information can be provided to colleagues and individuals, families and communities and the factors that need to be taken into consideration.
17. How to consult with colleagues and individuals, families and communities in relation to key decisions and activities.
18. The importance of taking account, and being seen to take account, of the views of colleagues and individuals, families and communities, particularly in relation to their priorities, expectations and attitudes to potential risks.
19. Why communication with colleagues and individuals, families and communities on fulfilment of agreements or any problems affecting or preventing fulfilment is important.
20. How to identify conflicts of interest and the techniques that can be used to manage or remove them.
21. How to identify disagreements and the techniques for sorting them out.
22. The damage which conflicts of interest and disagreements can cause to individuals and organisations.

23. How to take account of diversity issues when developing working relationships.
24. How to recognise and take account of political issues in working relationships.
25. How to manage people's expectations in working relationships.
26. How to monitor and review the effectiveness of working relationships.
27. How to get and make effective use of feedback on the effectiveness of working relationships
28. How to provide others with useful feedback on the effectiveness of working relationships.