

Unit Title:	Developing collaborative relationships with other organisations (D17)
Unit Number	30
Level:	5
Credit value:	7
Guided learning hours:	30
Unit expiry date:	28/02/2015

Unit purpose and aim

This unit will ensure that learners are able to set up, maintain and review collaborative relationships between their own and other organisations.

Learning Outcomes	Assessment Criteria	Exemplification
1 Be able to identify potential collaborative opportunities with other organisations.	1.1 Identify organisations that share common or complementary objectives to own organisation. 1.2 Evaluate the feasibility of collaboration with identified organisations 1.3 Evaluate the potential benefits of collaboration. 1.4 Develop a business case for collaboration with identified organisation.	This may include: <ul style="list-style-type: none"> • The organisations which share common or complementary objectives and goals with own organisation • The viability of collaboration with identified organisation including, where appropriate, acceptable levels of risk, financial, cultural, physical proximity strengths and weakness of such collaboration, the nature of relationship being sought or offered • How to present a report on the viability to each organisation • How to construct a business plan for collaboration with an identified organisation to include: executive summary, description of the collaboration opportunity, the division of responsibility, the outcomes of the collaboration, financial forecasts, timeline

Learning Outcomes	Assessment Criteria	Exemplification
		<p>of collaboration, grounds for discontinuing the collaboration prior to the end of contract date.</p>
<p>2 Be able to agree the strategic aims and objectives of collaboration.</p>	<p>2.1 Agree the strategic aims and objectives of collaboration internally and with other organisations.</p> <p>2.2 Agree the benefits each organisation expects to receive from collaboration.</p>	<p>This may include:</p> <ul style="list-style-type: none"> • The strategic aims and objectives of collaboration internally and to the partner organisations • The most effective methods of communication to disseminate the strategic aims and objectives of collaboration internally and to the partner organisations, including meetings, memoranda of cooperation, presentations, plans, video conferencing • Ways of providing clear and lucid information on: <ul style="list-style-type: none"> - The aims and objectives of the collaboration - The required outcomes of the collaboration - The expected benefits accruing to each organisation as a result of the collaboration - The costs to each institution from the collaboration - Communication and reporting arrangements between the organisations - How the regulatory and statutory requirements in relation to information processing will be managed - The responsibility and underpinning procedures and processes for the processing of information - How and when the effectiveness of the collaboration will be reviewed

Learning Outcomes	Assessment Criteria	Exemplification
		<ul style="list-style-type: none"> The benefits accruing to each organisation as a result of the collaboration eg financial, penetration of new markets, better research and development opportunities.
<p>3 Be able to agree methods and expected outcomes of collaboration.</p>	<p>3.1 Agree the actions each organisation will take and when</p> <p>3.2 Agree the expected outcomes of collaboration</p> <p>3.3 Agree arrangements for communication.</p> <p>3.4 Agree process of collaboration review.</p>	<p>This may include:</p> <ul style="list-style-type: none"> The roles and responsibility of each organisation using terminology which is understood by all parties Actions to be taken, reporting timelines and content, data processing and information management in line with relevant legislative or regulatory requirements The negotiation skills and techniques to agree outcomes of collaboration such as: <ul style="list-style-type: none"> Being prepared, providing logical and clear arguments Knowing what is acceptable as an outcome and what is not Showing respect to other negotiators, keeping calm Looking for shared goals and positive steps forward, recording intermediate agreements Appropriate methods of communication between the partners The method of reviewing and agree changes to the plan.
<p>4 Be able to instigate and sustain a collaborative relationship with another organisation.</p>	<p>4.1 Implement agreed actions</p> <p>4.2 Maintain communication and provide support to other organisation.</p>	<p>This may include:</p> <ul style="list-style-type: none"> How to plan the implementation of agreed actions using timelines, milestones

Learning Outcomes	Assessment Criteria	Exemplification
		<ul style="list-style-type: none"> • The methods of communicating the status of the plan both informally and formally to each partner • The importance of informing the other organisation, at the earliest opportunity if: <ul style="list-style-type: none"> - A deadline looks as if it will be missed - An action has not been carried out • How to provide assistance to the other organisation in taking their agreed actions at the appointed time, in order to maintain their commitment and to the collaboration by providing feedback to the other organisation in a format which will assist them in delivering their actions in a timely manner, providing feedback in a sensitive manner to encourage enhancement and maintain progress.
<p>5 Be able to review and evaluate the collaboration with another organisation.</p>	<p>5.1 Review and evaluate the extent to which the aims and objectives of collaboration have been achieved.</p> <p>5.2 Make a decision on whether to continue with the collaboration</p> <p>5.3 Determine any changes to be made to the collaboration if it were to continue</p>	<p>This may include:</p> <ul style="list-style-type: none"> • The effectiveness of the collaboration in meeting the aims and objectives have been met and if not, the extent by which the targets have been missed • The degree to which the collaboration has met the expectations of each organisation • The changes which need to be made to continue the collaboration.

Assessment

This unit is centre assessed and externally verified. In order to achieve the unit you must produce a portfolio of evidence which, on request, will need to be made available to the OCR external verifier. Portfolios of work must be produced independently and Centres must confirm to OCR that the evidence is authentic. An OCR Centre Authentication form is provided in the Centre Handbook.

Evidence requirements

In order to achieve this unit you must demonstrate that you have met all of the stated learning outcomes and assessment criteria. Your assessor must be able to observe you in the workplace or you must provide tangible evidence of your real work activities.

You may collect evidence for the unit through work in a private sector organisation, a public sector organisation or a not-for-profit organisation.

You must provide evidence that shows you have done this over a sufficient period of time on different occasions for your assessor to be confident that you are competent.

Guidance on assessment and evidence requirements

Candidates are encouraged to use evidence, where appropriate across a number of units to reduce repetition. Where ever possible, the evidence should occur naturally within the role of the individual and can include

Reports created for the organisation,

- Viability of collaborative relationships
- Business Plan
- Meeting minutes
- Presentations
- Cost benefit analyses
- Roles and responsibilities
- Action plans
- Memoranda of cooperation,
- Annual monitoring and periodic review reports
- Action plans

In addition, evidence can be sought in a number of ways, when it is not available through normal work or where ephemeral evidence such as that of behaviour is required, these methods may include:

- Witness testimonies from colleagues, managers and subordinates
- observations of tasks and interactions with others
- case studies where the candidate explains and reflects upon specific events which demonstrate competence, where current evidence is not available.
- Professional discussions where the candidate explains the rationale for a particular approach to the assessor.

This is a level five unit and thus the candidate must demonstrate complex skills and knowledge, often covering more than one element of the assessment criteria. The ability to recognise and develop competence across these criteria is to be encouraged but it does mean that reports, whilst aiming for succinctness and clarity of thought will need to be of sufficient depth and breadth to meet the level five standard. Minutes of meetings must demonstrate that the candidate's contribution is significant and contributes to the meeting of assessment criteria and be easily identifiable within the document.

Digital evidence such as recordings of meetings, photographs, scanned documents are also permitted.

Resources

Stationery, USB drive or a CD-rom.

Access to photocopier, PC and printer is desirable but not essential.

Access to sources of under-pinning knowledge such as websites, books, journals, etc, might be of help, but you are not expected to reproduce other people's written work.

- GOLD, J. THORPE, R. and MUMFORD, A. (April, 2010) *Leadership and Management Development*. ISBN: 1843982447
- <http://www.dalecarnegie.com/kc/>
- <http://www.What-are-good-leadershipskills.com> (2010)
- MacBeath, J. (ed) (2008) *Connecting Leadership and Learning: Principles for Practice*
- **Northouse G., (2009) Leadership: Theory and Practice [Paperback]**
- <http://www.businesslink.gov.uk>
- <http://www.smallbusiness.co.uk>
- Johnson, C. and Keddy, J (2010) *Managing Conflict at Work: Understanding and Resolving Conflict for Productive Working Relationships* ISBN-10: 0749459522
- Eckerson, W (2010) *Performance Dashboards: Measuring, Monitoring, and Managing Your Business, 2nd Ed* ISBN-10: 0470589833

Details of relationship between the unit and national occupational standards

This unit has been accredited as part of the Qualifications and Credit Framework and is based on MSC D17 Build and sustain collaborative relationships with other organisations

Additional information

For further information regarding administration for this qualification, please refer to the OCR document '*Admin Guide: Vocational Qualifications*' (A850).

OCR Level 5 NVQ in Team Leading

Evidence Record Sheet

I confirm that the evidence provided is a result of my own work.

Unit D17 Developing collaborative relationships with other organisations Signature of candidate: _____ Date: _____

Evidence reference	Evidence title	Assessment method	LO1				LO2		LO3				LO4		LO5		
			1.1	1.2	1.3	1.4	2.1	2.2	3.1	3.2	3.3	3.4	4.1	4.2	5.1	5.2	5.3

I confirm that the candidate has demonstrated competence by satisfying all of the criteria for this unit.

Signature of assessor: _____ Name (in block capitals): _____ Date: _____

Countersignature of qualified assessor (if required) and date: _____

IV initials (if sampled) and date: _____ Countersignature of qualified IV (if required) and date: _____

(Page of)