**M&L 21 Collaborate with other departments**

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| **Learning Outcome** | **Assessment Criteria** | **Guidelines and range**  **The candidate provides evidence that they understand:** |
| 1. Understand how to collaborate with other departments | 1.1 Explain the need for collaborating with other departments | Collaboration generally refers to individuals or organisations working together to address problems and deliver outcomes that are not easily or effectively achieved by working alone.  It is important to understand what collaboration is and when it is best used. |
|  |  | *In this criterion the learner is required to explain the need for collaboration with at least two other departments* |
|  | 1.2 Explain the nature of the interaction between their own team and other departments | It is important to understand how the team that the learner is working in interacts with other departments, either within or outside of their organisation. The ways in which they act with each other will have an impact on the success of any current or future collaboration. |
|  |  | *In this criterion the learner is required to explain the nature of the interaction that they have within their own team and at least two other departments* |
|  | 1.3 Explain the features of effective collaboration | In order for collaboration between departments to work effectively, a number of features must be in place, these include:   * Mutual respect and trust between all parties * Compatible mission and values * Open and frequent communication * Clear decision making processes * Clearly defined roles * Negotiated shared goals * Appropriate resource allocation |
| *In this criterion the learner is required to explain two or more features of effective collaboration* |
| 1.4 Explain the potential implications of ineffective collaboration with other departments | If collaboration is ineffective, departments can fail to achieve their objectives or work effectively.  Examples include:   * Important information not being shared in a timely manner * Resources not being shared, or shared inappropriately * Tensions between departments and individuals * Unequal involvement of members leading to resentment |
| *In this criterion the learner is required to explain two or more potential implications of ineffective collaboration with other departments* |
|  | 1.5 Explain the factors relating to knowledge management that should be considered when collaborating with other departments | Knowledge management improves the performance of departments or organisations by ensuring that information is correctly captured and shared with relevant parties to help in effective decision making. When collaborating with other departments and/or organisations it is important to ensure that thought has been given to how appropriate information will be captured, shared and understood by all relevant parties. |
| *In this criterion the learner is required to explain two or more factors relating to knowledge management that should be considered when collaborating with other departments.* |
| 2. Be able to identify opportunities for collaboration with other departments | 2.1 Analyse the advantages and disadvantages of collaborating with other departments | It is important to understand that there are both advantages and disadvantages when collaborating with other departments.  Advantages include :   * Reduction of duplication and overlap * Accessing limited resources * Expanding opportunities * Increasing efficiency and effectiveness * New or improved services * Financial savings and better use of existing resources * Knowledge, good practice and information sharing * Better co-ordination of organisations' activities   Disadvantages include:   * Outcomes do not justify the time and resources invested * Loss of flexibility in working practices * Complexity in decision-making and loss of autonomy * Diverting energy and resources away from departmental priorities * Damage to or dilution of brand and reputation * Waste of resources if collaboration is unsuccessful * Stakeholder confusion |
| *In this criterion the learner is required to provide an analysis of the advantages and disadvantages of collaborating with other departments* |
| 2.2 Identify with which departments collaborative relationships should be built | It is important to be able to identify where collaboration with other departments would be beneficial. Considerations could be given to:   * The benefits that both parties would achieve by the collaboration * The compatibility of the missions and values between the departments * The cost savings, if any, to be had * The added value to the department’s work * The skills and abilities within the team |
| *In this criterion the learner is required to provide evidence that they have identified two or more departments with which collaborative relationships should be built.* |
| 2.3 Identify the scope for and limitations of possible collaboration | In order to be able to identify if collaboration with another department is going to be beneficial, there needs to be clarity around what is trying to be achieved. This can be achieved by having:   * Set goals and objectives for the collaboration * Clarity on the roles and skills required to achieve the objectives * Awareness of limitations of resources such as time * Availability of skilled team members * Budget allocation * Availability of any equipment needed * Clarity of the risks associated with the collaboration |
| *In this criterion the learner is required to identify the scope for* ***and*** *the limitations of any possible collaboration.* |
| 3.1 Be able to collaborate with other departments | 3.1 Agree Service Level Agreements (SLAs), objectives and priorities of collaborative arrangements | It is useful to get agreements on objectives, priorities and outcomes when collaborating with other departments so all parties are clear about the arrangements.  Information to be agreed includes:   * Collaboration objectives and outcomes * Assignment of responsibility for all key tasks * Allocation of resources * Time scales working to * Frequency of meetings |
| *In this criterion the learner is required to provide evidence of agreements of objectives and priorities and service level agreements of collaborative arrangements.* |
| 3.2 Work with other departments in a way that contributes to the achievement of organisational objectives | It is important to demonstrate how working with other departments has contributed to the achievement of their objectives.  Examples of types of evidence that would show this include:   * Team meeting notes * Emails * Briefings * Presentation slides * Project updates * Progress reports |
| *In this criterion the learner is required to provide evidence that they have worked with other departments contributing to the achievement of organisational objectives.* |