

Note: This unit has been taken from the National Occupational Standards developed by Lifelong Learning UK (LLUK), the sector skills council for lifelong learning. The format of the unit is different to that used by the Management Standards Centre (MSC) for the units the MSC has developed.

UNIT SUMMARY

What is the unit about?

Team working within organisations and across organisational boundaries is now a common working practice. People may work on a number of teams and may be located in different places geographically or in different parts of the organisation. Virtual working, with people moving between locations, is also becoming commonplace. Effective team and virtual working requires that individuals and teams have access to tools that enable them to communicate effectively. This standard is about providing, managing or supporting these tools and processes.

Who is the unit for?

This standard is applicable to people in management and practitioner roles who are responsible for supporting teams and staff working remotely. It is also applicable to people in operational roles responsible for identifying, developing and managing tools and processes to support teams and remote workers.

Links to other units and competency frameworks:

This unit is linked to units **D2. Develop productive working relationships with colleagues and stakeholders** and **F12. Improve organisational performance** in the overall suite of National Occupational Standards for Management and Leadership.

This unit also has links with unit *H112 Promote and facilitate the use of information and knowledge* from the NOS for Health Informatics, developed by Skills for Health. See www.skillsforhealth.org or www.ukstandards.org.

OUTCOMES OF EFFECTIVE PERFORMANCE

To meet the standard, you must be able to:

1. Determine strategies to support team and virtual working.
2. Demonstrate and communicate the value of effective knowledge and information management to team and virtual working.
3. Secure senior management and stakeholder support for information strategies to support team and virtual working.
4. Identify with stakeholders the key challenges for teams and people working virtually.
5. Identify and review with stakeholders the requirements for communication tools and processes.
6. Identify, develop and maintain effective tools and processes, for example social computing and document management tools, to support team working.
7. Identify networks, processes and systems that allow people to connect to information and knowledge from wherever they are working.
8. Monitor processes and tools for team and virtual working and identify improvements.
9. Provide guidelines, training, coaching and support to facilitate and encourage effective use of team and virtual working tools and processes.
10. Provide guidelines to facilitate interactive collaboration between internal and external stakeholders.
11. Ensure that team members understand and adhere to regulatory, social or commercial constraints that may apply.
12. Ensure that teams and remote workers have access to knowledge assets and information and the tools to help them record knowledge and experience.
13. Ensure that the records management issues arising from team and virtual working are addressed.
14. Identify the contribution that knowledge management is making to team and virtual working.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

In addition to the core values and behaviours, these behaviours underpin effective performance:

1. You demonstrate support for people who work remotely and ensure that you understand their priorities and constraints.
2. You demonstrate an understanding of the objectives and priorities of the teams you support.
3. You balance the use of new technologies with the development and maintenance of established techniques for supporting teams and remote working so that the most appropriate processes are employed.
4. You lead by example and demonstrate a commitment to team and virtual working.
5. You demonstrate an appreciation of the challenges of virtual working.

KNOWLEDGE AND UNDERSTANDING

To meet the standard, you must know and understand:

1. The organisation's working practices and how these affect teams, virtual teams and remote workers.
2. Regulatory, social and commercial constraints that apply to working remotely and in teams.
3. The principles of team working and how these impact on Information, Libraries, Knowledge, Records and Archive Management issues and needs.
4. The range of tools and techniques available to support teams and remote working, including face-to-face and technology-enabled techniques.
5. How to enable the management of information resources for virtual teams.
6. How team and virtual working interfaces with core business processes.
7. The records, information and knowledge management issues arising from team and virtual working.