

Ability to operate within and across organisations

Effective delivery of competences relating to work with and within organisations depends on their integration with the other core competences and in particular those relating to confidentiality and consent.

Similar principles apply when working with fellow-professional from within an organisation, and when working with professionals from other organisations.

Knowledge of the responsibilities of each discipline and of other agencies

An ability for workers to draw on knowledge of the specific areas for which they and members of their own agency are responsible (in relation to assessment, planning, intervention, and review).

An ability to draw on knowledge of the roles, responsibilities, culture and practice of professionals from other agencies.

An ability to draw on knowledge of the range of agencies who may work with clients and their families/carers, including community resources.

Knowledge of the rationale for working across organisations

An ability to draw on knowledge that the principal reason for working across organisations is when there are indications that working in this way will benefit the welfare of the client

an ability to determine when work across agencies is an appropriate response to the needs of the client

An ability to draw on knowledge of the importance of collaborating:

with agencies who are already involved with the care of client and (where relevant) their families/carers

with agencies whose involvement is important or critical to the welfare and well-being of the client and (where relevant) their families/carers

An ability to draw on knowledge of the benefits of communicating with colleagues from other agencies at an early stage, before problems have escalated

Knowledge of local policies and of relevant legislation

An ability to draw on knowledge of local policies on confidentiality and information sharing both within the multidisciplinary team and between different agencies.

In relation to work that involves children, an ability to draw on knowledge of national and local child protection standards, policies and procedures

An ability to draw on knowledge of national and local policies and procedures regarding the assessment and management of clinical risk

An ability to draw on knowledge of local procedures when clients fail to attend appointments, and where this has implications for treatment planning across agencies

Knowledge of interagency procedures

An ability to draw on knowledge of procedures for raising concerns when a client is at risk of harm or there are indicators that they are not achieving their potential.(e.g. in emotional/social domains), including:

procedures for making a referral to other agencies

procedures for sharing concerns with other agencies

An ability to draw on knowledge of common recording procedures across agencies (e.g. shared IT systems/databases).

Information sharing within and across agencies

An ability to judge on a case-by-case basis the benefits and risks of sharing information against the benefits and risks of not sharing information.

An ability to discuss issues of consent and confidentiality with the client*:

in relation to sharing information across agencies

to secure and record their consent to share information

An ability to draw on knowledge of when it is appropriate to share information without the consent of the client

An ability to collate relevant information gathered from other agencies and enter this into the paper or electronic record

An ability to evaluate information received from other agencies, including:

distinguishing observation from opinion

identifying any significant gaps in information

An ability to share relevant information with the appropriate agencies (based on the principle of a “need to know”)

an ability to assess when sharing of information is not necessary and/or when requests for sharing information should be refused

An ability to ensure that information sharing is necessary, proportionate, relevant, accurate, timely and secure.

An ability to record what has been shared, with whom and for what purpose.

An ability to seek advice when in doubt about sharing information

* detailed consideration of consent and confidentiality can be found in the relevant section of the competence framework

Communication with other agencies

An ability to assure effective communication with professionals in other agencies by:	
	ensuring that their perspectives and concerns are listened to
	ensuring that one's own perspective and concerns are listened to
	explicitly acknowledging those areas where there are common perspectives and concerns, and where there are differences
	where there are differences in perspective or concern, identifying and acting on any implications for the delivery of an effective intervention
An ability to provide timely written and verbal communication:	
	an ability to be hold in mind the fact that professional terms, abbreviations and acronyms may not be understood or interpreted in the same way by workers from different agencies
An ability to identify potential barriers to effective communication, and where possible to develop strategies to overcome these	

Coordinating work with other agencies

An ability to contribute to interagency meetings at which work across agencies is planned and co-ordinated.	
An ability to agree aims, objectives and timeframes for each agencies' assessment and/or intervention	
An ability to explain to workers in other agencies:	
	the model being applied
	any assumptions that are made by the model, and that may not be obvious to, or shared with, workers in other agencies
An ability regularly to review the outcomes for the client in relation to specified objectives.	

Recognising challenges to interagency working

An ability to recognise when effective inter-agency working is compromised and to identify the reasons for this, for example:	
	institutional/systemic factors (such as power differentials or struggles for dominance of one agency over another)
	conflicts of interest
	lack of trust between professionals (especially where this reflects the 'legacy' of previous contacts)
	lack of clarity about who takes responsibility in each agency.
An ability to recognise when another agency has failed to respond appropriately to a request, referral, or concern, and to address this directly	
An ability to recognise when one is at risk of working beyond the boundaries of one's professional reach.	