

Managing your own work

31 DEVELOP PRODUCTIVE WORKING RELATIONSHIPS WITH COLLEAGUES

Overview	Knowledge & Understanding	Performance Statements
<p>This Standard is about working with colleagues. To do your job properly, you need to develop working relationships with your colleagues that are productive in terms of supporting and delivering your work and that of the overall organisation. 'Colleagues' are any people you are expected to work with, whether they are at a similar position or in other positions.</p> <p>When you develop productive working relationships you need to:</p> <ul style="list-style-type: none"> • communicate effectively with and empathise with colleagues • manage conflict • lead by example • involve others and value and support them • provide and obtain feedback • manage your stress levels. <p>Unlike the other Standards in this suite, this Standard lists how you will behave when you develop productive working relationships with colleagues. If you are using this Standard for assessment you will need to demonstrate that these behaviours are apparent as well as the other parts of the Standard.</p>	<p>What you need to know</p> <ol style="list-style-type: none"> a) The benefits of developing productive working relationships with colleagues b) Principles of effective communication and how to apply them in order to communicate effectively with colleagues c) How to identify disagreements with colleagues and the techniques for sorting them out d) How to identify conflicts of interest with colleagues and the measures that can be used to manage or remove them e) How to take account of diversity issues when developing working relationships with colleagues f) The importance of exchanging information and resources with colleagues g) How to get and make use of feedback on your performance from colleagues h) How to provide colleagues with useful feedback on their performance i) Regulations and codes of practice that apply in the industry or sector j) Standards of behaviour and performance in the industry or sector k) Working culture of the industry or sector l) Current and future work being carried out m) Colleagues who are relevant to the work being carried out, their work roles and responsibilities n) Processes within the organisation for making decisions o) Line management responsibilities and relationships within the organisation p) The organisation's values and culture 	<p>What you must be able to do</p> <ol style="list-style-type: none"> 1) Establish working relationships with all colleagues who are relevant to the work being carried out 2) Recognise, agree and respect the roles and responsibilities of colleagues 3) Understand and take account of the priorities, expectations, and authority of colleagues in decisions and actions 4) Fulfil agreements made with colleagues and let them know 5) Advise colleagues promptly of any difficulties or where it will be impossible to fulfil agreements 6) Identify and sort out conflicts of interest and disagreements with colleagues in ways that minimise damage to the work being carried out 7) Exchange information and resources with colleagues to make sure that all parties can work effectively 8) Provide feedback to colleagues on their performance and seek feedback from colleagues on your own performance in order to identify areas for improvement 9) Present information clearly, concisely, accurately and in ways that promote understanding 10) Seek to understand people's needs and motivations 11) Make time available to support others 12) Clearly agree what is expected of others and hold them to account 13) Work to develop an atmosphere of professionalism and mutual support 14) Model behaviour that shows respect, helpfulness and co-operation 15) Keep promises and honour commitments

	<p>q) Power, influence and politics within the organisation</p> <p>r) Standards of behaviour and performance expected in the organisation</p> <p>s) Information and resources that different colleagues might need</p> <p>t) Agreements with colleagues</p>	<p>16) Consider the impact of your own actions on others</p> <p>17) Say no to unreasonable requests</p> <p>18) Show respect for the views and actions of others</p>
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FIRST DRAFT

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32 NETWORK AND COMMUNICATE WITH EXTERNAL CONTACTS

Overview	Knowledge & Understanding	Performance Statements
<p>This Standard is about developing a wide range of contacts as a journalist.</p> <p>You will need to deal with a wide range of people in the course of your day-to-day work. People you are in regular contact with and those that are needed for a particular assignment.</p> <p>A wide range of contacts is important in a number of ways. Contacts can alert you to opportunities, provide background information, and help you to develop ideas and check the accuracy of information. Ideally you will be in control of these situations, deciding who you want to talk to and what you want to find out.</p> <p>You may also be approached by people you have not sought out. You will need to know your organisation's policy on dealing with such approaches and strike the correct balance between courtesy and competence.</p> <p>You might also be expected to deal with complaints and queries and must respond appropriately.</p>	<p>What you need to know</p> <p>a) The requirements of your organisation and for the assignment</p> <p>b) The different reasons that contacts and other people may contact you and the organisation's policy for dealing with them. Reasons might include:</p> <ul style="list-style-type: none"> • enquiries, comments and complaints • or offers of information both on and off the record <p>c) The range of contacts relevant to your own activities</p> <p>d) What information to keep about contacts including their name, contact details and reasons for inclusion</p> <p>e) Where to get information about potential contacts</p> <p>f) How to check the credibility and integrity of your contacts and how relevant and up-to-date the information they provide is</p> <p>g) How to treat and deal with contacts so that you get the most from them</p> <p>h) How to deal with abusive or aggressive behaviour</p> <p>i) The organisation's complaints procedure</p> <p>j) The legal requirements and industry codes that relate to communicating with contacts and other people</p>	<p>What you must be able to do</p> <ol style="list-style-type: none"> 1) Identify and establish links with people that are relevant or potentially relevant to your work and the requirements for particular assignments 2) Continually review and add to your contacts 3) Keep information on your contacts complete and up-to-date and provide appropriate access to colleagues 4) Approach your contacts at an appropriate time, and get the information you need 5) Make sure that the contacts you make cover the necessary range of information and opinion 6) Check the credibility and integrity of your contacts and the value of the information they provide 7) Make arrangements for possible future approaches to contacts 8) Respond promptly to unexpected approaches from people, find out the reasons for the approaches and make a full and accurate record of the reason 9) Deal effectively with contacts and other people whether they are aggressive, abusive, polite or friendly, treating them efficiently and courteously and maintaining confidentiality when requested 10) Recognise any legal and ethical issues likely to arise from communicating with contacts and other people 11) Deal with contacts in a way that meets your organisation's policy and refer matters beyond the limits of your authority to the appropriate people

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33 CREATE AND PITCH EDITORIAL CONTENT FOR COMMISSION

Overview	Knowledge & Understanding	Performance Statements
<p>This Standard is about developing an understanding of the role of the commissioner in the different sectors of UK media, and how ideas based on material obtained using journalistic techniques may be developed and marketed for use across different platforms.</p> <p>It encompasses a range of skills needed by the freelance reporter, photographer and programme maker to pitch their ideas to commissioning editors, and how to make them realisable within a budget.</p> <p>It is about establishing and maintaining up-to-date contacts with commissioners, providing detailed briefs, and presenting ideas which are likely to meet editorial requirements. It involves evaluating existing contacts, and establishing new contacts where necessary.</p>	<p>What you need to know</p> <ul style="list-style-type: none"> a) The commissioning processes adopted by the various sectors of the UK media, and who accepts, authorises and commissions material b) The opportunities that exist to establish contacts with commissioners in the various sectors c) How to create an effective proposal for editorial content, and how to work to a commissioning brief when required d) How to pitch to commissioners both in writing and verbally e) How your proposal for editorial content relates to the markets served by the commissioning organisation, meets the needs of the target audience and fits with relevant concepts of design, format and branding f) The proportion and extent of work available to freelancers in each sector g) The nature of local markets for freelance journalists including opportunities for contract or casual work, project development work and selling ideas h) The existence of 'quotas' for independent production in broadcasting, the changing role of the independent production companies, and how they develop ideas for their markets and commissioners i) How to develop story ideas into longer-form content – angles, approaches, formats and style and matching that to a commissioning brief where necessary j) The resources needed to realise the idea, the costs involved, and how to work within a budget and make allowance for contingencies k) The editorial and technical specifications for delivery set by the commissioning editor as part of the contractual obligations placed on a freelancer or independent producer l) The importance of personal presentation, including dress, posture and delivery 	<p>What you must be able to do</p> <ol style="list-style-type: none"> 1) Establish and maintain the contacts needed to generate commissions, improve contacts where necessary, and evaluate their success in creating opportunities for work 2) Develop an idea, both individually and in a team, into a content proposal to appeal to a commissioner or meet the specific requirements of a commissioning brief 3) Produce a budget to support a content proposal which shows clearly and accurately the costs and resources needed to realise it 4) Research and use appropriate financial and other information and advice to help with delivery of the commissioned content 5) Demonstrate understanding of how technical requirements may affect cost, and how copyright and clearance costs affect the use of archive and bought in material 6) Convincingly pitch your idea to a commissioner, both in writing and verbally, providing details of content and costing 7) Anticipate questions about your proposal, and prepare responses in terms of editorial, technical and logistical issues 8) Demonstrate adaptability and flexibility in delivering the proposal, responding to the commissioner's requirements, and dealing with unforeseen circumstances 9) Deliver content within a specified timescale, budget and to the expected quality 10) Keep the commissioner informed and consulted about any changes from the original proposal

Managing your own work

34 MANAGE AND MARKET YOURSELF AS A FREELANCER

Overview	Knowledge & Understanding	Performance Statements
<p>This Standard is about working as a freelance journalist.</p> <p>In order to be successful you will need considerable knowledge and understanding about how to manage your reputation, promote your achievements, sell yourself and keep your knowledge and skills up-to-date.</p> <p>You require the skills to seek and find work, to negotiate your own contract (unless you have an agent) and to ensure that the terms and conditions are fair and just.</p> <p>There is also a whole range of entrepreneurial and business skills which you need to be able to employ in order to survive. Such skills and knowledge include self-promotion, knowledge of IT, through budgeting and legal requirements to the need to identify training and development needs.</p>	<p>What you need to know</p> <p>a) Who are the major commissioning organisations in your field of expertise and how best to make contact</p> <p>b) How to keep abreast of new developments in the practice of journalism and the use of emerging technologies</p> <p>c) How to identify training & development needs</p> <p>c) How to market yourself and your services including initiating, following up and maintaining contact with potential clients</p> <p>d) What are the best and most effective tools for self - promotion</p> <p>e) Whether an agent would be able to help you to find work</p> <p>f) How to access work opportunities with media owners and commissioners</p> <p>g) How to estimate going rates, including those for:</p> <ul style="list-style-type: none"> • fee rates • resources such as accommodation, expenses, etc <p>h) How to negotiate terms and conditions in line with legal and production industry requirements</p> <p>i) How to maintain contacts and conduct negotiations with potential clients or employers</p> <p>j) How to negotiate and agree contracts with reference to:</p> <ul style="list-style-type: none"> • relevant employment legislation • expected income • time available • clearly established outcomes <p>k) The relevant sources of advice on employment, insurance, tax regulations and other small business legislation</p> <p>l) How to keep simple accounts (income, expenditure and cash flow) and how to invoice and chase late payments</p> <p>m) How to produce a budget plan for a project</p>	<p>What you must be able to do</p> <p>1) Establish, follow-up and regularly maintain business contacts within the industry</p> <p>2) Participate within relevant networks and expert organisations to support your freelance activity</p> <p>3) Identify and follow appropriate strategies to enhance your professional reputation and promote yourself to potential clients</p> <p>4) Ensure that you have systems in place that help identify work opportunities at an early stage</p> <p>5) Maximise your reputation by ensuring the circulation of current and succinct information about your experience, past work, achievements and availability</p> <p>6) Investigate potential agents or other representatives available in your area</p> <p>7) Make use of others as models of competence thereby enabling the identification of development and training needs</p> <p>8) Seek constructive feedback from relevant people about your performance and evaluate feedback so as to identify development needs</p> <p>9) Regularly revisit, review and set realistic objectives in terms of:</p> <ul style="list-style-type: none"> • training needs • performance and progress • business targets • the use of time and other resources in achieving objectives <p>10) Prepare and keep simple but accurate and up-to-date accounts</p> <p>11) Ensure that record keeping is kept up-to-date, and is accurate and relevant</p> <p>12) Set up and use effective systems for managing budgets, finance and paperwork</p> <p>13) Work within budget and resource limitations</p> <p>14) Establish and maintain effective support services</p>

	<p>n) How to set and manage personal and business budgets</p> <p>o) How to recognise the difference between creative and business decisions and maintain your professional ethics</p> <p>p) How to carry out contingency planning, scheduling and future planning so as to maintain a viable work and cash flow</p>	<p>15) Plan ahead to organise and maintain a viable work and cash flow</p> <p>16) Ensure you are flexible and prepare to adapt to the demands of others whilst maintaining your personal work ethic and reputation</p> <p>17) Negotiate terms and conditions that meet legal requirements in terms of:</p> <ul style="list-style-type: none">• equal opportunities• employment law• production industry regulations <p>18) Estimate and agree realistic fee rates, schedule and other expenses</p> <p>19) Establish clear performance outcomes</p> <p>20) Ensure the contract contains details regarding payment terms and time limit to payment and the obligations of all parties clearly communicated</p>
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