

Unit: CPC 304 Contribute to resolving issues and conflicts about achieving outcomes (Commissioning, Procurement and Contracting)

Key Purpose

The key purpose identified for those working in commissioning, procurement and contracting is to: "Specify, shape and secure quality services, responses and projects that deliver improving outcomes for individuals, families and communities within the strategic objectives of the organisation"

Elements of competence

CPC 304 A Establish the basis of the issue or conflict
CPC 304 B Facilitate discussions of the issues
CPC 304 C Support parties to reach agreement

About this unit

This unit is about your role in making sure that all parties involved in delivering outcomes successfully are able to resolve any problems or disagreements without it compromising the achievement of the outcomes, or disadvantaging the individual family or community using the service. You will need to facilitate agreements and sometimes act as a mediator, making sure that everyone feels that they have been able to explain their concerns and points of view.

Scope

The scope helps to make sure that you provide evidence related to the work you do. Terms in this section give you options related to the words highlighted in bold in the performance criteria. Your evidence for this unit should cover any option that is part of your work.

Learning: systems; processes; management styles; workload; outcome setting; recruitment processes; communication strategy; resource-allocation system; training

Other approaches: disciplinary action; grievance procedure; legal action; industrial dispute; external mediation; arbitration; appeals process; complaints process; criminal proceedings

Ground rules: timescale; confidentiality; no abusive/aggressive behaviour; no intimidation; no physical intervention; speaking in turn; participation; people present; distribution of any report or feedback

Opportunities for resolution: compromise; admission of mistake; admission of being wrong; changing stance; opting out

Risks: risks to people; risks to property; health and safety risks; actions that may make adults or children vulnerable to harm from others; risks of legal action; risks to reputation; risks of poor performance; risk of financial loss

Values

The values underpinning this unit have been derived from the values and principles statement, relevant service standards and codes of practice for health and social care in the four UK countries. The values and principles statement is at the start of these units:

Key words and concepts

This section provides explanations of the key words and concepts used in this unit. In occupational standards it is quite common to find familiar words or phrases used, which, in the detail of the standards, may be used in a very particular way. **Therefore we would encourage you to read this section carefully before you begin working with the standards and to refer back to this section as required.**

CPC 304 A Establish the basis of the issue or conflict Performance Criteria

You must show that you:

1. Make a clear and unambiguous statement confirming your impartiality and that this is a 'no blame' process that will produce **learning**
2. Ask each of the parties involved for their explanation of the issue or disagreement in a way that encourages open responses
3. Summarise each of the responses concisely and confirm with all parties that your understanding is correct
4. Decide on the basis of what you have heard if the issue or conflict is capable of being resolved through discussion, or if **other approaches** are needed
5. Suggest and gain agreement of all parties to the **ground rules** for any discussion

CPC 304 B Facilitate discussions of the issues

Performance Criteria

You must show that you:

1. Ensure that all parties observe the agreed ground rules
2. Encourage all parties to express their own views and to listen to others
3. Periodically summarise the arguments made by each party and check your understanding
4. Identify quickly any areas of common ground or potential agreement and point them out
5. Encourage all parties to look for and offer **opportunities for resolution**
6. Remind parties of the timescales agreed in the ground rules and summarise progress

CPC 304 C Support parties to reach agreement

Performance Criteria

You must show that you:

1. Clearly summarise options for resolution shortly before the end of the time period agreed in the ground rules and encourage parties to consider them
2. Suggest and encourage **compromises** from all parties in order to reach an agreement
3. Praise and acknowledge the difficulty of the compromises parties have made
4. Restate the agreement reached and how, where and by whom it will be recorded, if necessary
5. Identify any **risks** associated with the agreement reached and recommend how they can be managed
6. Summarise clearly the learning that has emerged from the process and seek views from the parties on how the learning can be applied

Knowledge specification for the whole of this unit

Competent practice is a combination of the application of skills and knowledge informed by principles and values. This specification details the knowledge and understanding required to carry out competent practice in the performance described in this unit.

When using this specification **it is important to read the knowledge requirements in relation to the expectations and requirements of your job role.**

You need to show that you know, understand and can apply in practice:

Values

1. legal and organisational requirements on equality, diversity, discrimination, rights, confidentiality
2. Methods of working in partnership and how conflicts and disagreements can arise
3. Why it is important to base resolutions to disagreements on sustainable outcomes that reflect diversity
4. Methods and ways of working that:
 - a. support equality and diversity
 - b. support the rights of people to communicate in their preferred way, media and language
 - c. support the development of sustainable new ideas
 - d. are ethical and adhere to any codes of practice relevant to your work
 - e. respect other people's ideas, values and principles
5. Legal and organisational requirements about safeguarding children and vulnerable adults
6. Why it is important to reflect on your own practice and identify areas for further development and how to do so
7. The differences in types, structures, governance and capacity of organisations, particularly voluntary sector and micro-providers, and the implications for resolving disagreements

Legislation and organisational policy and procedures

8. Codes of practice and conduct, and standards and guidance and the roles, responsibilities, accountability and duties of others when setting priorities and balancing demands
9. Relevant current local, UK and European legislation and organisational requirements, procedures and practices for:
 - a. data protection
 - b. risk assessment and management
 - c. conflict resolution
10. Key government initiatives that affect commissioning practices, policies outcomes and priorities
11. How different philosophies, principles, priorities and codes of practice can affect inter-agency and partnership working when setting priorities to improve outcomes
12. Policies, procedures, guidance and protocols with the other organisations and professions with which you work related to resolving disagreements

Theory and practice

15. Approaches, methods and techniques of conflict resolution

16. Methods for managing the dynamics of groups and for resolving conflict between individuals and groups
17. The use of evidence-based practice to:
 - a. Justify your actions and decisions
 - b. Record and report processes and outcomes of your work
18. The strategies, which are available for identifying potential resolutions and how to use them
19. How systems affect the way people are able to engage with organisations and the purpose of designing systems, which minimise conflict
20. Different methods of encouraging compromises and how to apply them
21. The type of ground rules that may be appropriate and how to operate within them
22. Methods of identifying and assessing risks