Unit: CPC 426 Evaluate and improve organisational performance for your area of responsibility (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 426 A Identify and develop measures and criteria to evaluate your organisation's performance
CPC 426 B Evaluate your organisation's performance
CPC 426 C Identify the reasons for successful performance

About this unit

This unit is about managing the performance of your organisation, or the part of your organisation that is your area of responsibility, and achieving necessary improvements. This could be a whole organisation, or a team or department in a larger organisation and also includes the performance of the service providers whose contracts you have overall responsibility for. This involves developing or applying measures and criteria to evaluate performance (including Key Performance Indicators and national and local targets), carrying out evaluations, and finding the reasons for success and why some areas need further development

Scope

The scope is here to give you guidance on possible areas to be covered in this unit. The terms in this section give you a list of options linked with items in the performance criteria. You need to provide evidence for any option related to your work area.

> **area of responsibility:** team or colleagues where you are line manager**;** organisation that you manage/own/chair**;** the service providers under contracts for which you are responsible
> **measures and criteria:** performance against organisational objectives; performance against competitors, collaborators and other relevant organisations**;** performance against externally imposed indicators**.**

> **Evaluations:** qualitative**;** quantitative.
> **Explanations:** informal briefings**;** formal reports.
> **Performance**: performance against internal, or personal, criteria; performance against external criteria

Values

The values underpinning this unit have been derived from the key purpose statement, 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.**

> **Organisation:** The organisation/company/local authority for whom you work or volunteer, the organisation/company you own or run, if you receive direct payments or fund your own services it means you and the people who work for you
> **Feedback:** Views and opinions from people who use your services or are affected by what you do
> **Outcome:** desired result of activities, interventions and / or services.
> **Criteria:** factors that can be used to measure and make a judgement about: whether or not an outcome has been achieved, how much progress has been made or how well something has been done

CPC 426 A Identify and develop measures and criteria to evaluate your organisation's performance

Performance criteria

You need to show that you:

> 1. Develop cost-effective **measures and criteria** and

make good use of existing sources of data and means of data gathering

2. Develop measures and criteria that are capable of providing current, useable **feedback**

3. Develop measures and criteria that provide sufficient information to make judgements about progress towards the achievement of **outcomes** along with internal and external targets and performance indicators

CPC 426 B Evaluate your organisation's performance

Performance Criteria

You need to show that you:

1. Base your evaluations of **performance** on sufficient, reliable evidence against known criteria
2. Take account of all relevant factors in your evaluations of performance
3. Present the results of evaluations to give a complete and balanced picture of performance
4. Identify possible reasons when performance falls short of the agreed criteria
5. Present results and your evaluations in a way which is consistent with organisational values and policies and with legal requirements

CPC 426 C Identify the reasons for successful performance

Performance Criteria

You need to show that you:

1. Provide explanations of the reasons for success and for falling short that are based on sufficient, reliable information
2. Give clear justifications and reasons to support the explanation
3. Offer suggestions as to how successful performance in one area can be used to improve other areas
4. Use both successful performance and those falling short as valuable learning opportunities

Knowledge specification for the whole of this unit

Competent practice is a combination of the application of skills and knowledge informed by values and ethics. 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 and sharing of information when managing performance
2. How to ensure that you and others for whom you are responsible protect the rights and the interests of individuals taking account of any limitations on the individuals' rights.
3. How to manage ethical dilemmas and conflicts for individuals, those who use services, partners, providers and staff.
4. How to ensure that performance management results in best value for the services

Legislation and organisation policy and procedures

5. Codes of practice and conduct, and standards and guidance relevant to your setting and the roles, responsibilities, accountability and duties of others when managing performance
6. Current local, UK and European legislation and organisational requirements, procedures and practices for:
   • data protection
   • health and safety
   • risk assessment and management
   • employment practices
   • making and dealing with complaints and whistle blowing
   • developing practices which manage and improve performance

7. Key government initiatives which affect the organisational practices to manage performance

8. How to access, evaluate and influence organisational and workplace policies, procedures and systems for the management of performance

9. How different philosophies, principles, priorities and codes of practice can impact on managing performance

10.   Policies, procedures, guidance and protocols with the other organisations and professions with whom you work that are relevant to managing performance .

Theory and practice

11.   How to analyse the reasons for success and falling short in achieving outcomes, mission, objectives, policies and values

12.   How to present the evaluation results effectively both formally and informally

13.   How to consult effectively with all concerned on organisational performance

14.   How to present possible causes of success and falling short effectively to a range of different audiences both formally and informally

15.   How to identify the lessons which may be drawn from past successes and their implications for future organisational planning

16.   The types of information required to evaluate organisational performance and how to gather and validate such information

17.   The principles and methods underpinning the evaluation of organisational performance

18.   The different models of organisational performance evaluation and their relative advantages and disadvantages for your own organisation, work and available resources

19.   How to evaluate organisational performance using both quantitative and qualitative methods.