

Unit: CPC 513 Use information to take critical decisions (Commissioning, Procurement and Contracting)

Key Purpose of commissioning, procurement and contracting

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 513 A Obtain the information needed to take critical decisions
CPC 513 B Analyse information for decision making
CPC 513 C Take critical decisions and advise and inform others

About this unit

This unit is about using information so that you can take critical decisions effectively. It covers obtaining relevant information, analysing this information, and taking decisions which are critical to your organisation's performance. It also covers advising and informing other people. This unit is for commissioning directors and senior managers who:

- are responsible for obtaining and analysing information, taking decisions based on that information and advising others
- have operational responsibility for substantial programmes and resources or strategic responsibility for the development of the organisation or both, and
- have the appropriate knowledge and experience to be able to do so competently.

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 in bold in the performance criteria. Your evidence for this unit should cover any option that is part of your work.

Your work may include the following

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.

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 513 A Obtain the information needed to take critical decisions

To perform to the standard you must ensure that

1. you identify the information you need to make the required decisions
2. the sources from which you gather information are reliable and sufficiently wide-ranging to meet your information needs
3. your methods of obtaining information are reliable, effective and make efficient use of resources
4. your methods of obtaining information are consistent with organisational values, policies and legal requirements
5. the information you obtain is accurate, relevant and sufficient to allow you to take decisions
6. where information is inadequate, contradictory or ambiguous, you take prompt and effective action to deal with this.

Scope Information

- a. quantitative
 - b. qualitative
- sources
- a. people within your organisation
 - b. people outside your organisation
 - c. internal information systems
 - d. published media
 - e. specially commissioned research

methods of obtaining information

- a. listening and watching
- b. reading
- c. spoken questioning
- d. written questioning
- e. formal research conducted personally
- f. formal research conducted by third parties

CPC 513 B Analyse information for decision making

Performance Criteria

To perform to the standard you must ensure that

1. you identify objectives for your analysis which are clear and consistent with the decisions you need to make
2. you select information which is accurate, relevant to the objectives, and sufficient to arrive at reliable decisions
3. you use methods of analysis which are suitable to achieve the objectives
4. your analysis of the information correctly identifies patterns and trends significant to the decisions you need to take
5. you develop clear conclusions which you support with reasoned arguments and appropriate evidence
6. in presenting the results of your analysis, you differentiate clearly between fact and opinion
7. your records of your analysis are sufficient to show the assumptions and decisions made at each stage.

Scope Decisions

- a. affecting operational performance
- b. affecting organisational policy.

Analysis

- a. formal and planned
- b. informal and ad hoc

Decisions

- a. affecting operational performance
- b. affecting organisational policy

Information

- a. qualitative
- b. quantitative

Relevant people

- a. colleagues working at the same level as yourself
- b. higher-level managers or sponsors

c. specialists

CPC 513 C Take critical decisions and advise and inform others

Performance Criteria

To perform to the standard you must ensure that

1. your decisions are based on sufficient, valid and reliable information and analysis
2. your decisions are consistent with organisational values, policies, guidelines and procedures
3. you obtain advice from relevant people if there is insufficient information or your decisions conflict with organisational values, policies, guidelines and procedures
4. you take decisions in time for appropriate action to be taken
5. you communicate your decisions to those who need to know
6. you research the advice and information needs of your recipients in ways which are appropriate and sufficient and take account of your organisational constraints
7. you provide advice and information at a time and place and in a form and manner appropriate to the needs of your recipients
8. the information you provide is accurate, current, relevant and sufficient
9. your advice is consistent with organisational policy, procedures and constraints
10. your advice is supported by reasoned arguments and appropriate evidence
11. you confirm your recipients' understanding of the advice and information you have given
12. you maintain confidentiality according to organisational and legal requirements
13. you use feedback from recipients to improve the way you provide advice and information

Scope Decisions

- a. affecting operational performance
- b. affecting organisational policy

information

- a. qualitative
- b. quantitative

Advice and information

- a. in response to a request
- b. on your own initiative

Recipients

- a. team members
- b. colleagues working at the same level
- c. high-level managers and sponsors
- d. people outside your organisation

Organisational constraints

- a. organisational objectives
- b. organisational policies
- c. resources

Form

- a. spoken
- b. written.

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:

Analytical techniques

- i. how to identify the information you need to take critical decisions effectively
- ii. how to judge the accuracy, relevance and sufficiency of information you need to take decisions in different contexts
- iii. how to identify information which may be contradictory, ambiguous or inadequate and how to deal with these problems

- iv. different approaches to, and methods of, analysing information and how to select methods appropriate to decisions which you have to make
- v. how to analyse information to identify patterns and trends
- vi. how to draw conclusions on the basis of analysing information
- vii. the difference between fact and opinion-how to identify these and present them accordingly
- viii. how to decide when you have sufficient, valid and reliable information to be able to take a decision
- ix. how to test the validity and reliability of information
- x. how to check that your decisions are consistent with the information available and your analysis
- xi. how to justify your decisions

Communication

- i. how to develop and present a reasoned logical case based on the outcomes of an analysis
- ii. the people who need to be informed about your decisions and how to ensure this happens
- iii. how to communicate advice and information effectively both through speaking and in writing
- iv. how to develop and present a reasoned case when providing advice to others
- v. the importance of confirming the recipient's understanding of information and advice provided and how to do this
- vi. the importance of providing advice and information and your role and responsibilities in relation to this
- vii. the types of advice and information which people may require
- viii. how to identify information needs
- ix. the situations in which it is appropriate to act on one's own initiative in giving information and advice
- x. the importance of seeking feedback on the quality and

relevance of the advice and information you provide and how to encourage such feedback

Information handling

- i. the importance of information management to the team and to organisational effectiveness and your role and responsibilities in relation to this
- ii. the types of qualitative and quantitative information which are essential to your role and responsibilities, and how to identify these
- iii. the range of sources of information which are available to you and how to ensure that these are capable of meeting current and likely future information requirements
- iv. how to identify new sources of information which may be required
- v. the range of methods of gathering and checking the validity of such information and their advantages and disadvantages
- vi. the importance of the effective analysis of information and your role and responsibility in relation to this
- vii. types of information, both qualitative and quantitative, which you need to analyse
- viii. how to select information relevant to the decisions you need to make and ensure such information is accurate and relevant
- ix. the importance of record keeping to the analysis of information and how such records should be kept and used
- x. the importance of checking the validity of advice and information provided to others
- xi. how to ensure accuracy, currency, sufficiency and relevance of advice and information
- xii. the principles of confidentiality when handling information and advice - what types of information and advice may be provided to what people

Organisational context

- i. the organisational values and policies and the legal requirements which have a bearing on the collection of information and how to interpret these
- ii. relevant organisational values, policies, guidelines and procedures
- iii. people from whom to seek advice if you have insufficient information or if there is a conflict

- iv. the actions which need to be taken as a result of the decision and when these actions need to be taken
- v. organisational policies, procedures and resource constraints which may affect advice given to others.