

## **Unit: CPC 518 Develop teams to manage the commissioning of services for adults, children and young people**

### **Key Purpose**

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**

<b>CPC 518 A Assess the effectiveness of teams to manage the commissioning of services for adults, children and young people</b>
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<b>CPC 518 B Develop the effectiveness of teams to manage the commissioning of services for adults children and young people</b>
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### **About this unit**

This unit is about improving the performance of your management team for commissioning social care, children and young people's services. This involves analysing the strengths and weaknesses of your team and its members, and then taking steps to improve your team's effectiveness.

To *assess the effectiveness of management teams*, you need to help team members to assess their own strengths and weaknesses and those of the team as a whole. You need to ensure that the audits and assessments you carry out are clear and objective and take place in good time to make decisions on developing the team. You also need to present the results of your assessments in a balanced way, and observe rules and guidelines on confidentiality.

To *improve the effectiveness of management teams*, you need to recruit and remove team members according to the needs of your organisation. You need to use a variety of different methods to develop the team, taking account of team members' experience, their expertise and their current and future roles in your organisation. You also need to evaluate how effective your development activities have been.

### **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.

**Assessments:** undertaken by you; undertaken by specialists from within the organisation; undertaken by specialists from outside the organisation.

**Audits:** undertaken by you; undertaken by specialists from within the organisation; undertaken by specialists from outside the organisation

**Managers:** existing; potential

**Methods:** changing team composition; changing team structure; changing work methods; developing the competence of team members

**Development activities:** naturally occurring work based learning opportunities; specifically designed work based learning opportunities; formal training; informal training; team working; self-directed learning

## 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 518 A Assess the effectiveness of teams to manage the commissioning of services for adults, children and young people

### Performance Criteria

To meet the standard, you

- 1 enable your managers to contribute to **assessments** of their own competence in commissioning and to **audits** of the strengths and weaknesses of the management team as a whole
- 2 take account of current and likely future circumstances and changes in commissioning in the **assessments** and **audits** you use
- 3 ensure that the **assessments** you use are objective and are based on sufficient, reliable information

- 4 ensure that the **assessments** you use are capable of identifying the potential of managers with diverse backgrounds and experience
- 5 ensure that the results of **assessments** and **audits** are available in time to support decisions about the structure and development of the management team
- 6 report the results of **audits** and **assessments** and present identified strengths, potential and areas for improvement in a balanced way
- 7 make the results of the **assessments** and **audits** available to authorised people only.

### **CPC 518 B Develop the effectiveness of teams to manage the commissioning of services for adults, children and young people**

#### **Performance Criteria**

To meet the standard, you

- 1 recruit and remove **managers** from the team in a way which is fair, legal and consistent with the organisational values and policies
- 2 share your decisions on the development of the team with the **managers** involved, whilst respecting personal feelings and issues of confidentiality
- 3 choose appropriate **methods** to develop the team from a variety of suitable approaches
- 4 ensure that the **methods** you choose take account of the different backgrounds, experiences and learning preferences of the **managers** involved
- 5 ensure that the **development activities** you choose build on existing achievement, and provide feedback and recognition of achievement
- 6 ensure that the **development activities** you choose ensure **managers** are able to carry out present and likely future work roles
- 7 accurately evaluate the contribution of your chosen **development activities** and **methods** to the effectiveness of your team
- 8 ensure that your evaluation clearly shows the improvements required to the **development activities** and methods used

## **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 developing commissioning teams
2. How to ensure that you and others for whom you are responsible protect the rights and the interests of individuals families and communities
3. How to ensure that the commissioning strategy results in best possible value for the services
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 developing management teams

### **Legislation and organisation policy and procedures**

8. Codes of practice and conduct, and standards and guidance and the roles, responsibilities, accountability and duties of others in relation to managing commissioning teams

9. Current local, UK and European legislation and organisational requirements, procedures and practices for developing commissioning teams
10. Key government initiatives which affect the organisational practices for commissioning management
11. Policies, procedures, guidance and protocols with the other organisations and professions with whom you work that are relevant to commissioning management.

## **Theory and practice**

12. How to report the results of assessments and audits in a fair and balanced manner
13. The importance of equality of opportunity in making assessments of competence and potential, and how to ensure this is provided.
14. How to collect and validate required information
15. The importance of confidentiality in handling assessments and audits
16. The importance of providing opportunities for managers to contribute to their own assessments and to those of the team as a whole
17. How to enable managers to contribute to their own assessments
18. The circumstances against which managers' strengths and weaknesses need to be measured
19. The current and likely future demands of your team's work roles
20. The organisational values and policies which affect recruitment and removal
21. The importance of evaluating the strengths and weaknesses of your management team
22. Different methods to carry out assessments and audits and their relative advantages and disadvantages to your work
23. Types of specialists you may use
24. How to select assessment and audit methods appropriate to your situation
25. The principles of fair and objective assessment
26. The information needed to assess management competence
27. Methods to develop the effectiveness of management teams and their relative advantages and disadvantages to your work
28. Why development activities should build on existing achievements and offer accurate and objective feedback and positive recognition
29. **How to evaluate the effectiveness of development activities**

30. How to use evaluation results to identify possible improvements in development activities and methods