

Overview

Key Purpose of commissioning, procurement and contracting

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”.

The elements of competence are:

1. Obtain the information needed to take critical decisions
2. Analyse information for decision making
3. 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:

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

SCDCPC513

Use information to take critical decisions (Commissioning, Procurement and Contracting)

Performance criteria

Obtain the information needed to take critical decisions

You must be able to:

- P1 you identify the information you need to make the required decisions
- P2 the sources from which you gather information are reliable and sufficiently wide ranging to meet your information needs
- P3 your methods of obtaining information are reliable, effective and make efficient use of resources
- P4 your methods of obtaining information are consistent with organisational values, policies and legal requirements
- P5 the information you obtain is accurate, relevant and sufficient to allow you to take decisions
- P6 where information is inadequate, contradictory or ambiguous, you take prompt and effective action to deal with this
- P7 scope information:
 - P7.1 quantitative
 - P7.2 qualitative
- P8 sources:
 - P8.1 people within your organisation
 - P8.2 people outside your organisation
 - P8.3 internal information systems
 - P8.4 published media
 - P8.5 specially commissioned research
- P9 methods of obtaining information:
 - P9.1 listening and watching
 - P9.2 reading
 - P9.3 spoken questioning
 - P9.4 written questioning
 - P9.5 formal research conducted personally
 - P9.6 formal research conducted by third parties

Analyse information for decision making

You must be able to:

- P10 you identify objectives for your analysis which are clear and consistent with the decisions you need to make
- P11 you select information which is accurate, relevant to the objectives, and sufficient to arrive at reliable decisions
- P12 you use methods of analysis which are suitable to achieve the objectives
- P13 your analysis of the information correctly identifies patterns and trends significant to the decisions you need to take
- P14 you develop clear conclusions which you support with reasoned arguments and appropriate evidence
- P15 in presenting the results of your analysis, you differentiate clearly

SCDCPC513

Use information to take critical decisions (Commissioning, Procurement and Contracting)

- between fact and opinion
- P16 your records of your analysis are sufficient to show the assumptions and decisions made at each stage
- P17 scope Decisions
 - P17.1 affecting operational performance
 - P17.2 affecting organisational policy
- P18 analysis
 - P18.1 formal and planned
 - P18.2 informal and ad hoc
- P19 decisions
 - P19.1 affecting operational performance
 - P19.2 affecting organisational policy
 - P19.3 qualitative
 - P19.4 quantitative
- P20 relevant people
 - P20.1 colleagues working at the same level as yourself
 - P20.2 higher-level managers or sponsors
 - P20.3 specialists

Take critical decisions and advise and inform others

You must be able to:

- P21 your decisions are based on sufficient, valid and reliable information and analysis
- P22 your decisions are consistent with organisational values, policies, guidelines and procedures
- P23 you obtain advice from relevant people if there is insufficient information or your decisions conflict with organisational values, policies, guidelines and procedures
- P24 you take decisions in time for appropriate action to be taken
- P25 you communicate your decisions to those who need to know
- P26 you research the advice and information needs of your recipients in ways which are appropriate and sufficient and take account of your organisational constraints
- P27 your advice is supported by reasoned arguments and appropriate evidence
- P28 you confirm your recipients' understanding of the advice and information you have given
- P29 you maintain confidentiality according to organisational and legal requirements
- P30 you use feedback from recipients to improve the way you provide advice and information
- P31 Scope decisions:
 - P31.1 affecting operational performance
 - P31.2 affecting organisational policy

SCDCPC513

Use information to take critical decisions (Commissioning, Procurement and Contracting)

- P32 information
 - P32.1 qualitative
 - P32.2 quantitative
- P33 advice and information
 - P33.1 in response to a request
 - P33.2 on your own initiative
- P34 recipients
 - P34.1 team members
 - P34.2 colleagues at the same level
 - P34.3 high-level managers and sponsors
 - P34.4 people outside your organisation
- P35 organisational constraints
 - P35.1 organisational objectives
 - P35.2 organisational policies
 - P35.3 resources
- P36 form
 - P36.1 spoken
 - P36.2 written

SCDCPC513

Use information to take critical decisions (Commissioning, Procurement and Contracting)

Knowledge and understanding

You need to know and understand:

Analytical techniques

- K1 how to identify the information you need to take critical
- K2 how to judge the accuracy, relevance and sufficiency of
- K3 how to identify information which may be contradictory, ambiguous or inadequate and how to deal with these problems
- K4 different approaches to, and methods of, analysing information and how to select methods appropriate to decisions which you have to make
- K5 how to analyse information to identify patterns and trends
- K6 how to draw conclusions on the basis of analysing information
- K7 the difference between fact and opinion-how to identify and present them accordingly
- K8 how to decide when you have sufficient, valid and reliable information to be able to take a decision
- K9 how to test the validity and reliability of information
- K10 how to check that your decisions are consistent with the information available and your analysis
- K11 how to justify your decisions

Communication

You need to know and understand:

- K12 how to develop and present a reasoned logical case based on the outcomes of an analysis
- K13 the people who need to be informed about your decisions and how to ensure this happens
- K14 how to communicate advice and information effectively both through speaking and in writing
- K15 how to develop and present a reasoned case when providing advice to others
- K16 the importance of confirming the recipient's information and advice provided and how to do this
- K17 the importance of providing advice and information and your role and responsibilities in relation to this
- K18 the types of advice and information which people may require
- K19 how to identify information needs
- K20 the situations in which it is appropriate to act on one's own initiative in giving feedback, information and advice
- K21 the importance of seeking feedback on the quality and relevance of the advice and information you provide and how to encourage such feedback

SCDCPC513

Use information to take critical decisions (Commissioning, Procurement and Contracting)

Information handling

You need to know and understand:

- K22 the importance of information management to the team to organisational effectiveness and your role and responsibilities in relation to this
- K23 the types of qualitative and quantitative information which are essential to your role and responsibilities and how to identify these
- K24 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
- K25 how to identify new sources of information which may be required
- K26 the range of methods of gathering and checking the validity of such information and their advantages and disadvantages
- K27 the importance of the effective analysis of information and your role and responsibility in relation to this
- K28 types of information, both qualitative and quantitative, which you need to analyse
- K29 how to select information relevant to the decisions you need to make and to ensure that such information is accurate and relevant
- K30 the importance of record keeping to the analysis of information and how such records are to be kept and used
- K31 the importance of checking the validity of advice and information provided to others
- K32 how to ensure accuracy, currency, sufficiency and relevance of advice and information
- K33 the principles of confidentiality when handling information and advice – what types of information and advice may be provided to people

Organisational context

You need to know and understand:

- K34 the organisational values and policies and the legal requirements which have a bearing on the collection of information and how to interpret these
- K35 relevant organisational values, policies, guidelines and procedures
- K36 people from whom to seek advice if you have insufficient information or if there is a conflict
- K37 the actions which need to be taken as a result of the decision and when these actions when these actions need to be taken
- K38 organisational policies, procedures and resource constraints which affect the advice given to others

SCDCPC513

Use information to take critical decisions (Commissioning, Procurement and Contracting)

Additional Information

Scope/range related to performance criteria

The scope helps to make sure that you provide evidence related to the work you do. Your evidence for this unit should cover any option that is part of your work.

Information

quantitative

qualitative

Sources

people within your organisation

people outside your organisation

internal information systems

published media

specially commissioned research

Methods of obtaining information

listening and watching

reading

spoken questioning

written questioning

formal research conducted personally

formal research conducted by third parties

Decisions

affecting operational performance

affecting organisational policy.

Analysis

formal and planned

informal and ad hoc

Relevant people

colleagues working at the same level as yourself

higher-level managers or sponsors

Advice and information

in response to a request

on your own initiative

Recipients

team members

colleagues working at the same level

SCDCPC513

Use information to take critical decisions (Commissioning, Procurement and Contracting)

high-level managers and sponsors
people outside your organisation

Organisational constraints

organisational objectives
organisational policies
resources

Form

spoken
written

Scope/range related to knowledge and understanding

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.

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.

External Links

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

SCDCPC513

Use information to take critical decisions (Commissioning, Procurement and Contracting)

Developed by	Skills for Care & Development
Version number	1
Date approved	July 2008
Indicative review date	July 2010
Validity	Current
Status	Original
Originating organisation	Skills for Care & Development
Original URN	CPC 513
Relevant occupations	Health and Social Care; Health and Social Care; Health Professionals; Health Professionals; Healthcare and Related Personal Services; Healthcare and Related Personal Services
Suite	Commissioning, Procurement and Contracting
Key words	critical decisions, advising, informing