

SFJPSG5.1.5

Establish and champion standards in evidence based decision making in the public sector



Overview

This unit is about championing the role of analysis/evidence in the organisation. It includes setting and ensuring demanding standards for the use of evidence, and ensuring that the evidence base for the strategy and work of the organisation is open to critical challenge.

For the purposes of this unit, 'organisation' can mean a self contained entity, such as a department within central government, a private sector organisation, a charity, a local authority, or a significant operating unit with a relative degree of autonomy within a larger organisation.

This unit should be used in conjunction with your organisation's own leadership behaviours.

This standard reflects best practice within the PSG in relation to aspects of Analysis and Use of Evidence core skill.

SFJPSG5.1.5

Establish and champion standards in evidence based decision making in the public sector

Performance criteria

You must be able to:

- P1 ensure that the collection, analysis and use of evidence supports and complements your organisation's wider requirements and overall working
- P2 develop risk management strategies appropriate to addressing any gaps or uncertainties in the evidence available
- P3 balance risks against the benefits that may arise from taking risks
- P4 agree procedures and guidelines to ensure that decisions relating to policies, projects and programmes are evidence-based, in line with organisational requirements
- P5 ensure that adherence to agreed procedures and guidelines is monitored and audited
- P6 address any breaches of the procedures and guidelines in line with organisational requirements
- P7 obtain regular and useful feedback upon your decision making from those stakeholders who are in a good position to judge it, and to provide objective and valid feedback
- P8 review decisions in the light of more recent, or more robust, evidence, and take the appropriate actions
- P9 establish a culture across your organisation where people come forward freely with potential or actual problems associated with ensuring effective evidence-based decision making, and suggested opportunities for improvement
- P10 ensure that knowledge and understanding of how improvements have or can be made in evidence-based decision making is shared across the organisation

SFJPSG5.1.5

Establish and champion standards in evidence based decision making in the public sector

Knowledge and understanding

You need to know and understand:

- K1 the requirements of your organisation relating to the use of evidence-based analysis
- K2 the importance of working across departmental and/or team boundaries, and the associated potential for synergy and cost effectiveness
- K3 the importance of maintaining an up to date understanding of the wider requirements of your organisation, and methods for ensuring this
- K4 the importance of evaluating all assumptions, perceptions and arguments using analysis and evidence
- K5 the importance of making your organisation's formation and use of analysis and evidence transparent to stakeholders, and how to do this
- K6 how to encourage and respond constructively to critical feedback
- K7 the importance of establishing demanding, but realistic standards for the use of evidence, which are in line with your organisation's requirements, and methods for achieving and monitoring this
- K8 how to establish an audit trail of adherence to the standards for the use of evidence
- K9 the importance of communicating and promoting, including by personal example, the need and requirement for evidence-based working

SFJPSG5.1.5

Establish and champion standards in evidence based decision making in the public sector

Additional Information

Behaviours

- 1 You champion the role of analysis/evidence in your organisation
- 2 You develop systems which gather and manage information and knowledge effectively, efficiently and ethically
- 3 You analyse and structure information to develop knowledge that can be shared
- 4 You articulate the assumptions made and risks involved in assessing the analysis and evidence provided
- 5 You show sensitivity to stakeholders' needs and interests and manage these effectively
- 6 You make appropriate information and knowledge available promptly to those who need it, and who have a right to it
- 7 You promote an open and honest exchange of views
- 8 You communicate clearly, accurately and concisely
- 9 You seek constantly to improve performance

SFJPSG5.1.5

Establish and champion standards in evidence based decision making in the public sector

Developed by	Skills for Justice
---------------------	--------------------

Version number	1
-----------------------	---

Date approved	July 2009
----------------------	-----------

Indicative review date	July 2011
-------------------------------	-----------

Validity	Current
-----------------	---------

Status	Original
---------------	----------

Originating organisation	Government Skills
---------------------------------	-------------------

Original URN	GS 5.1.5
---------------------	----------

Relevant occupations	Public Services; Public Service Professionals; Government and Related Organisations
-----------------------------	-------------------------------------------------------------------------------------

Suite	Professional Skills for Government (PSG)
--------------	------------------------------------------

Key words	Champion, Evidence gathering, Decision making, Analysis, Policy, PSG
------------------	----------------------------------------------------------------------
