

Use information for decision making

Overview

This standard is about using information for decision making. You engage with the colleagues affected by decisions and colleagues who can help. You establish the objectives of decision-making and agree these with all parties involved. The standard includes obtaining information to support decision making, checking its accuracy, and resolving any issues. You draw conclusions based on analysis of the information and take decisions within the scope of your authority. You obtain help when you need it and discuss your concerns when you identify any conflicts with organisational values and policies.

This standard is for all managers and leaders.

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Performance criteria

You must be able to:

1. identify colleagues who may be affected by decisions and their interests
2. engage colleagues who can contribute to decision-making processes or will be affected by the decisions
3. establish the objectives of the decisions to be taken and what you are trying to achieve
4. check that all parties involved agree with the objectives
5. identify the information you need to take decisions and where this can be sourced
6. obtain information to enable you to take decisions
7. verify the accuracy and reliability of the information obtained
8. resolve issues with inadequate, unreliable, contradictory or ambiguous information
9. analyse the information to identify facts, patterns and trends that may impact on your decisions
10. identify and evaluate the range of options open to you
11. draw conclusions supported by reasoned arguments and evidence, clearly stating any assumptions you have made and risks that may be involved
12. take decisions in line with your objectives, within the scope of your authority
13. make decisions that are consistent with your organisation's values, policies, guidelines, and timelines
14. obtain help and advice if you do not have adequate information
15. analyse the data to inform the decision making
16. refer decisions that are outside your area of responsibility or scope of authority
17. discuss your decisions with key stakeholders if they are likely to conflict with current values, policies, guidelines and timelines
18. communicate your decisions and rationale to colleagues who are affected
19. follow the legal, organisational, codes of practice and policies relevant to using information for decision making

Use information for decision making

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

1. the importance of engaging those who can contribute or may be affected in the decision making process, and how to do so
2. the importance of setting objectives for the decision, and how to make it clear what the decision must achieve and what is outside the scope of the decision
3. how to identify the information you need to take the decision and how to access it from different sources
4. how to judge whether you have the required information to allow you to take the decision
5. how to identify if information is inadequate, unreliable, contradictory or ambiguous, and how to remedy this within required timelines
6. how to analyse information to identify relevant facts, patterns and trends
7. the range of options open to you and how to evaluate the options
8. the concept of data driven decision making
9. how to justify your conclusions using evidence to support them
10. the importance of ensuring your decisions are in line with your organisation's values, policies, guidelines and timelines
11. the importance of showing any assumptions you have made and risks that may be involved, and how to do so
12. how to communicate your decision to different audiences

Industry and sector specific knowledge and understanding

13. the industry and sector requirements for using information to make decisions
14. the legal, organisational, codes of practice and policies relevant to using information for decision making

Context specific knowledge and understanding

- 15. the colleagues who can contribute to the decision making process or will be affected by the decision
- 16. the facts, patterns and trends within your organisation that may impact on your decision
- 17. your organisation's values, policies, guidelines and timelines related to your decisions
- 18. the scope of your authority for taking decisions, when you need to refer decisions to someone else and the colleagues you may need to refer to
- 19. the steps to take if you do not have the required information, the decision is outside your area of responsibility, or your decisions conflict with values, policies, guidelines and timelines required

Use information for decision making

Skills

1. Acting assertively
2. Analysing
3. Assessing
4. Communicating
5. Decision-making
6. Evaluating
7. Information management
8. Involving colleagues
9. Prioritising
10. Problem solving
11. Setting objectives
12. Time management

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