

# BEHAVIOURAL COMPETENCIES

for Canada's Substance  
Use Workforce v. 2

**ANALYTICAL THINKING**  
and **DECISION MAKING**



Canadian Centre  
on Substance Use  
and Addiction

Evidence. Engagement. Impact.



Canadian Centre  
on Substance Use  
and Addiction

All behavioural indicators across proficiency levels are examples only and can be adapted or tailored to meet individual organizational needs and mandates.

For CCSA's competencies, substance use is inclusive of situations where professionals are working with individuals who use or have used substances, are diagnosed with a medically recognized substance use disorder or are experiencing harms as a result of using substances. For more information, please refer to the criteria for substance use disorders in the *Diagnostic and Statistical Manual of Mental Disorders*, 5<sup>th</sup> edition (DSM-5).

For more information on sex- and gender-based analysis (SGBA+), please visit [www.ccsa.ca/sex-and-gender-based-analysis](http://www.ccsa.ca/sex-and-gender-based-analysis)

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## ANALYTICAL THINKING AND DECISION MAKING

Gather, synthesize and evaluate information and evidence to determine possible alternatives and outcomes and make well-informed, timely decisions. Includes critical thinking and reasoning skills.

	1 = Foundational	2 = Developing	3 = Proficient	4 = Advanced
<b>EXAMPLES</b>	<ol style="list-style-type: none"> <li>Gathers relevant information, consults with others and asks questions, as necessary, to make informed decisions</li> <li>Systematically analyzes component parts of problems and links them together to consider different decision options</li> <li>Makes timely decisions within limits of personal responsibility</li> <li>Makes decisions that are in line with professional and ethical standards, codes of conduct and organizational policy</li> <li>Explains and provides accounts of facts, issues, data and clinical reports</li> <li>Incorporates an understanding of sex and gender related factors into decisions, initiatives and approaches</li> <li>Uses analysis of information, evidence and past experience to develop possible solutions</li> <li>Identifies the key persons who may be affected by the issues or decisions made in own area of work, taking into account differences in impact across diverse backgrounds</li> </ol>	<ol style="list-style-type: none"> <li>Consults others, researches information and determines relevant patterns or trends to understand the issue or problem and identify potential causes</li> <li>Makes decisions in alignment with organizational values and directions</li> <li>Identifies multiple courses of action, considering who may be affected by a decision as well as potential outcomes</li> <li>Evaluates the advantages and disadvantages of alternate approaches and possible courses of action, using critical thinking to implement plans that mitigate risks</li> <li>Uses sex, gender and equity considerations in tailoring courses of action</li> <li>Uses logic, past relevant experience, lessons learned and evidence-based criteria when forming conclusions and making decisions</li> <li>Determines when to act quickly and decisively and when to deliberate on or contemplate decisions</li> </ol>	<ol style="list-style-type: none"> <li>Makes informed and timely decisions to determine a course of action in complex, ambiguous or urgent situations</li> <li>Develops creative, forward-thinking options and recommendations, soliciting opinions of others from a diversity of backgrounds to gain different perspectives</li> <li>Makes decisions based on sex and gender sensitive, evidence-informed practice, reasoning and work experience, and in consultation with key stakeholders, as appropriate</li> <li>Identifies and respectfully challenges judgment or decision making that is unclear or unsupported, or that reflects cultural biases</li> <li>Evaluates the effectiveness and efficiency of a solution after implementation</li> <li>Identifies the potential impacts that trends or events may have on services, people seeking services and employees of diverse backgrounds and contexts</li> </ol>	<ol style="list-style-type: none"> <li>Forecasts and identifies new issues and develops strategies to position the organization to address emerging trends (e.g., capitalizes on trends or takes action before issues escalate)</li> <li>Considers and leverages bureaucratic and political systems, and external trends, organizations and relationships that could affect future outcomes or directions of the organization</li> <li>Ensures that SGBA+ is incorporated into training, projects, services and reporting</li> <li>Ensures stakeholders (e.g., public, employees, community organizations, government, representatives of a diversity of backgrounds, including people with lived and living experience of substance use and their families and friends) are appropriately involved in relevant decisions to ensure decision quality, understanding and buy-in</li> <li>Effectively anticipates the likely results of decisions and actions, foreseeing longer-term and broad, strategic implications of decisions</li> <li>Where feasible and appropriate, builds consensus prior to decision making</li> <li>Considers and balances organizational resources and constraints when making decisions</li> </ol>

