

Overview

This standard is about helping managers to specify, commission and manage external contracts and agreements, including Service Level Agreements (SLAs). It is designed to include all forms of contracting with outside suppliers. It also includes managing grants made to agencies and community organisations for the provision of services e.g. grant funding of community safety projects. The term 'agreement' is more commonly used than contract in such cases so both have been used in the standard. Service providers are also more likely to be preparing bids for grants rather than tenders so again, both terms have been used. The specification may be for either goods or services so 'supplier and service provider' has been used to include both. The standard is recommended for senior and middle managers who have responsibility for planning, sourcing and managing contracts with external suppliers and service providers

Specify, commission and manage external contracts and agreements

Performance criteria

You must be able to:

1. identify the need for outsourcing products or services and agree with appropriate stakeholders
2. develop contract and agreement specifications and agree with appropriate stakeholders
3. publicise contract specifications in appropriate ways and invite tenders and bids
4. draw up shortlists of potential suppliers and service providers using agreed criteria
5. select contractor following agreed national and organisational selection procedures
6. establish contractual agreements with suppliers and service providers
7. agree and review quality control compliance monitoring procedures
8. keep all stakeholders informed about contractual processes
9. develop contract compliance monitoring plans and agree with stakeholders
10. agree protocols and procedures for monitoring contract and agreement compliance with external suppliers
11. implement and manage contract and agreement compliance monitoring procedures
12. review and evaluate contract progress and outcomes with suppliers and service providers
13. agree any actions that need to be implemented

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Knowledge and understanding

You need to know and understand:

1. national and organisational policies and procedures on commissioning and service level agreements
2. methods of publicising contracts and agreement to be tendered
3. sources of external suppliers and service providers
4. how to produce specifications for external contracts and agreements
5. how to select external suppliers and service providers
6. different types of contractual agreements that may be used across the Sector
7. the difference between inputs, outputs and outcomes
8. how to monitor and evaluate contracts and agreement progress and compliance
9. what steps to take if contract and agreement requirements are not met
10. what sanctions will be implemented if contract outcomes are not met
11. what rewards can be implemented if contract terms and conditions are exceeded by contractors
12. ethical and legal requirements relating to commissioning processes and why it is important to comply with them

Behaviours

1. You take personal responsibility for making things happen
2. You communicate clearly and effectively with stakeholders ensuring their understanding of and commitment to the process
3. You ensure that your publicity and selection criteria and practices are fair, transparent and follow good practice in terms of equality of opportunity
4. You clearly agree what is expected of others and hold them to account
5. You encourage external suppliers and service providers to discuss potential problems and provide feedback in a positive way
6. You monitor contract progress on a continuous basis to establish potential areas of concern and take steps to counteract these
7. You ensure the transparency and equality of the recruitment process and comply with ethical and legal requirements for commissioning
8. You operate within the boundaries of your own role and responsibilities

Skills

Communicating
Planning
Reviewing
Problem solving
Monitoring
Decision making
Prioritising
Setting objectives
Evaluating
Negotiating
Analysing
Influencing

Links to other NOS

This standard is stand-alone but may be linked to standard HF19:
Develop proposals to meet external tendering requirements

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