

## 1 Commissioning Skills Assessment

This assessment has been adapted from a framework developed by the Commissioning Support Programme. It is a standards-based approach that draws on the national occupational standards for commissioning and the government procurement skills frameworks.

This skills assessment is for individuals who are involved in commissioning. We hope that, used in a way that is consistent with local professional development policies and opportunities, it will be of use to you whatever the nature of your role in commissioning, and can contribute to your development. It is intended to enable you to assess your skills in relation to a consistent set of criteria, helping you to reflect on your strengths and identify areas for development.

How the assessment is used may depend on local arrangements and should be explored with other commissioners and managers. For example, it may also be used by teams or a group of commissioners to assess their collective skills and identify development needs. Used in this way, this tool has the potential to contribute to an organisation's workforce development plans.

The assessment covers a wide range of different roles within the overall commissioning system, and it is unlikely that all the statements will apply directly to any one individual. Because there are many different ways in which commissioning is organised we have not made assumptions about which statements fit which jobs or role titles. You may find that only some of the statements seem relevant to your current role. We suggest that you start by identifying which of the standards apply to your current role (or are likely to in the near future), make a judgment about your competence against these standards and then identify your development needs. For each standard that is relevant to your role, judge your level of competence against the standard by the following definitions:

Awareness	Some awareness of issues; an ability to comply with rules and procedures.
Understanding	Ability to understand the key issues and their implications for your organisation or partnership and able to ask relevant constructive questions on the subject.
Knowledge	Detailed knowledge of the subject and capable of providing guidance and advice.
Expertise	Extensive and substantial practical experience and applied knowledge of the subject.

## 2 Self-Assessment Template

Standard	Is this relevant to my role?	How competent am I?				What could I do to develop further?
		Awareness	Understanding	Knowledge	Expertise	
1. I understand the key implications of national policy for local commissioning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
2. I engage and work with other partners to develop and agree commissioning priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
3. I work with partners to specify, agree and implement sustainable commissioning strategies and/or plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
4. I develop or use models to simulate the anticipated impact of commissioning plans on the configuration of services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
5. I understand the commissioning framework operating within my organisation and how these arrangements apply to my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Comments:
6. I understand and contribute to the promotion of an outcome-focused commissioning culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Standard	Is this relevant to my role?	How competent am I?				What could I do to develop further?
		Awareness	Understanding	Knowledge	Expertise	
7. I ensure the results of commissioning activity deliver best value to patients and service users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
8. I use best practice and research to improve outcomes for patients and service users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
9. I encourage and promote responsible governance through our partnership and contracting arrangements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
		Comments:				
10. I promote a culture of risk awareness concerned with service provision and the impact on outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
11. I develop, support and maintain relationships to promote effective joint working agreements and practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
12. I develop and implement proposals to align or pool budgets with commissioning partners where appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
13. I communicate effectively about shared commissioning challenges and service changes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				

Standard	Is this relevant to my role?	How competent am I?				What could I do to develop further?
		Awareness	Understanding	Knowledge	Expertise	
14. I design and undertake effective strategic needs assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
15. I work in partnership with or within local communities to identify and assess health, wellbeing and social care needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
16. I prioritise and make commissioning decisions, informed by strategic needs assessment, to improve outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
17. I ensure the sustained engagement of individuals and communities in commissioning activities, building local trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
18. I successfully engage with groups and individuals who are most at risk of being unheard	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
19. I communicate future priorities, needs and aspirations to current and potential providers – both internal and external	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
20. I research and identify whether the market can currently deliver services to meet identified priorities and outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				

Standard	Is this relevant to my role?	How competent am I?				What could I do to develop further?
		Awareness	Understanding	Knowledge	Expertise	
21. I influence and develop the market to meet identified priorities and outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
22. I have awareness of commercial drivers and constraints and understand key business operating principles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
23. I develop and maintain formal as well as informal relationships with existing and potential providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
24. I use a range of techniques to enable and support the procurement process e.g. eProcurement, competitive dialogue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
25. I develop and implement a range of different types of commercial agreement e.g. contracts or joint ventures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
26. I apply financial management skills, including financial planning and investment analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
27. I effectively conduct tendering activities, including invitation, evaluation and selection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				

Standard	Is this relevant to my role?	How competent am I?				What could I do to develop further?
		Awareness	Understanding	Knowledge	Expertise	
28. I identify, allocate and review resources to support commissioning priorities and improve outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
29. I utilise negotiation skills to promote and secure positive outcomes for patients and service users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
30. I assess, using both qualitative and quantitative information, the impact of strategies or plans on improving outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
31. I work with internal and/or external providers to review performance and assess impact on outcomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
32. I contribute directly to the management of change within my own organisation or partnership, or with provider organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
33. I understand intervention options and employ these effectively to secure contract compliance and improve performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
34. I identify, define and/or review local indicators to support assessment of outcomes at all levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				

Standard	Is this relevant to my role?	How competent am I?				What could I do to develop further?
		Awareness	Understanding	Knowledge	Expertise	
35. I recognise and seek to resolve difficulties or conflicts in the identification of commissioning priorities and delivery of services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
36. I am involved in service reviews to support the reconfiguration, renegotiation, or de-commissioning of services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
37. I understand and manage the external and internal operating environment including the influence of organisational culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
38. I utilise a range of leadership styles and motivational skills to achieve change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
39. I hold up to date knowledge of the strengths and weaknesses of the local and regional commissioner community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
40. I identify workforce requirements and changes needed to meet commissioning priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
41. I contribute to the design and/or deployment of an effective commissioning service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
		Comments:				

Standard	Is this relevant to my role?	How competent am I?				What could I do to develop further?
		Awareness	Understanding	Knowledge	Expertise	
42. I promote, plan and support increasing levels of self-directed support for individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
43. I maintain and support networks and relationships that identify, promote and share best practice, innovation, research and knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
44. I develop and implement mechanisms that reward providers for innovation and/or continuous improvements to quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
45. I ensure that the design and provision of services continues to meet the changing needs of the local population	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
46. I ensure that systems to evaluate provision are sensitive to the equality and diversity of individuals and communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
		Comments:				
47. Are there any other areas for development not covered by the standards above?		Comments:				