

Commercial Skills and Competency Framework	Commercial Professional Curriculum		
Commercial Awareness CSL courses for Non Specialists <a href="https://civilservicelearning.civilservice.gov.uk/commercial">https://civilservicelearning.civilservice.gov.uk/commercial</a>	Awareness		
	CSL - Commercial Skills for Leaders (SCS Course)		
	CSL - Leadership Masterclass – Successful Negotiation (SCS and Grade 7)		
	In Development - Contract Management for Leaders April 2015)		
	COMMERCIAL MASTER CLASSES - CMC 1 - Effective commercial planning and contracting. CMC 2 - Achieving supplier engagement (SCS and Grades 7) and a version available for HEO/SEO		
	Developing Commercial Awareness - (business tools and numbers) SCS and Grade 7		
	Managing Contractors - EO - Grade 6		
	Commercial awareness e-learning modules 1-5 available for all grades		
Pre Market	Developing	Practitioners	Experts
1. Principle and process knowledge	<b>SOURCING SECTIONS 1-6</b> Refer to CIPS Levels 2-6 (Levels 4-6 e-Learning available via CCS Learning Hub - Face to face CIPS learning levels 4-6 see CSL)		
	<b>CATEGORY MANAGEMENT E-BRIEFINGS and LEARNING</b> - Available from CCS Learning Hub		
	CIPS 1-DAY CATEGORY MANAGEMENT ESSENTIALS	CIPS 2-DAY CATEGORY MANAGEMENT ADVANCED	
2. Initiating a pre-market and category management process	CIPS 1-DAY CATEGORY MANAGEMENT ESSENTIALS	CIPS 2-DAY CATEGORY MANAGEMENT ADVANCED	
	<b>CONTRACTS FINDER AND PIPELINES</b> - <a href="http://www.contractsfinder.businesslink.gov.uk/Common/Browse%20Pipelines.aspx?site=1000&amp;lang=en">http://www.contractsfinder.businesslink.gov.uk/Common/Browse%20Pipelines.aspx?site=1000&amp;lang=en</a>		
3. Developing the category strategy and models for delivery	CSL - 'Analysis and Use of Evidence'		
	See Sourcing Section		
4. Implement the category strategy	See Sourcing Section		
5. Maintaining and improving the category	See Contract Management Section		
Sourcing	Developing	Practitioners	Experts
1. Procurement policy and EU procurement regulatory framework imperatives	<b>CIPS Ethical Procurement and Supply e-Learning</b> Module certification available via the CCS Learning Hub or directly from CIPS <a href="http://cips.org/training-courses/Ethical-Procurement-and-Supply/">http://cips.org/training-courses/Ethical-Procurement-and-Supply/</a> The module is currently free of charge for CIPS members - this is only until Oct 2014, and E38.00 + VAT for non members to pay directly. The link is available from the hub under the CIPS link.		<b>ALL SOURCING SKILLS SECTIONS 1-6</b> Refer to CIPS for MCIPS and FCIPS status
	<b>ALL SOURCING SKILLS SECTIONS 1-6</b> CIPS Levels 2-4 (Level 4 e-Learning via CCS Learning Hub) Levels 2 and 3 available from non CSL and CCS sources	<b>ALL SOURCING SKILLS SECTIONS 1-6</b> CIPS Levels 4-6 (Levels 4-6 e-Learning via CCS Learning Hub)	
	<b>ALL SOURCING SKILLS SECTIONS 1-6</b> CIPS Level 4 face to face module - available from CSL (Cohorts, Open and Public courses)	<b>ALL SOURCING SKILLS SECTIONS 1-6</b> CIPS Levels 4-6 face to face modules - available from CSL (Cohorts, Open and Public courses)	
	<b>ALL SOURCING SECTIONS: COMMERCIAL MASTER CLASSES</b> - Growing Commercial Skills Master Classes (Target Group SCS/Grade 6/7 Non-Commercial Specialists) 1. Master Class 1 - Planning for Commercial Success, Master Class 2 - Demystifying Commercial Contracts, Master Class 3 - Achieving Supplier Engagement		
	<b>EU Procurement e-Learning</b> (via CCS Learning Hub)		
	<b>New EU Directives e-Learning April 2015)</b>		
	<b>Competition and Markets Authority (CMA)</b> - Competition Awareness e-Learning - via the CCS Learning Hub		
2. Organisational specific process and strategies and their alignment with cross government policy objectives and targets	<b>LEAN e-LEARNING</b> - depending on your level of awareness - available from CCS Learning Hub	<b>LEAN SOURCING SIMULATION TRAINING</b> - depending on your level of awareness - available from CCS Learning Hub	
	<b>LATEST GOVERNMENT PROCUREMENT POLICY</b> - Refer to the Cabinet Office and Crown Commercial Service websites <a href="http://www.procurement.cabinetoffice.gov.uk">www.procurement.cabinetoffice.gov.uk</a> <a href="http://ccs.cabinetoffice.gov.uk/">http://ccs.cabinetoffice.gov.uk/</a>		
3. Procurement project resource deployment and utilisation	<b>LEAN e-LEARNING</b> - depending on your level of awareness - available from CCS Learning Hub	<b>LEAN SOURCING SIMULATION TRAINING</b> - depending on your level of awareness - available from CCS Learning Hub	
	<b>SOURCING SECTIONS 1-6</b> - Refer to the GPS /CCS Website - <b>LEAN STANDARD SOLUTION AND VISUAL MANAGEMENT</b> <a href="http://gps.cabinetoffice.gov.uk/about-government-procurement-service/lean-capability/lean-sourcing/lean-sourcing-standard-solution">http://gps.cabinetoffice.gov.uk/about-government-procurement-service/lean-capability/lean-sourcing/lean-sourcing-standard-solution</a>		
	<b>Market Design - e-Learning April 2015)</b>		
4. Pre-procurement market engagement (also refer to Pre Market Section - Competency 2)	<b>HMT Better Business Cases Programme - Foundation Course</b> <a href="https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government">https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government</a> <b>Providers of the HMT courses:</b> <a href="http://www.apmg-international.com/en/qualifications/better-business-cases/better-business-cases.aspx">http://www.apmg-international.com/en/qualifications/better-business-cases/better-business-cases.aspx</a>	<b>HMT Better Business Cases Programme - Practitioner Course</b> <a href="https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government">https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government</a> <b>Providers of the HMT courses:</b> <a href="http://www.apmg-international.com/en/qualifications/better-business-cases/better-business-cases.aspx">http://www.apmg-international.com/en/qualifications/better-business-cases/better-business-cases.aspx</a>	
	<b>Early Market Engagement (including market Design and Contingency) Foundation and Practitioner Learning (March 2015)</b>		
	<b>LEAN e-LEARNING</b> - depending on your level of awareness - available from CCS Learning Hub	<b>LEAN SOURCING SIMULATION TRAINING</b> - depending on your level of awareness - available from CCS Learning Hub	
5. Executing the Sourcing Strategy	<b>LEAN e-LEARNING</b> - depending on your level of awareness - available from CCS Learning Hub	<b>LEAN SOURCING SIMULATION TRAINING</b> - depending on your level of awareness - available from CCS Learning Hub	

	Tender Evaluation e-Learning - via CCS Learning Hub		
	In Development - Supplier Accounts Data Analysis - e-Learning via CCS Learning Hub (Date TBC)		
	CSL - Negotiation Essentials e-Learning packages		
	CIPS LEVEL 4 - Plan, Prepare and Carry Out Effective Negotiation and CIPS Diploma in Procurement and Supply - Negotiating and Contracting in Procurement and Supply		
6. Contract finalisation and contract award	LEAN e-LEARNING - depending on your level of awareness - available from CCS Learning Hub	LEAN SOURCING SIMULATION TRAINING - depending on your level of awareness - available from CCS Learning Hub	
<b>Post Award Contract and Supplier Management</b>	<b>Developing</b>	<b>Practitioners</b>	<b>Experts</b>
1. Transition to contract and supplier relationship management	SEE ALL SOURCING SKILLS SECTIONS 1-6 CIPS Levels 2-4 (Level 4 e-Learning via CCS Learning Hub) Levels 2 and 3 available from non CSL and CCS sources	SEE ALL SOURCING SKILLS SECTIONS 1-6 CIPS Levels 4-6 (Levels 4-6 e-Learning via CCS Learning Hub)	ALL SOURCING SKILLS SECTIONS 1-6 Refer to CIPS for MCIPS status
	CSL - 'Managing Contractors' - available via CSL	CCS/CIPS 'PASSPORT TO SUPPLY' e-Learning - Supplier Relationship Module - available via CCS Learning Hub	IACCM Commercial and Contract Management Certification Programme
	ALL CONTRACT AND SUPPLIER MANAGEMENT SECTIONS - See Awareness Products		
	ALL CONTRACT AND SUPPLIER MANAGEMENT SECTIONS - Commercial Awareness Modules 1, 4 and 5 - e-learning available via CSL		
2. Contract administration	<p><b>Contract Management Principles</b> Publication by the Crown Commercial Service in consultation with Departments. <a href="https://www.gov.uk/government/publications/commercial-capability-contract-management-standards">https://www.gov.uk/government/publications/commercial-capability-contract-management-standards</a></p> <p><b>Contract Management Principles</b> – a set of Cross Government principles that underpin contract management. These principles complement Departmental contract management manuals / guidance.</p> <p><b>Contract Management Framework Summary</b> – a summary of the fundamental activities to be undertaken during the operational phase of the contract. This is based on the NAO Good practice contract management framework, December 2008 (<a href="http://www.nao.org.uk/report/good-practice-contract-management-framework-2-2/">http://www.nao.org.uk/report/good-practice-contract-management-framework-2-2/</a>)</p> <p><b>Contract Management Operating Model Overview</b> – a generic model for the main functions that are required in contract and supplier management.</p> <p><b>Contract Management Plan</b> – template and example 'monitoring schedule' intended to provide all key headings and can be tailored as appropriate to be proportionate to contracts of different sizes, values etc. <a href="https://www.gov.uk/commercial-and-procurement-training">https://www.gov.uk/commercial-and-procurement-training</a></p>		
	CSL- 'Managing Contractors' - available via CSL	CCS/CIPS 'PASSPORT TO SUPPLY' e-Learning - Supplier Relationship Module and Commercial Awareness Module Supplier Network Module: Identifying and Managing Risks - Available via CCS Learning Hub	IACCM Commercial and Contract Management Certification Programme
3. Contract performance management	CSL- 'Managing Contractors' - available via CSL	CCS/CIPS 'PASSPORT TO SUPPLY' e-Learning - Supplier Relationship Module: KPIs - Commercial Awareness Module: Scope, change and contract change management - Available via the CCS Learning Hub	IACCM Commercial and Contract Management Certification Programme
4. Supplier relationship and performance management	CSL- 'Managing Contractors' - available via CSL	CCS/CIPS 'PASSPORT TO SUPPLY' e-Learning - Supplier Management Overview Module: Tools, techniques and resolving conflict - Available via the CCS Learning Hub	IACCM Commercial and Contract Management Certification Programme
	SEE DEPARTMENTAL GUIDANCE ON DISPUTE MANAGEMENT		
5. Exit and Re-Procurement / Closedown (also refer to Sourcing section)	CSL- 'Managing Contractors' - available via CSL	CCS/CIPS 'PASSPORT TO SUPPLY' e-Learning - Supplier Management Overview Module: Tools, techniques and resolving conflict - Available via the CCS Learning Hub	IACCM Commercial and Contract Management Certification Programme
	CSL COMMON CURRICULUM - Analysis and Use of Evidence		IACCM Commercial and Contract Management Certification Programme
	REFER TO DEPARTMENTAL GUIDANCE ON EXIT, REPROCUREMENT AND CLOSEDOWN (Also refer to CCS Contract Management Guide)		
<b>Other Complementary Commercial/Professional Skills</b>	<b>Developing</b>	<b>Practitioners</b>	<b>Experts</b>
Programme and Project Delivery (See PPD Professional Curriculum)	CSL - Introduction to Project Management and Introductory Certificate in Contract Management	SROs and Project Directors refer to the Major Projects Leadership Academy MPLA@cabinet-office.gsi.gov.uk	
	NEC3 e-learning available from CCS Learning Hub - set of standards/ approach to contract management in the construction space		
	CSL - Programme Management Good Practice		
	CSL - Working with Projects		
	CSL - Successful Project Delivery		
	CSL - 'Risk Management e-Learning'		
Finance (See Finance Professional Curriculum)	Procurement Fraud e-Learning - Available from the CCS Learning Hub		
	CSL - Finance Skills for All' e-Learning	CSL - Financial Leadership - Decision Making and Achieving Better Value for Money (for all SCS)	
Legal	CSL - Legal Awareness e-Learning		

<b>KEY</b>
<b>Available via Crown Commercial Service (CCS) Learning Hub</b>
• The CCS Learning Hub is host for a number of public sector procurement learning and development training products in support of the Procurement Professional Curriculum. Registration and access to CCS Learning Hub can be obtained by emailing <a href="mailto:training@ccs.gsi.gov.uk">training@ccs.gsi.gov.uk</a>
Available via Civil Service Learning
Refer to Host Department Guidance
External Source
Reading/Other materials
In Development/Consideration