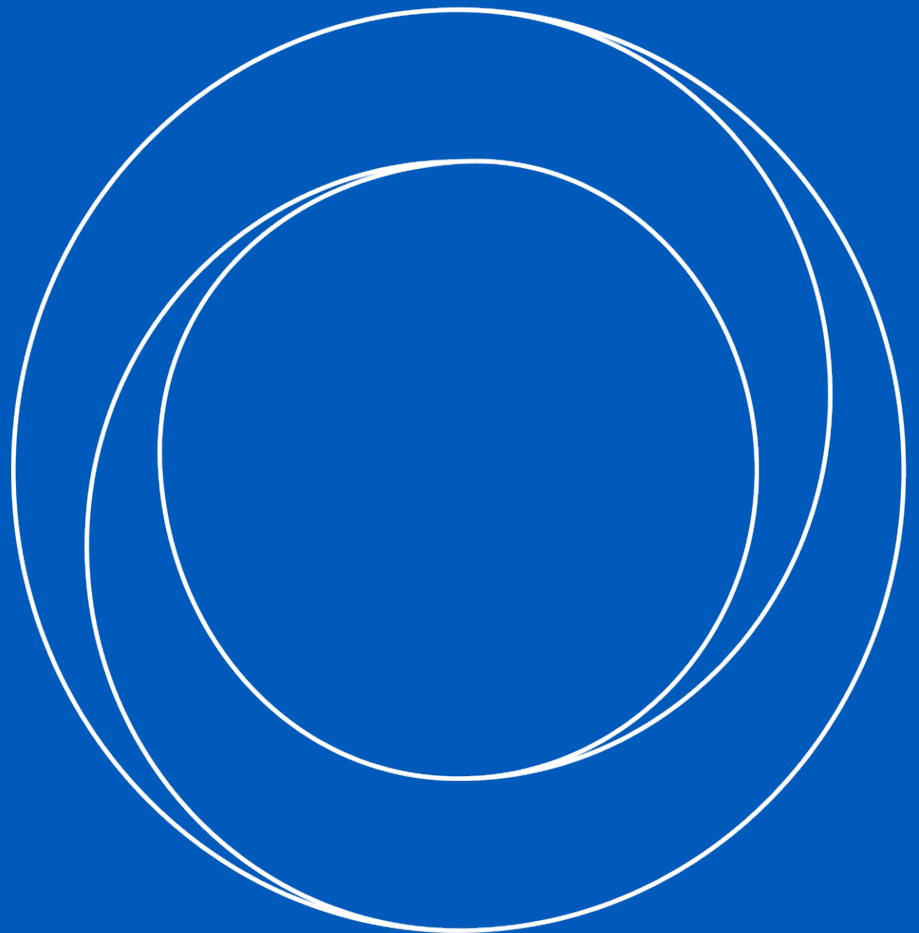




Government
Commercial
Function

People Standards for the Profession

Version 3.0



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Introduction

The Government Commercial Function (GCF) People Standards for the Profession set out the standards expected from commercial professionals within Government at the eight professional levels:

- Commercial Support
- Associate Commercial Practitioner
- Commercial Practitioner
- Associate Commercial Lead
- Commercial Lead
- Associate Commercial Specialist
- Commercial Specialist
- Senior Commercial Specialist

Please see the context section below for further information on these. It complements more general guidance to the Civil Service from Departments, Human Resources and Parliament and, it specifically references four documents that are publicly available.

[The Attributes for Government Commercial Professionals](#)

The Attributes set out model behaviours and skills expected of individuals at the eight different professional levels covered by the GCF People Standards for the Profession. They comprise:

- Section A (Judgement and Leadership) and,
- Section B (Expertise)

[The Civil Service Success Profiles](#)

The Civil Service Success Profiles enable a fairer and more inclusive method of recruitment by enabling the Civil Service to access the range of experiences, abilities, strengths, behaviours and technical/professional skills required for different roles.

[The Civil Service Leadership Statement](#)

The Civil Service Leadership Statement highlights the three key characteristics that civil servants expect from effective leaders, which Civil Service leaders are expected to live up to. They are:

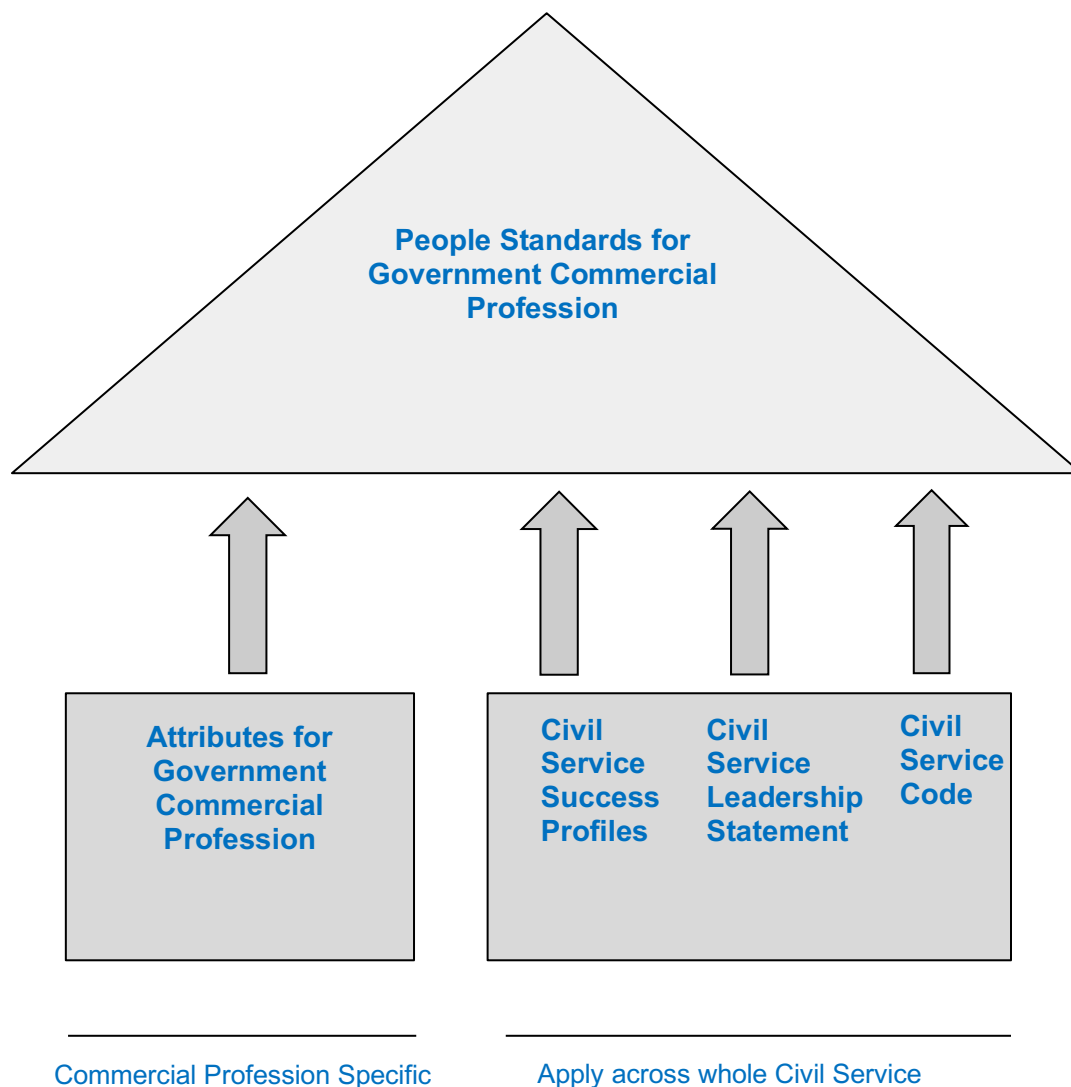
- **Inspiring** - about our work and its future
- **Confident** - in our engagement
- **Empowering** - our teams to deliver.

The Civil Service Code

The Civil Service Code outlines the Civil Service's core values, and the standards of behaviour expected of all civil servants in upholding these values. These values are:

- **Integrity** - putting the obligations of public service above your own personal interests
- **Honesty** - being truthful and open
- **Objectivity** - basing your advice and decisions on rigorous analysis of the evidence
- **Impartiality** - acting solely according to the merits of the case and serving equally well governments of different political persuasions.

These four reference documents all feed into the GCF People Standards for the Profession.



Purpose

The People Standards should be used for the recruitment of commercial roles as well as identifying development needs and supporting individual career planning.

Using this document

Recruitment or Promotion

The GCF People Standards for the Profession set the minimum requirements for recruitment and promotion into each professional level. However, judgement should be used if high potential individuals do not demonstrate the full breadth of the standard for the relevant level, but demonstrate the capability to operate within the advertised role and the potential to reach the required standard. A development plan should also be agreed to ensure the relevant experience and skills are acquired within agreed timescales.

Development

The GCF People Standards for the Profession set out the expertise commercial professionals should seek to develop within their career. Other sources of information include the Commercial Career Framework.

Career Planning

Individuals that are seeking to gain promotion within the commercial profession can use the GCF People Standards for the Profession to identify the experience and skills required to enable them to progress.

Context

Commercial is a major corporate function in Government

The development of these Standards will ensure that our profession, our teams and our people will be able to focus efforts on the areas that matter most and be able to improve our work effectively and build our careers.

The eight professional levels covered in this document support our commercial staff who are responsible for ensuring that the Civil Service achieves excellence in all its commercial activity. The professional levels are not tied directly to traditional Civil Service grades. Instead, they are tied to attainment of specified competency levels in Judgement and Leadership, together with Expertise in commercial skill areas. The eight levels are:

- Commercial Support: Typically, this level involves regular engagement with people both internally and externally and providing a service to customers. Responsible for making decisions that impact on tasks and activities of others.

- Associate Commercial Practitioner¹: Typically, an entry level role where an individual develops their basic commercial skills undertaking key tasks to an overall commercial process under direct supervision and within their commercial delegation.
- Commercial Practitioner: Typically, an individual at this level is in the early stages as a commercial professional. They will have already acquired basic commercial skills, such as having responsibility for delivering specific outputs in a delivery and are now able to take on other tasks, for example, providing commercial judgment on new requirements and contract management with reduced supervision.
- Associate Commercial Lead: Typically, a commercial professional who undertakes commercial activities, provides commercial guidance and advice to others and supports activities to build commercial capability
- Commercial Lead: Typically, a commercial manager who provides leadership and management to a small team and actively seeks to build their capability.
- Associate Commercial Specialist: Typically, a commercial specialist who is a leader within the department's commercial function, actively building capability across the function.
- Commercial Specialist: Typically, a commercial specialist who is also a senior leader within the department and actively builds commercial capability across the organisation.
- Senior Commercial Specialist: Typically, a senior departmental leader, specialising in commercial, with responsibility for a directorate or key business function.

The Accreditation model (for Commercial Lead, Associate Commercial Specialist, Commercial Specialist and Senior Commercial Specialist levels) is mapped to these professional levels. The Accreditation model will, in partnership with these Standards, 'badge' individuals as being able to operate effectively at a specified commercial level and in specified commercial disciplines.

Further Questions

The People Standards are the responsibility of the Government Chief Commercial Officer and are maintained by the Government Commercial Function.

¹ The use of 'practitioner' in the content of these standards differs from the practitioner capability level defined in the [Contract Management Professional Standards](#)

Government Commercial Professional Standards

	Government Commercial Professional Standards: The individual must demonstrate or provide evidence they are able to demonstrate:
Commercial Support	<p>A. The Commercial Support attributes from within the document <i>Attributes for Government Commercial Profession</i>. As a minimum this should include the full range of attributes for Section A (Judgment & Leadership), and those relevant to the specific role from within one of the areas in Section B (Expertise), as well as an understanding of the remaining Commercial Life Cycle areas.</p> <p>B. The competencies relevant to the specific role from the Civil Service Success Profiles</p> <p>In addition, all civil servants are expected to carry out their role with dedication in line with the standards of behaviour set out in the Civil Service Code and the key characteristics highlighted within the Civil Service Leadership Statement</p>
Associate Commercial Practitioner	<p>A. The Associate Commercial Practitioner attributes from within the document <i>Attributes for Government Commercial Profession</i>. As a minimum this should include the full range of attributes for Section A (Judgment & Leadership), and those relevant to the specific role from within one of the areas in Section B (Expertise), as well as an understanding of the remaining Commercial Life Cycle areas.</p> <p>B. The competencies relevant to the specific role from the Civil Service Success Profiles</p> <p>In addition, all civil servants are expected to carry out their role with dedication in line with the standards of behaviour set out in the Civil Service Code and the key characteristics highlighted within the Civil Service Leadership Statement</p>
Commercial Practitioner	<p>A. The Commercial Practitioner attributes from within the document <i>Attributes for Government Commercial Profession</i>. As a minimum this should include the full range of attributes for Section A (Judgment & Leadership), and those relevant to the specific role from within one of the areas in Section B (Expertise), as well as an understanding of the remaining Commercial Life Cycle areas.</p> <p>B. The competencies relevant to the specific role from the Civil Service Success Profiles</p> <p>In addition, all civil servants are expected to carry out their role with dedication in line with the standards of behaviour set out in the Civil Service Code and the key characteristics highlighted within the Civil Service Leadership Statement.</p>

	Government Commercial Professional Standards: The individual must demonstrate or provide evidence they are able to demonstrate:
Associate Commercial Lead	<p>A. The Associate Commercial Lead attributes from within the document <i>Attributes for Government Commercial Profession</i>. As a minimum this should include the full range of attributes for Section A (Judgment & Leadership), and those relevant to the specific role from within one of the areas in Section B (Expertise), as well as an understanding of the remaining Commercial Life Cycle areas.</p> <p>B. The competencies relevant to the specific role from the Civil Service Success Profiles</p> <p>In addition, all civil servants are expected to carry out their role with dedication in line with the standards of behaviour set out in the Civil Service Code and the key characteristics highlighted within the Civil Service Leadership Statement.</p>
Commercial Lead	<p>A. The Commercial Lead attributes from within the document <i>Attributes for Government Commercial Profession</i>. As a minimum this should include the full range of attributes for Section A (Judgement & Leadership), and those relevant to the specific role from within one of the areas in Section B (Expertise), as well as an understanding of the remaining Commercial Life Cycle areas</p> <p>B. The competencies relevant to the specific role from the Civil Service Success Profiles</p> <p>C. Strong core numeracy skills.</p> <p>In addition, all civil servants are expected to carry out their role with dedication in line with the standards of behaviour set out in the Civil Service Code and the key characteristics highlighted within the Civil Service Leadership Statement.</p>
Associate Commercial Specialist	<p>A. The Associate Commercial Specialist attributes from within the document <i>Attributes for Government Commercial Profession</i>. As a minimum this should include the full range of attributes for Section A (Judgement & Leadership), and those relevant to the specific role from within one of the areas in Section B (Expertise), as well as an understanding of the remaining Commercial Life Cycle areas.</p> <p>B. The competencies relevant to the specific role from the Civil Service Success Profiles</p> <p>C. Strong core numeracy skills.</p> <p>In addition, all civil servants are expected to carry out their role with dedication in line with the standards of behaviour set out in the Civil Service Code and the key characteristics highlighted within the Civil Service Leadership Statement.</p>
Commercial Specialist	<p>A. The Commercial Specialist attributes from within the document <i>Attributes for Government Commercial Profession</i>. As a minimum this should include the full range of attributes for Section A (Judgement & Leadership), and those relevant to the specific role from within two of the areas in Section B (Expertise), and a range of attributes from within the other areas in Section B.</p> <p>B. The competencies relevant to the specific role from the Civil Service Success Profiles</p> <p>C. Strong core numeracy skills.</p> <p>In addition, all civil servants are expected to carry out their role with dedication in line with the standards of behaviour set out in the Civil Service Code and the key characteristics highlighted within the Civil Service Leadership Statement.</p>

	<p>Government Commercial Professional Standards: The individual must demonstrate or provide evidence they are able to demonstrate:</p>
<p>Senior Commercial Specialist</p>	<ul style="list-style-type: none"> A. The Senior Commercial Specialist attributes from within the document <i>Attributes for Government Commercial Profession</i>. As a minimum this should include the full range of attributes for Section A (Judgment & Leadership), and those relevant to the specific role from within three of the areas in Section B (Expertise), and a range of attributes from within the other areas of Section B. B. The competencies relevant to the specific role from the Civil Service Success Profiles C. Strong core numeracy skills. <p>In addition, all civil servants are expected to carry out their role with dedication in line with the standards of behaviour set out in the Civil Service Code and the key characteristics highlighted within the Civil Service Leadership Statement.</p>

Attributes for Government Commercial Professionals - Section A: Judgement and Leadership

1. Business Acumen and Commercial Judgement

	Attributes: Demonstrates the following indicators of Business Acumen and Commercial Judgement to deliver positive outcomes for their team:
Commercial Support	<ul style="list-style-type: none"> ● Has a basic understanding of how markets work. ● Collates data and information to support the commercial activity under supervision. ● Has a basic understanding of risks, their impact and how mitigation techniques work.
Associate Commercial Practitioner	<ul style="list-style-type: none"> ● Understands and can explain markets and elementary economics factors which may determine a market shape. ● Understands the impact of risks and perceived risks. ● Ability to identify possible risks, including sustainability risks and opportunities and escalate appropriately. Applies appropriate risk mitigation techniques. ● Understands and can apply tools and techniques associated with gathering commercial data and limited ability to apply them under supervision. ● Confirms the type of supplier/services that are required and identifies potentially suitable suppliers and markets. Expressing the key roles and responsibilities of prime and sub-contractors for delivery, security and key performance indicators (KPIs). ● Assesses the existing market dynamics, including concentration and competition within the marketplace. ● Develops adequate awareness and knowledge to consider the full spectrum of models which can use markets to deliver services, including mutuals, joint ventures and disaggregation.

	Attributes: Demonstrates the following indicators of Business Acumen and Commercial Judgement to deliver positive outcomes for their team:
Commercial Practitioner	<ul style="list-style-type: none"> ● Identifies personnel, cyber and physical risks for both the contractor and potential vendor ensuring that requirements are appropriate and proportionate throughout the contract life. ● Identifies perceived and relevant areas of risk, confirms there is a shared understanding of risk, how it is to be allocated and gains agreement on how it is to be managed. ● Familiar and comfortable with tools, such as PESTEL, SWOT and Porter's 5 Forces Model coupled with an appreciation of when and how to use them to support procurement processes. ● Effectively manages relationships with strategic partners to enable sound partnership arrangements. ● Identifies changes in the business needs of the organisation and develops new strategies for the category within the area of responsibility. ● Actively involved in strategic and business critical negotiations. Can adapt/flex tactics during a negotiation without compromising the agreed strategy and compliance with the process. ● Works effectively with senior staff in the supplier organisation and establishes appropriate governance and relationship arrangements. ● Understands that intellectual property rights (IPR) is an important issue and needs to be considered when shaping requirements. ● Identifies and accesses existing collaborative deals and assesses their suitability to meet all or part of the business requirement. ● Ensures documents, such as Terms & Conditions are fully considered when defining requirements. ● Recognises the need to involve legal expertise in preparation of the contract and has some experience of doing so.
Associate Commercial Lead	<ul style="list-style-type: none"> ● Works to ensure that personnel, cyber and physical risks are managed effectively throughout the contract life in the area of responsibility. ● Utilises tools such as PESTEL, SWOT and Porter's 5 Forces Model appropriately to support procurement processes. ● Utilises collaborative deals as part of the solution to the requirement and advises appropriately in the area of responsibility. ● Applies a risk mindset in managing procurements. ● Utilises documents, such as Terms & Conditions, where appropriate, in shaping requirements. ● Demonstrates understanding of managing complexity when making commercial decisions.
Commercial Lead	<ul style="list-style-type: none"> ● Analyses risks and understands margins of error in developing recommendations. ● Identifies and resolves problems when the data is not sufficient. ● Understands trade-offs that need to be made in their area of work. ● Articulates commercial motivations and expected behaviours of stakeholders, suppliers and networks. ● Leads on securing value for money through achieving a good return on investment on commercial projects. ● Involves the right stakeholders and partners in making recommendations or decisions early on and continues to engage them. ● Applies commercial principles within the boundaries of contract law. Resolves legal issues in collaboration with experts. ● Uses analysis to make effective decisions and can articulate key risks. ● Presents conclusions when given evidence and is able to evaluate the

	Attributes: Demonstrates the following indicators of Business Acumen and Commercial Judgement to deliver positive outcomes for their team:
	<p>relative strengths to confidently make good decisions.</p>
Associate Commercial Specialist	<ul style="list-style-type: none"> ● Takes calculated risks in the pursuit of implementing efficient sourcing projects to deliver innovative solutions in line with policy. ● Conducts an analysis of risks and margins of error to provide assurance on decisions. ● Draws together and presents reasonable conclusions from a wide range of incomplete and complex evidence and data; able to act or decide even when details are not clear. ● Understands market and commercial drivers and motives in practice and develops strategies to exploit these. ● Understands and practically applies the concept of ‘value for money’ with respect to political goals and uses this to articulate what a successful return on investment looks like for a particular commercial project/programme. ● Applies strong knowledge and understanding of contract law. ● Expertly analyses options, manages trade-offs flowing from decisions and mitigates key risks. ● Weighs up data from various sources, recognising when to bring in experts/researchers to add to available information.
Commercial Specialist	<ul style="list-style-type: none"> ● Encourages ideas, improvements and measured risk-taking to deliver better approaches and services. ● Challenges the analysis of risks and margins of error to improve assurance on decisions. ● Manages the trade-offs and contradictions within complex deals and understands the impact and consequences on other areas. ● Generates the way forward on complex deals, focussed on outcomes and weighing up competing views. ● Takes accountability for the gathering and analysis of data across their area of responsibility. ● Effectively interprets and makes judgements on complex information. ● Understands motivations and behaviours of stakeholders, suppliers and networks and can utilise these to deliver on the department’s commercial requirements. ● Understands and applies market shaping principles. ● Is comfortable working in a range of different categories/sectors, and with a wide range of suppliers. ● Where commercial judgements are based on established frameworks, challenges conventional wisdom to deliver better outcomes. ● Develops and defines standards of success in regards to the return on investment for a particular commercial project/programme in their area of responsibility. ● Develops the definition of value for each deal, leads the debate and makes the case with ministers. ● Applies strong knowledge of contract law and an understanding of relevant government precedents. ● Is clear when the standard commercial approach needs to be adapted to achieve a better outcome. ● Able to shape and define a deal in an imperfect and uncertain context; taking responsibility for the department’s position and escalating only by exception.

	Attributes: Demonstrates the following indicators of Business Acumen and Commercial Judgement to deliver positive outcomes for their team:
Senior Commercial Specialist	<ul style="list-style-type: none"> ● Understands the key commercial risks across their department and ensures that these are robustly managed. ● Understands and manages trade-offs across commercial, policy, delivery and operations. ● Manages the impact of complex commercial deals that have an impact across government. ● Swiftly analyses complex and ambiguous data to provide clarity and unbiased thinking. ● Sources and, where appropriate, shares information and data of benefit across the Civil Service from their networks, media and other sources. ● Uses nuanced understanding of the motivations and behaviours of stakeholders, suppliers and networks to achieve organisational objectives. ● Understands how money flows through contracts. ● Takes accountability for achieving and developing the definition of value for money across the organisation. ● Gears the commercial function towards a focus on achieving a successful return on its investments, where the standards for this are set by the definition of value for money employed across commercial deals. ● Applies strong knowledge of contract law and an understanding of relevant government precedents and how disputes arise within complex contract law. ● Is the go-to commercial person for the sector and can move out of standard frameworks when appropriate. ● Displays and articulates a complete understanding of the key parameters for commercial matters in both business negotiations and political situations.

Section A: Judgement and Leadership

2. Leadership Skills and Capability

	Attributes: Demonstrates the following indicators of Leadership Skills & Capability to deliver positive outcomes for their team:
Commercial Support	<ul style="list-style-type: none"> • Supports the team's resilience in managing setbacks within the team. • Contributes to knowledge sharing in the team. • Awareness of the standards to eliminate corruption, fraud and unethical behaviour in supply chains and the actions required in the event of any alleged breach of standards. • Awareness of using different communication styles with different audiences.
Associate Commercial Practitioner	<ul style="list-style-type: none"> • Understands the importance of working with stakeholders both internally and externally in order to understand the needs of the business and wider cross-government strategies and then building those needs into the category strategy. • Understands the importance of communication with stakeholders at different levels and ensuring they understand what progress and benefits have been achieved. • Understands the standards to eliminate corruption, fraud and unethical behaviour in supply chains, taking appropriate actions in the event of any alleged breach of standards. • Develops awareness of resilience in resolving issues internally and in working with others in the team to manage setbacks. • Develops awareness of their own strengths, skill gaps and career aspirations and understands how to build own capability. • Supports knowledge sharing within the team. • Developing ability to use different communication styles with different audiences.
Commercial Practitioner	<ul style="list-style-type: none"> • Works with stakeholders both internally and externally in order to understand the needs of the business and wider cross-government strategies and then building those needs into the category strategy in the area of responsibility. • Demonstrates the importance of communication with stakeholders at different levels and ensuring they understand what progress and benefits have been achieved. • Applies the standards to eliminate corruption, fraud and unethical behaviour in supply chains, taking appropriate actions in the event of any alleged breach of standards. • Demonstrates resilience in resolving issues internally and in working with others in the team to manage setbacks. • Works on own strengths, skill gaps and career aspirations and understands how to build own capability. • Leads on knowledge sharing within the team. • Demonstrates different communication styles with different audiences.
Associate Commercial Lead	<ul style="list-style-type: none"> • Develops and delivers strong relationships with key internal and external stakeholders, in order to develop a clear and agreed view of the needs of the business and wider cross-government. • Applies the principles of supplier management and manages and

	Attributes: Demonstrates the following indicators of Leadership Skills & Capability to deliver positive outcomes for their team:
	<p>evaluates strategic and non-strategic supplier relationships.</p> <ul style="list-style-type: none"> ● Maintains relationships with strategic and non-strategic stakeholders and communicates progress with the category strategy and benefits realisation. ● Applies the standards to eliminate corruption, fraud and unethical behaviour in supply chains, taking appropriate actions in the event of any alleged breach of standards. ● Demonstrates resilience in resolving issues internally and in working with others in the team to manage setbacks. ● Understands own strengths, skill gaps and career aspirations and actively seeks to build own capability. ● Demonstrates knowledge sharing within the team. ● Demonstrates ability to use different communication styles with different audiences.
Commercial Lead	<ul style="list-style-type: none"> ● Demonstrates resilience in resolving issues internally and in helping the team to deal with setbacks. ● Implements change at a local level, working with affected parties to identify and overcome challenges. ● Manages stakeholders and communicates with impact. ● Influences internal decisions and leads discussions with suppliers, engaging well on technical issues and terms and conditions. ● Is trusted for commercial advice and is able to put technical considerations in plain language for stakeholders. ● Adapts quickly to different environments, and uses different communications styles depending upon the needs of the particular audience. ● Builds confidence in teams, encouraging them to develop and improve. ● Understands, at local level, the team's strengths, skill gaps and individual career aspirations and actively seeks to build capability. ● Promotes knowledge and resource sharing within their team. ● Works with stakeholders and communicates standards to eliminate corruption, fraud and unethical behaviour in supply chains, taking appropriate actions in the event of any alleged breach of standards.
Associate Commercial Specialist	<ul style="list-style-type: none"> ● Demonstrates resilience in interactions with suppliers and across the team, defending the department's position. ● Considers the cumulative impact on the business area of implementing change (culture, structure, service and morale). ● Presents technical issues to senior stakeholders and helps them arrive at decisions by acting in an advisory capacity. ● Involves partners to deliver a business outcome through collaboration. ● Acts as a role model in supporting and energising teams to build confidence in their ability to deliver outcomes. ● Understands the wider team's commercial capability and experience and identifies any skill gaps. ● Coaches and supports colleagues to take responsibility for their own development through providing accountability, varied assignments and on-going feedback. Uses bank of experience to provide examples to those they coach. ● Promotes knowledge and resource sharing within the commercial function. ● Influences stakeholders to take active steps to eliminate corruption, fraud and unethical behaviour in supply chains.

	Attributes: Demonstrates the following indicators of Leadership Skills & Capability to deliver positive outcomes for their team:
Commercial Specialist	<ul style="list-style-type: none"> ● Demonstrates resilience in doing commercial deals and managing teams in complex and uncertain situations. ● Drives a culture and supports and encourages a focus on performance and priorities. ● Displays strong motivational capabilities and applies these across the department. Identifies step changes that transform flexibility, responsiveness and quality of services. ● Promotes and visibility demonstrates a culture of value for money in own area and across the departments. ● Builds trust as a leader through demonstrating personal credibility and relationship skills. ● Can visualise a whole commercial deal over time from conception to delivery and can clearly articulate this to key stakeholders. ● Educates, advises, challenges and guides on commercial priorities. ● Expresses own opinion with credibility and gives formal advice to the policy team. ● Acts as a role model for securing positive commercial outcomes across the department. ● Builds capability within the department of commercial skills and leadership. ● Dedicates time to supporting and empowering people through coaching and mentoring and sharing expertise/knowledge. ● Promotes commercial awareness across the department. ● Promotes knowledge and resource sharing with peers and across functions. ● Delegates risks and issues among their team in line with their experience and potential. ● Contributes to the development of standards and/or policy to eradicate corruption, fraud and unethical behaviour.
Senior Commercial Specialist	<ul style="list-style-type: none"> ● Able to demonstrate the resilience and emotional maturity to thrive on ambiguity in highly stressful situations across a broad commercial environment. ● Drives a performance culture across the department and achieves results through others, resolutely holding them accountable for outcomes. ● Acts as a thought leader and role model for innovation and improvement across the Civil Service. ● Creates a culture of flexibility and responsiveness, mobilising the departments to respond swiftly to changing priorities. ● Plays a key change management role in developing a strong cross-government commercial function. ● Seeks out opportunities to represent the organisation in externally facing activities that positively support the profession and commercial as a whole. ● Builds a strong network of collaborative relationships and partnerships across the Civil Service, at the highest levels in government and beyond (UK and globally) to help departmental and wider Civil Service objectives. ● Takes a strategic perspective to identifying the capability needs of the department and identifying and nurturing future leaders. ● Establishes a departmental culture where commercial skills are valued and rewarded. ● Is an inspiring leader with the ability and enthusiasm to coach and mentor team members. Articulates what it means to be an effective

	Attributes: Demonstrates the following indicators of Leadership Skills & Capability to deliver positive outcomes for their team:
	coach at all levels. <ul style="list-style-type: none">• Drives the development and implementation of standards and/or policy to eradicate corruption, fraud and unethical behaviour.

Attributes for Government Commercial Professionals - Section B: Expertise

3. Strategy and Policy Development

	Attributes: Demonstrates the following indicators of Strategy and Policy Development to deliver positive outcomes for their team:
Commercial Support	<ul style="list-style-type: none"> ● Basic understanding of the needs of the business. ● Basic understanding of a sourcing strategy and how a strategy would apply to low value purchases and procurements. ● Contributes to collating data and information required to support the development of a strategy in the area of responsibility. ● Awareness of the procurement regulatory framework and its linkage to the implementation of policy objectives.
Associate Commercial Practitioner	<ul style="list-style-type: none"> ● Aware of the importance of understanding the needs of the business and translating them into the whole life category cycle at the start. ● Understands the purpose of a sourcing strategy and devises a suitable strategy when sourcing simple low value purchases and procurements. ● Understands and engages the relevant internal stakeholders and subject matter experts to assist in developing and executing the sourcing strategy for simple low value purchases and procurements. ● Aware of markets and elementary economics factors which may determine a market shape. ● Aware that the security requirements of departments are wide ranging and apply proportionally to all contracts. ● Familiar with how to obtain data on past patterns of spend. Identifies those parts of the organisation that have or are likely to have needs in the particular area in question. ● Aware of tools and techniques that can be used to benchmark the current state of the category, including determining future requirements and is able to use under supervision. ● Confirms the type of supplies/services that are required and identifies potentially suitable suppliers and markets. ● Contributes to the development of category and sourcing strategy. Maintains strategies and implements agreed sourcing plans. ● Understands the importance of baselining costs in order to build expected benefits into category strategies and is able to contribute to the development of sourcing plans. ● Understands the benefits specified in the business case and the impact on their own role. ● Adapts to changing circumstances without losing sight of business objectives. ● Aware of the importance of developing effective negotiation skills. ● Understands the procurement regulatory framework and its linkage to the implementation of policy objectives.
Commercial Practitioner	<ul style="list-style-type: none"> ● Demonstrates how markets and elementary economics factors may determine a market shape. ● Demonstrates the importance of understanding the needs of the business and translating them into category objectives.

	<p>Attributes: Demonstrates the following indicators of Strategy and Policy Development to deliver positive outcomes for their team:</p>
	<ul style="list-style-type: none"> ● Demonstrates the importance of ensuring the whole category management cycle is considered from the start. ● Applies understanding of how the security requirements of departments are wide ranging and applies proportionally to all contracts. ● Demonstrates how to obtain data on past patterns of spend. Identifies those parts of the organisation that have or are likely to have needs in the particular area in question. ● Applies tools and techniques that can be used to benchmark the current state of the category and to determine future requirements and is able to use some under supervision. ● Identifies the type of supplies/services required and potentially suitable suppliers and markets. ● Develops category and sourcing strategy. Applies strategies and implements agreed sourcing plans. ● Demonstrates the importance of baselining costs in order to build expected benefits into category strategies and is able to contribute to the development of sourcing plans. ● Demonstrates the benefits specified in the business case and the impact on their own role. ● Adapts to changing circumstances without losing sight of business objectives. ● Demonstrates the importance of developing effective negotiation skills. ● Applies the procurement regulatory framework and demonstrates how it links to the implementation of policy objectives.
<p>Associate Commercial Lead</p>	<ul style="list-style-type: none"> ● Advises and guides on category management as required, and can manage stakeholder expectations. ● Manages the benefits, risks and issues of a category management approach and can take the lead in developing solutions in the area of responsibility. ● Works alongside customers to identify and agree present and future needs, linkages to other areas of activity and related potential needs for procurement. ● Utilises tools and techniques to benchmark categories and determine future requirements. ● Builds strong relationships with key internal and external stakeholders, in order to develop a clear and agreed view of the needs of the business and wider cross-government strategies which can then be built into the category strategy. ● Applies understanding of the importance of prime contractors in managing and assuring their own supply chain in particular security of supply and contingencies. ● Evaluates specific procurement risks and applies appropriate risk mitigation techniques when sourcing goods/services. ● Understands and can explain what a legal challenge is, why they can occur and what can be done to mitigate the risk of a legal challenge, implementing mitigation strategies as appropriate.
<p>Commercial Lead</p>	<ul style="list-style-type: none"> ● Contributes to the development and implementation of business unit strategies through to supply chain management. ● Develops supplier management strategies in order to maximise commercial leverage. ● Establishes dialogue/negotiation strategies with clear parameters.

	<p>Attributes: Demonstrates the following indicators of Strategy and Policy Development to deliver positive outcomes for their team:</p>
	<ul style="list-style-type: none"> ● Implements commercial policy objectives and challenges risk averse behaviours where appropriate. ● Evaluates the potential effect of mergers and acquisitions on the organisation's supply chains. ● Understands costs, risks and value through different tiers of the supply chain. ● Secures and acts on insight into customers, citizens, services, communities and markets relating to a specified set of contracts or projects.
<p>Associate Commercial Specialist</p>	<ul style="list-style-type: none"> ● Implements government commercial policy and articulates relevant requirements to stakeholders. ● Develops implementation and resource plans in line with policy objectives and expertly applies relevant legislation. ● Able to work with a range of different complex delivery models (e.g. prime contracting/management contracting/turnkey/outsourcing/partnering such as PPP/PFI). ● Produces and analyses data to inform category strategy and sector management. ● Ensures relevant issues are fed into strategy and big picture considerations. ● Seeks to maximise benefits for the project through effectively executing the commercial strategy. ● Identifies when something needs to change and sets out practical options. ● Assembles cross-disciplinary teams, including contract management and applies strong project management disciplines. ● Looks at market and resources to achieve commercial gain, understanding how department and suppliers can utilise assets and capabilities effectively. ● Researches and identifies markets and quantifies risk. ● Considers the long-term resilience of supply chains and takes opportunities to mitigate the risks and develop opportunities. ● Secures and acts on insights into customers, citizens, services, communities and markets within their sector.
<p>Commercial Specialist</p>	<ul style="list-style-type: none"> ● Inputs, assesses and shapes department and ministerial policies from a commercial perspective. ● Develops and delivers commercial strategies requiring supplier innovation, senior stakeholder engagement, and/or market building/shaping. ● Creates strategies and influences a departmental culture that values effective commercial input, innovation, procurement excellence, and supply chain management. ● Develops commercial resource plans including staff, systems and infrastructure to achieve effective commercial outcomes. ● Develops and implements commercial strategies for projects. ● Provides advice on major investment appraisal and decisions. ● Engages stakeholders in the vision of the commercial function, challenging bad commercial practice and unreasonable demands. ● Encourages innovation and new markets through managing risks and creating business opportunities. ● Critically assesses supply chains and seeks to improve the department's position.

	Attributes: Demonstrates the following indicators of Strategy and Policy Development to deliver positive outcomes for their team:
	<ul style="list-style-type: none"> ● Provides advice and uses commercial expertise and data to inform judgements in markets, sectors, policy, delivery mechanisms, and suppliers. ● Secures and acts on insights into customers, citizens, services, communities and markets affected by their area and the wider public sector context.
Senior Commercial Specialist	<ul style="list-style-type: none"> ● Inputs, assesses and shapes pan-Government policies from a commercial perspective. ● Sets the overall commercial vision and strategy for the department focused on outcomes such as adding value to the citizen and making real, lasting change. Establishes a culture of delivery, continuous improvement, efficiency and value for money. ● Critically assesses markets and competitive behaviour undertaken by all suppliers and takes actions to improve or protect the organisation's interests. ● Maximises commercial benefits for the government through a deep understanding of the whole commercial life cycle, innovations and new commercial models. ● Delivers government priorities utilising strong networks to gather insight into the political, organisational, economic, social, environmental and technological contexts. ● Has an up-to-date understanding of the global context and markets within which government departments, suppliers and businesses operate.

Section B: Expertise

4 Understanding Needs and Sourcing Options

	Attributes: Demonstrates the following indicators of Understanding Needs and Sourcing Options to deliver positive outcomes for their team:
Commercial Support	<ul style="list-style-type: none"> • Aware of the need for a business case and contributes to the development of one under supervision. • Basic understanding of forecasting and requirements planning. • Aware of how project management supports the procurement cycle. • Aware of e-sourcing tools and how they are used in managing sourcing processes.
Associate Commercial Practitioner	<ul style="list-style-type: none"> • Understands the importance of supply market analysis, who conducts it, why and at what point it is carried out. • Understands the need for a business case and provides support to its development. • Aware of the Outsourcing Playbook and how it relates to the area of responsibility. • Supports activities to forecast and plan requirements. • Understands how project management supports all aspects of the procurement cycle. • Understands the differences between strategic and non-strategic suppliers and the associated supplier management principles. • Aware of sustainability risks and opportunities and familiar with the Social Value Act and how this can be actively incorporated into the procurement process. • Understands the principles of pre market engagement. • Understands the security requirements of departments. • Recognises e-sourcing tools to support an efficient approach to managing sourcing processes.
Commercial Practitioner	<ul style="list-style-type: none"> • Applies the principles and processes of pre market engagement. • Applies the security requirements of departments. • Works with the key roles and responsibilities of prime and sub-contractors for delivery, security and Key Performance Indicators (KPIs). • Demonstrates the benefits specified in the business case and the impact on their own role. • Applies the organisation's commercial strategy and the governance mechanisms that drive it. • Demonstrates right sizing and optimal lotting on procurement in order to get full value from potential Small Medium Enterprises (SME) suppliers (buying from SMEs when they provide best value for money (VFM)). • Applies the relevant sections of the Outsourcing Playbook to the area of responsibility • Applies project planning and management techniques to procurement projects. Applies understanding that cross disciplinary teams need to be deployed in order to ensure success as part of a Lean sourcing approach.

	<p>Attributes: Demonstrates the following indicators of Understanding Needs and Sourcing Options to deliver positive outcomes for their team:</p>
	<ul style="list-style-type: none"> ● Engages with the contract management function and other internal stakeholders in the sourcing phase to ensure early preparations for contract management are factored into the plan. ● Demonstrates how the Social Value Act applies to the area of responsibility. ● Conducts pre-procurement market engagement to ensure that the requirement is clear and attractive to a diverse range of suppliers. ● Works with pre-existing arrangements either within the Department or across Government that could be exploited to meet the requirement negating the need to set up an alternative sourced arrangement. ● Utilises e-tendering tools ● Manages record-keeping and compliance with process ● Ability to support customers with running their low value/self-service procurements. ● Utilises e-sourcing tools to support an efficient approach to managing sourcing processes.
<p>Associate Commercial Lead</p>	<ul style="list-style-type: none"> ● Works as a procurement lead and as part of cross-functional teams in order to implement pre market engagement, understands market models and market shaping. ● Provides advice and guidance on category management as required, and can manage stakeholder expectations. ● Advises on the benefits, risks and issues of a category management approach and can take the lead in developing solutions. ● Explains the importance of the whole category management cycle, including contract management and builds it into the plans from the start. ● Fully conversant with the use of tools and techniques, in order to benchmark categories and determine the future requirements. ● Builds relationships with key internal and external stakeholders, in order to develop a clear and agreed view of the needs of the business and wider cross-government strategies which can then be built into the category strategy. ● Understands the requirement, the marketplace and potential solutions. Can provide advice and is able to challenge where necessary. ● Uses e-sourcing/e-tendering tools to support the sourcing process. ● Understands the importance of prime contractors in managing and assuring their own supply chain in particular security of supply and contingencies. ● Develops category strategies, product road maps and sourcing plans. Maintains these taking into account outputs from market analysis. ● Base lines costs using market knowledge and research and manages sourcing and benefits realisation plans. ● Ensures that all pre-procurement engagement has been completed and that the organisation is ready to go to market. ● Engages and works with key stakeholders to develop a clear and agreed view of business requirements and target outcomes. ● Seeks early active involvement of the contract management function and other internal stakeholders in the sourcing process to ensure full and deep understanding of the resulting contract. ● Works with pre-existing arrangements either within the Department or across Government that could be exploited to meet the requirement negating the need to set up an alternative sourced arrangement. ● Leads/manages (if appropriate) any Controls and Internal/Department

	<p>Attributes: Demonstrates the following indicators of Understanding Needs and Sourcing Options to deliver positive outcomes for their team:</p>
	<p>Approvals process. Engagement with these bodies and gaining the necessary approvals.</p>
<p>Commercial Lead</p>	<ul style="list-style-type: none"> ● Works with key stakeholders to develop a clear and agreed view of business requirements. ● Supports business units in articulating their commercial requirements. ● Provides sufficient detail to allow the market to respond to requirements whilst leaving room for innovation, and is able to challenge specifications to improve outcomes. ● Understands demand by forecasting and planning requirements with internal stakeholders and suppliers. ● Develops category strategies, product road maps and sourcing plans. ● Considers and evaluates a range of sourcing models. ● Able to develop options for a business case, including articulating associated benefits and producing supporting arguments for the preferred option. ● Selects appropriate project / programme management tools to underpin business requirements. ● Identifies opportunities to develop collaborative partnerships with suppliers. ● Provides advice and guidance on sectors and suppliers as required, and can manage stakeholder expectations. ● Seeks early active involvement of internal stakeholders in the sourcing process. This includes seeking business buy in and understanding as to how the contract will be managed once the sourcing project is complete. ● Understands and effectively articulates the requirement, the market place and potential solutions.
<p>Associate Commercial Specialist</p>	<ul style="list-style-type: none"> ● Refines specification for complex requirements. ● Engages stakeholders to develop a clear and agreed view of business requirements and target outcomes. ● Manages and forecasts demand across their area of responsibility. ● Challenges the sourcing strategy, where appropriate, to improve outcomes. ● Reviews and challenges business cases to make sure they are fit for purpose. ● Implements appropriate project and programme management across their area of responsibility. ● Achieves the return on investment and improves costs and delivery certainty by managing resources and maximising the use of assets. ● Considers key service and delivery objectives with stakeholders and implements appropriate contract and performance management regime within the terms and conditions. ● Develops and instigates approaches with stakeholders to support collaborative commercial relationships using appropriate frameworks and standards. ● Provides advice on market behaviour, shape and drivers to secure value. ● Considers key financial, legal and commercial issues in the development of the contracting model and implements these within the terms and conditions. ● Advises on relevant regulations and compliance issues demonstrating a strong knowledge.

	Attributes: Demonstrates the following indicators of Understanding Needs and Sourcing Options to deliver positive outcomes for their team:
Commercial Specialist	<ul style="list-style-type: none"> ● Understands the marketplace and strategically influences the requirement, challenging wants over needs and seeking innovation solutions. ● Creates plans to enhance demand forecasting to achieve a balance between demand and supply. ● Develops strong business options to influence ministers and senior leaders, drawing out key risks and compliance issues. ● Provides challenge on sourcing models and advises on complex commercial deals. ● Can critically assess and recommend optimum supply strategy from a range of make vs buy commercial options (insourcing, outsourcing, investment, PFI/PPP, mutual, third sector, etc.) ● Devises and implements successful collaborative category management solutions to drive financial benefits, analysing the needs of various customers and the market whilst minimising risk and maximising commercial advantage to the Contracting Authority. ● Promotes collaborative engagement with commercial partners across the department. ● Provides expertise across a range of different categories and sectors. ● Analyses needs from a variety of customers and negotiates changes to their shape or timing to maximise commercial advantage.
Senior Commercial Specialist	<ul style="list-style-type: none"> ● Seeks out opportunities for innovation and takes managed risks to change accepted practices. ● Attracts and retains world class suppliers to build a competitive product/supply chain advantage. ● Influences department leaders and politicians to maximise value for money through ensuring timely adjustments to changing market conditions. ● Develops strategic approaches to mitigate the impact of markets and globalisation on supply chains and takes action to exploit market opportunities. ● Possesses in-depth understanding of international sourcing.

Section B: Expertise

5. Procurement Process

	Attributes: Demonstrates the following indicators of Procurement Process to deliver positive outcomes for their team:
Commercial Support	<ul style="list-style-type: none"> ● Contributes to the collation of data and information to inform commercial models. ● Aware of public procurement regulations. ● Contributes to the development of a bidder's pack. ● Basic understanding of performance measurement.
Associate Commercial Practitioner	<ul style="list-style-type: none"> ● Understands the essentials of public procurement regulations and the impact they have on all stages of the procurement process. ● Supports activities to inform decisions on commercial models. ● Understands and identifies what should be included in a bidder's pack for simple low value purchases and procurements. ● Aware of and understands different evaluation methodologies and where best to apply them in different types of sourcing. ● Recognises and understands the need to measure performance and challenge inefficient processes.
Commercial Practitioner	<ul style="list-style-type: none"> ● Develops bidders' packs including reviewing and clarifying the specification, drafting appropriate tools and considering optimal pricing and incentivisation mechanisms for simple low value purchases and procurements. ● Applies the essentials of public procurement regulations and the impact they have on all stages of the procurement process. ● Works with organisational policies, procedures, security requirements and systems and has experience of following them. ● Applies the organisations and government-wide key performance indicators and has experience of measuring performance against them. ● Understands principles of Single Source Procurement Reform. ● Leads and manages the end to end tendering process ● Demonstrates ability to run workshops with key business stakeholders (voice of the customer) in order to develop a clear understanding of the requirement. ● Applies understanding that the mishandling or loss of government assets could have significant reputational and economic costs for all parties. ● Demonstrates how cost models and associated financial, commercial and security concepts can be used. ● Applies understanding of how financial and contractual delegations assigned to individuals form part of organisational control and governance mechanisms. ● Demonstrates how to brief and train evaluators in the use of e-sourcing tools. ● Demonstrates the principles of when and how to negotiate and the range of tactics that can be used. ● Demonstrates practical experience of, or participating in, conducting negotiations. ● Demonstrates how to debrief unsuccessful suppliers and has experience

	<p>Attributes: Demonstrates the following indicators of Procurement Process to deliver positive outcomes for their team:</p>
	<p>of doing so.</p> <ul style="list-style-type: none"> ● Works effectively with the Contract Management function as part of the contract management mobilisation phase.
<p>Associate Commercial Lead</p>	<ul style="list-style-type: none"> ● Is able to successfully implement procurement policy objectives in all sourcing projects and is able to challenge risk averse behaviours where appropriate. ● Is able to navigate the legislative framework and implement resource efficient strategies that result in achievement of policy objectives. ● Fully conversant with organisational commercial strategy and procurement policies, procedures, security requirements, processes and governance mechanisms and is able to advise and support colleagues in their application. ● Identifies and works with cross disciplinary teams (that includes the contract management function) and applies a strong visual project management approach to procurement projects. ● Able to quantify and source contract management resources. Able to identify and choose contract management representatives to review tender pack and take part in the evaluations. ● Identifies the costs of existing or similar service provision and engages with suppliers in the marketplace in a planned way. ● Ensures that contract management mobilisation phase and supporting activities are carried out successfully. ● Applies the most appropriate evaluation strategy to a sourcing requirement taking into account the type of commodity being procured, complexity, value and strategic importance.
<p>Commercial Lead</p>	<ul style="list-style-type: none"> ● Advises on and applies procurement policies, processes and governance mechanisms. ● Develops and publishes a full and approved bidder's pack in line with financial and contractual delegations. ● Understands how to use early market engagement and robust data to inform decisions on commercial models. ● Measures performance, challenges inefficient processes and practices and makes proposals for improvement. ● Devises and develops the strategy for transition to contract manager in partnership with the contract manager.
<p>Associate Commercial Specialist</p>	<ul style="list-style-type: none"> ● Manages procurements setting out the timeline, risks, mitigations and deliverables, involving other professionals and teams when needed. ● Develops procurement documentation to support the tender and evaluation process. ● Constructs contracts with advice and input from others, e.g. lawyers, usually within a reasonably well defined framework or with standard rules. ● Identifies and secures new suppliers to improve competition. ● Supports the creation of markets to strengthen the range and quality of options available to government in its commercial arrangements. ● Collates and reviews performance information across their area of responsibility and makes recommendations for improvements to senior stakeholders. ● Quantifies and identifies contract management resources. ● Supports and leads negotiations with data and evidence and for some contracts acts as the signing authority.

	Attributes: Demonstrates the following indicators of Procurement Process to deliver positive outcomes for their team:
Commercial Specialist	<ul style="list-style-type: none"> ● Applies developed ability to draft bespoke terms and conditions to work outside established frameworks. ● Identifies new markets and supports new bidders to improve outcomes of competition. ● Leads on the creation of markets to strengthen the range and quality of options available to government in its commercial arrangements. ● Manages cross-disciplinary teams and relationships at a senior level to deliver outcomes and applies good reporting and transparency mechanisms. ● Identifies and acts on opportunities for innovation to secure organisational improvement and the management of assets (e.g. intellectual property). ● Applies judgement and manages risks to drive value for money and ensure robust outcomes during procurement and evaluation. ● Leads complex and high value negotiations, finalising major deals, escalating only where necessary to secure progress or improve outcomes.
Senior Commercial Specialist	<ul style="list-style-type: none"> ● Promotes competition with strong, innovative and emerging suppliers and identifies opportunities in new markets or changing supply chains. ● Encourages the use of new technology and innovation, such as digital marketplaces, to support delivery and improve procurement or supply chain performance. ● Manages risk at the senior executive level to get the correct outcomes for the government. ● Provides negotiation advice and direction, leading on high-profile escalations. ● Challenges the received wisdom and brings delivery and value for money principles to bear.

Section B: Expertise

6. Contract and Supplier Management

	Attributes: Demonstrates the following indicators of Contract and Supplier Management to deliver positive outcomes for their team:
Commercial Support	<ul style="list-style-type: none"> ● Aware of contract management and how it fits in with the commercial cycle. ● Contributes to the creation of commercial files and audit/assurance activities. ● Supports a contract information system under supervision. ● Supports on contract management activities for simple low value contracts.
Associate Commercial Practitioner	<ul style="list-style-type: none"> ● Understands why active contract management is important and what it entails. ● Lists and explains the key phases in the process and undertakes effective contract management for simple low value contracts. ● Recognises and shares best practice with their peers and colleagues. ● Understands the Contract Management Capability Programme best practice guide and associated resources. ● Supports resolving issues and contract administration. ● Oversees creation of commercial files and audit/assurance activities. ● Maintains effective contract management information system and processes purchase orders. ● Assesses commercial decisions made and the level of risk to the department in progressing to contract award. ● Leads on commercial off the shelf (COTS)/standardised contract requirements and develops deeper understanding of specific issues to support more complex/high value requirements. ● Supports on exit and transition activities.
Commercial Practitioner	<ul style="list-style-type: none"> ● Applies the Contract Management Capability Programme best practice guide and associated resources. ● Applies organisational contract management processes. ● Demonstrates that the scale and depth of contract management is dependent on the nature of the contract and its importance to achieving organisational and policy goals. ● Develops effective working relationships with peers in supplier organisations. Works with senior internal colleagues in establishing appropriate governance and review mechanisms along with expected behaviours for successful supplier relationship management. ● Demonstrates ability to ensure that suppliers and subcontractors maintain high security standards. ● Demonstrates understanding of contract deliverables and the terms and conditions associated with them. ● Utilises contract information systems to analyse contract performance. ● Monitors progress against objectives specified in the business case and delivery against contractual and security obligations. ● Applies understanding of contractual risk and is able to identify risks

	Attributes: Demonstrates the following indicators of Contract and Supplier Management to deliver positive outcomes for their team:
	<p>and raise them with senior colleagues.</p> <ul style="list-style-type: none"> ● Demonstrates ability to set up templates and supplier meetings (project management plans/operations manuals/risk register/change control and filing structures). ● Works with suppliers regarding contract performance metrics, management information and any risk/reward mechanisms as part of an agreed measurement approach. Monitors progress against business objectives specified in the business case and can adapt to changing circumstances without losing sight of business objectives. ● Demonstrates understanding of the importance of formal contractual variations and is able to effectively plan for variations and set clear objectives, ensuring VFM is achieved. ● Works alongside other business areas of the business (i.e. operational colleagues) to ensure that through auditing of records and reports regarding the supplier's performance is completed throughout the contract life. ● Demonstrates understanding of relationship management, supplier innovation and supplier management principles, behaviours, plans and techniques. ● Supports others in maintaining good stakeholder relationships. ● Identifies and addresses issues before escalation without creating unnecessary bureaucracy. Is able to escalate supply issues to the appropriate level for resolution when necessary. ● Understands supplier capacity, delivery capability, geographic coverage, market and supply situations which may impact on service delivery. ● Demonstrates understanding of the benefits of changing the approach to market over time. ● Manages a number of requirements concurrently. ● Develops commercial strategies. ● Ensures effective contract management. ● Leads and assists with development of outputs, contract sourcing and commercial strategies.
Associate Commercial Lead	<ul style="list-style-type: none"> ● Aware of, understands and applies the principles of Contract Management Capability Programme (CMCP) best practice guide. Has achieved Foundation Level accreditation for CMCP. ● Understands and is able to apply and advise others on organisational contract management processes. ● Assesses the level of resource and approach required to manage the contract and identifies if a strategic or non-strategic approach to supplier management is required. ● Demonstrates a deep understanding of the terms and conditions of the contract, the deliverables and works with the supplier to establish a plan for delivering them. ● Agrees and clarifies contract management responsibilities with stakeholders and can advise them on setting up effective processes. ● Articulates the impact of poor supplier and subcontractor security. ● Evaluates and monitors the performance of suppliers against the specification. ● Provides practical advice to stakeholders having identified, evaluated, negotiated and apportioned contract and security risks. ● Manages new small and medium sized enterprise (SME) suppliers to enable them to deliver, demonstrate additional support if the SME is supplying for the first time.

	Attributes: Demonstrates the following indicators of Contract and Supplier Management to deliver positive outcomes for their team:
	<ul style="list-style-type: none"> ● Monitors key performance indicators (KPIs) actively against baselines and uses management information to improve client and supplier performance. Manages and eliminates underperformance. ● Develops opportunities to incentivise contract delivery and continuous performance improvement (where appropriate). ● Identifies where changes in the contract are required. ● Overseas measures and records the realisation of benefits achieved as a result of the performance management regime (or change controls). ● Develops and applies the principles of supplier management and supplier performance management to meet the needs of the organisation and optimise outcomes, including security of supply. ● Builds and maintains strategic partnerships with key suppliers to share risks, benefits and services costs, as well as identify possible scope for supplier innovation during the contract. ● Facilitates relationship development between appropriate teams within the department and suppliers. ● Actively reconsiders market approach over time, including: <ul style="list-style-type: none"> ○ Consider shifting balance of mixed market towards private sector provision ○ Examine whether re-aggregation will yield scale efficiencies. ● Manages the disposal or recycled process of assets (including of classified assets and material) as well as any intellectual property that is no longer needed once the current contract expires. ● Leads all planning and preparation, goal setting, strategy and tactics for re-procurement. Able to undertake soft market testing. ● Ensures supplier performance is maintained in any transition to new contractual arrangements or to the end of the contract (if not being re-competed). ● Needs experience of gathering and collating lessons learned from broader commercial teams to feed into future procurement projects and intelligence performance of previous contracts. ● Utilises financial management and benchmarking. ● Undertakes proactive change controls, such as horizon scanning and evaluates the impact of supplier positioning, such as mergers. ● Manages multiple, more complex requirements and contracts concurrently. ● Manages assurance requirements and conducts peer reviews. ● Negotiates with industry on key issues, such as contract terms, pricing, contract changes, Terms & Conditions, risk and reward.
Commercial Lead	<ul style="list-style-type: none"> ● Manages contract variations, providing practical advice and strategic direction. ● Evaluates whether a contract is achieving a successful return on investment, in the light of value for money considerations. ● Challenges non-delivery of benefits and escalates when required. ● Evaluates the performance of suppliers against the specification, reporting regularly. ● Manages risk and reward mechanisms in contracts and key performance indicators. ● Identifies where changes in the contract are required and adopts strategies to implement these. ● Monitors progress against the business objectives and works with suppliers and customers to develop improvements. ● Actively manages strategic relationships to deliver mutual benefit for those involved.

	Attributes: Demonstrates the following indicators of Contract and Supplier Management to deliver positive outcomes for their team:
	<ul style="list-style-type: none"> ● At a delivery level, holds both suppliers and customers accountable for living up to their contractual commitments. Resolves disputes effectively and efficiently. ● Leads all planning and strategy for re-procurement. Able to undertake soft market testing. ● Manages the disposal process of assets that are no longer needed once the current contract expires. ● Advises on and mitigates risks to the continuity of supply.
Associate Commercial Specialist	<ul style="list-style-type: none"> ● Manages underperformance to resolution. ● Oversees the realisation of benefits achieved as a result of the performance management regime or change control. ● Leads mediation and dispute resolution, driving value from the use of performance metrics and success criteria. ● Implements structured approaches to supplier relationship management throughout their area of responsibility. ● Manages supplier relationships and contract teams giving day-to-day oversight of contracts. ● Provides expert advice on relevant regulations and compliance issues. ● Provides practical advice to stakeholders having identified, evaluated, negotiated and apportioned contract risks. ● Ensures business continuity e.g. security of supply extends during any transition period and throughout the entire contract life, including re-procurement and closedown. ● Leads transition management, exit strategy and contract renegotiations, including driving value from the use of performance metrics and success criteria.
Commercial Specialist	<ul style="list-style-type: none"> ● Designs the evaluation methodology for complex procurements, puts in place the strategy for risk allocation and defines contract and performance management processes. ● Leads on dispute resolution on contracts of high value/complexity/reputational risk, delivering results favourable to the department and ensuring security of supply throughout. ● Demonstrates a relentless focus in managing costs and driving the best value out of contracts. ● Champions continuous improvement, aligning strategies with wider government commercial policies, taking into account internal and external forces and best practices, e.g. National Audit Office, Professional Associations. ● Uses a variety of contracting approaches to minimise risk, motivate performance, and drive innovation. ● At an executive level, across contracts, with key suppliers and customers, drives compliance with contractual commitments. ● Anticipates problems and uses insight to act and secure value for the whole of government. ● Develops and maintains the use of structured approaches to supplier relationship management throughout the department. ● Develops and enacts exit strategies to be used across contracts.
Senior Commercial Specialist	<ul style="list-style-type: none"> ● Oversees and sets the overall contract management strategy for their department. ● Ensures sufficient resource is deployed to manage complex contracts

	Attributes: Demonstrates the following indicators of Contract and Supplier Management to deliver positive outcomes for their team:
	<p>effectively and addresses problematic projects to turn the situation around.</p> <ul style="list-style-type: none"> ● Manages dispute resolution between strategic suppliers and the government. ● Actively reconsiders market approach over time to consider new or innovative commercial models. ● Oversees and sets the overall tone of the department’s relationship with suppliers. ● Supports and drives the use of structured approaches to supplier relationship management across the Civil Service. ● Identifies failing projects and is able to persuade other leaders and politicians when these need to be stopped. ● Oversees exit and transition management across the department’s commercial function, and pays particular attention to the most strategically important contracts.

Section B: Expertise

7. Complex Deals 1: Foundation

The Complex Deals modules are a combination of attributes from each of the other 4 commercial life cycle areas and are only relevant for those people either working in, or applying for, roles in the Complex Transactions team. This is only applicable for Associate Commercial Specialist and Commercial Specialist level participants. Associate Commercial Specialist level participants will only complete the Complex Deals 1: Foundation section, and Commercial Specialist level participants will complete both the Complex Deals 1: Foundation and Complex Deals 2: Advanced sections.

	Attributes: Demonstrates the following indicators of Complex Deals 1: Foundation to deliver positive outcomes for their team:
Associate Commercial Specialist	<ul style="list-style-type: none"> ● Leads transition management, exit strategy and contract renegotiations including driving value from the use of performance metrics and success criteria. ● Ensures business continuity e.g. security of supply extends during any transition period and throughout the entire contract life, including re-procurement and closedown. ● Leads complex and high value negotiations, finalising major deals, escalating only where necessary to secure progress or improve outcomes. ● Oversees contract documentation and handover to business teams, resolving priority issues and involving other professionals where needed (e.g. legal). ● Produces and analyses data to inform category strategy and big picture considerations. ● Ensures relevant issues are fed into strategy and big picture considerations. ● Seeks to maximise benefits for the project through effectively executing the commercial strategy. ● Identifies when something needs to change and sets out practical options.
Commercial Specialist	<ul style="list-style-type: none"> ● Develops and enacts exit strategies to be used across contracts. ● Leads complex and high value negotiations, finalising major deals, escalating only where necessary to secure progress and improve outcomes. ● Oversees contract documentation and handover to business teams, resolving priority issues and involving other professionals where needed (e.g. legal). ● Develops and delivers commercial strategies requiring supplier innovation, senior stakeholder engagement, and/or market building/shaping. ● Creates strategies and influences a departmental culture that values effective commercial input, innovation, procurement excellence, and supply chain management. ● Develops commercial resource plans including staff, systems, and infrastructure to achieve effective commercial outcomes. ● Develops and implements commercial strategies for projects.

	Attributes: Demonstrates the following indicators of Complex Deals 1: Foundation to deliver positive outcomes for their team:
	<ul style="list-style-type: none">• Provides advice on major investment appraisal and decisions.

7. Complex Deals 2: Advanced

The Complex Deals modules are a combination of attributes from each of the other 4 commercial life cycle areas and are only relevant for those people either working in, or applying for, roles in the Complex Transactions team. This is only applicable for Associate Commercial Specialist and Commercial Specialist level participants. Associate Commercial Specialist level participants will only complete the Complex Deals 1: Foundation section, and Commercial Specialist level participants will complete both the Complex Deals 1: Foundation and Complex Deals 2: Advanced sections.

	Attributes: Demonstrates the following indicators of Complex Deals 2: Advanced to deliver positive outcomes for their team:
Associate Commercial Specialist	<ul style="list-style-type: none"> ● Manages underperformance to resolution. ● Oversees the realisation of benefits achieved as a result of the performance management regime or change control. ● Leads mediation and dispute resolution, driving value from the use of performance metrics and success criteria. ● Implements structured approaches to supplier relationship management throughout their area of responsibility. ● Manages supplier relationships and contract teams giving day-to-day oversight of contracts. ● Provides expert advice on relevant regulations and compliance issues. ● Provides practical advice to stakeholders having identified, evaluated, negotiated and apportioned contract risks. ● Implements government commercial policy and articulates relevant requirements to stakeholders. ● Develops implementation and resource plans in line with policy objectives and expertly applies relevant legislation. ● Able to work with a range of different complex delivery models (e.g. prime contracting/management/contracting/turnkey/outsourcing/partnering such as PPP/PFI).
Commercial Specialist	<ul style="list-style-type: none"> ● Designs the evaluation methodology for complex procurements, puts in place the strategy for risk allocation and defines contract and performance management processes. ● Leads on dispute resolution on contacts of high value/complexity/reputational risk, delivering results favourable to the department and ensuring security of supply throughout. ● Demonstrates a relentless focus in managing costs and driving the best value out of contracts. ● Champions continuous improvement, aligning strategies with wider government commercial policies, taking into account internal and external forces and best practice, e.g. National Audit Office, Professional Associations. ● Uses a variety of contracting approaches to minimise risk, motivate performance, and drive innovation. ● At an executive level, across contracts, with key suppliers and customers, drives compliance with contractual commitments. ● Anticipates problems and uses insight to act and secure value for the whole of government. ● Develops and maintains the use of structured approaches to supplier relationship management throughout the department. ● Inputs, assesses and shapes department and ministerial policies from a commercial perspective.



Government
Commercial
Function