



Government
Commercial
Function

COMMERCIAL LEARNING AND DEVELOPMENT OFFER FOR AN ACCREDITED COMMERCIAL LEAD



Contents

Foreword from the Government Chief Commercial Officer	p.2
Programme design	p.4
Programme content	p.6
Overview of the modules	p.7
Your CPD Journey Map	p.9
Cancellation Policy	p.10
Reasonable Adjustments	p.10
Learning and development opportunities	p.11
Useful contacts	p.15



Foreword from the Government Chief Commercial Officer



Commercial staff play a crucial role in delivering the priorities of the government. Across central government, around £50 billion is spent each year buying goods and services, with the demand for public services growing more complex in needs and scale year by year. New service models are driven by changes in technology, lessons learnt, and rising public expectations. These often require commercial input and collaboration between multiple public organisations. When commercial staff with the right skills are involved at the right time in the right way, they can make a massive difference to the quality of the services and projects delivered by government.

Weaknesses in commercial practice have resulted in critical reports by the National Audit Office and Public Accounts Committee, as well as negative media headlines. There has never been a greater need for highly skilled and effective commercial staff who are able to plan, develop and manage high quality contracting arrangements in a complex environment, under the weight of public scrutiny, whilst providing the best value for money for taxpayers.

This means developing a world class commercial function. That is why strengthening commercial capability is one of the top three management priorities for the Civil Service, and why we established the Government Commercial Organisation (GCO).

We want all staff in the GCO to be able to deliver their best, and have therefore made a commitment to your on going learning and development. As accredited senior professionals we know you have the core skills, attitudes and behaviours that the GCO is looking to attract. The multifaceted, world class GCO Programme for Accredited Commercial Professionals has been designed with current and emerging commercial and leadership challenges as its key drivers. The programme enables you to identify and explore your personal role in shaping the future of commercial in government, strengthen your commercial capability and drive culture change within the commercial profession.

The offer includes a bespoke programme that is tailored to identify and meet the learning and development needs of the individual, delivered through a mixture of immersive training days, coaching support, on-the-job development, senior speaker events, digital resources and involvement in online communities.

Learning and development is a continuous, career-long commitment. It enables you to keep up with advances in your profession and continue to improve, actively contributing to our goal of having a world-class government commercial function that continues to consistently deliver high quality public services and projects.

A handwritten signature in black ink that reads "Gareth Rhys Williams". The signature is written in a cursive, slightly slanted style.

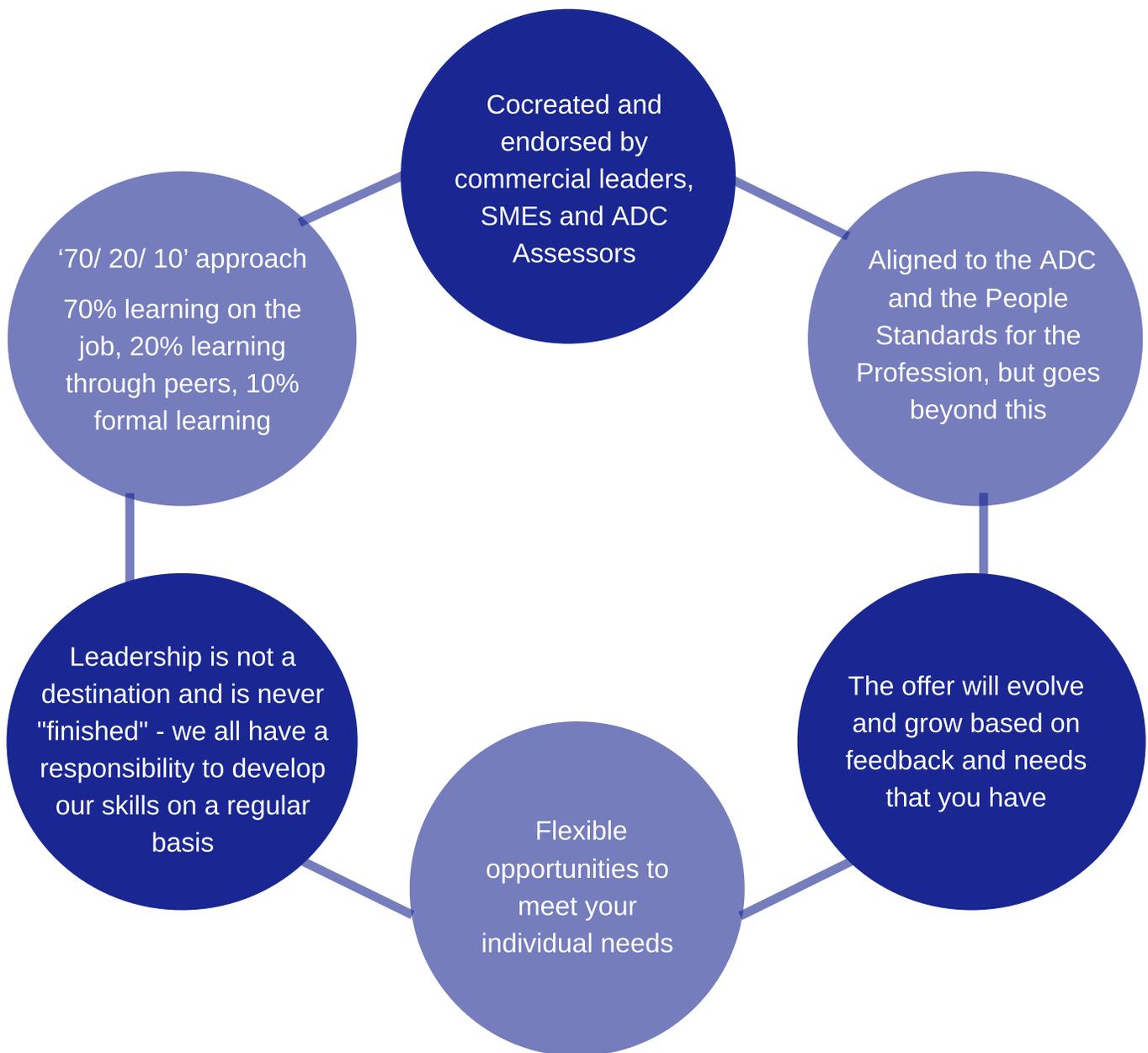
Gareth Rhys Williams

"Enormous value to the taxpayer can be created when government and the biggest suppliers to government come together in a strategic way. The Commercial Capability Programme advances this agenda substantially and, in so doing, provides commercial experts across government with the opportunity to gain the experience and expertise that can put them in a world class position."

**Sir John Manzoni
Chief Executive of the Civil
Service**

The Design of the Digital Programme for Accredited Commercial Leads

The commercial learning offer has been designed, with input from Senior Commercial Specialists, Subject Matter Experts (SMEs) and professionals from the commercial profession, to support individual development needs.



The 70/20/10 approach

70%

On the job experience that enables you to put your knowledge into practice and embed learning; e.g. understanding the wider context of your team by attending strategic meetings, or reflecting on your development in your Personal Development Plan.

20%

Learning from others by sharing knowledge and experience both formally and informally; e.g. Spotlight On... sessions, Red Team Reviews, Action Learning Sets, and attending networking events.

10%

Structured courses delivered in a classroom, as distance learning, or by e-learning; e.g. Technical training via the Commercial College, and the bespoke development workshops.



The Digital Programme for Accredited Commercial Leads

The digital Programme for Accredited Commercial Leads has been developed using accumulated data from the Assessment and Development Centre (ADC), and expert advice from both internal and external sources.

The programme focuses on the areas of 'Leadership Skills and Capability' and 'Business Acumen and Commercial Judgment', which current data indicates are the key areas for professional development for accredited Commercial Leads.

The programme consists of two modules, each module is delivered as a series of webinars, which are designed to be interactive and provide you with the opportunity to meet with your peers, share your experiences and learn from commercial and leadership experts. The modules provide opportunities for you to test out approaches in a safe environment, receive and offer feedback, and learn from your peers. The programme is supported by a series of Spotlight On...sessions and self-directed learning solutions.

To access the programme you must be in the GCO, working at the level of the programme either substantively or on Temporary Promomtion (TP) and you must have been through the ADC process.

If you are not part of the GCO and would like more information about the programme, please contact the GCF Partnerships team (please see 'Useful Contacts' section on page 15).

This programme supports accredited commercial leads to:

- Hone commercial acumen
- Instill a culture of excellent commercial leadership and behaviours in teams and working environments
- Communicate with impact and confidence
- Manage complexity while making the right decisions
- Build resilience and learn how to maintain it under pressure
- Enhance and maintain networks

The Programme is:

- Aligned to the ADC and the [People Standards](#) for the profession, but goes beyond by helping to increase your impact, influence and confidence
- Practical in focus to hone your skills
- Designed with flexibility to help you meet your goals

What you'll get:

- Learning through experts including SMEs, assessors and commercial professionals
- Expert facilitation and coaching
- Networking opportunities
- Introduction to current theories
- Feedback and support from peers and coaches

Overview of Modules

Module 1: Leadership & Insight

The webinars in Module 1 are delivered by experienced leadership facilitators with input and insight from professional coaches. There will be a mix of theory, case studies, peer activities as well as the chance to receive feedback and time, in between webinars, to reflect individually and as a group. Module 1 is designed to equip commercial professionals with the core leadership skills required for their role. The module focuses on self-awareness of your leadership attributes and the relationship skills needed to achieve the best commercial deals

Webinar 1 - Launch Session, Emotional Intelligence and Assertive Communication

The Launch Session introduces you to Module 1 of the programme.

During the session you will develop an understanding of Emotional Intelligence and how to get the best from others by using communication skills.

Webinar 3 - Managing Yourself and Your Stakeholders

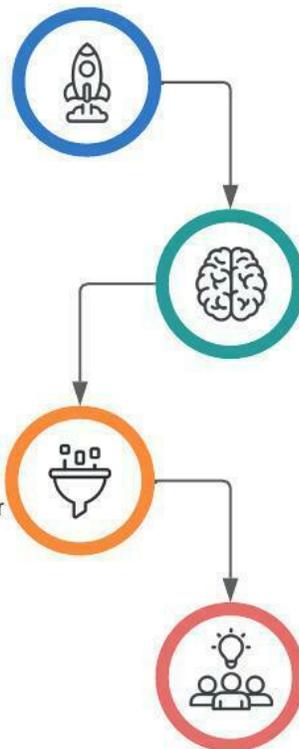
In this session you will focus on how enhancing your resilience can support you when dealing with tricky stakeholder interactions.

Webinar 2 - Enhancing Emotional Intelligence and Communicating with Impact Practice

This session will provide you with an opportunity to develop your ability to communicate assertively and practice the leadership attributes of assertiveness, builds relationships and coaching manager .

Webinar 4 - Managing Yourself and Your Stakeholders Practice

In this interactive webinar you will develop your ability to extend your impact via influence and negotiate.



Overview of Modules

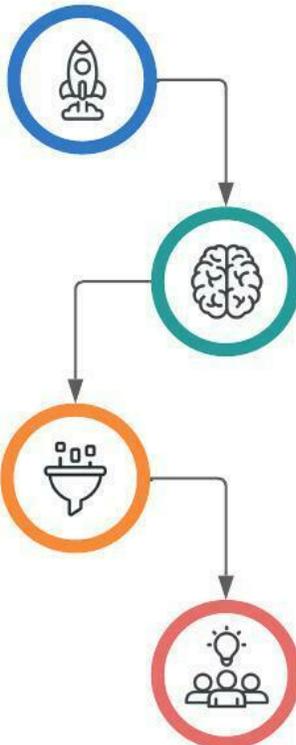
Module 2: Business Acumen & Commercial Judgment

The programme consists of 4 interactive webinars, delivered by Subject Matter Experts and focusing on the attributes of Business Acumen (BA) and Commercial Judgment (CJ). This module is designed to equip you to better demonstrate these attributes in your current commercial role and beyond. You will focus on applying these skills in making complex judgments through simulation exercises with your peers. The webinars will provide you with the opportunity to meet your peers, share your experiences and learn from commercial and leadership experts.

Throughout this programme you will receive ongoing support from the GCF and your Line Manager, which will help you to shape and achieve your goals. You will also be expected to take a proactive approach to your development to really benefit from what is on offer. You are encouraged to frequently check the GCF Government Commercial College & the Knowledge Hub platforms for learning opportunities, events and Red Team & Peer Review activities.

Webinar 1 - Launch Session,

The Launch Session provides you with an insight into the programme's aims and objectives. During the session you will have the opportunities to network with your fellow learners.



Webinar 3 - Looking to the Future

This webinar will get you to focus on the impact the commercial decisions you are making now may have on the future. The session will explore how you can make more informed decisions.

Webinar 2 - Broadening your View

This session uses breakouts, presentations, simulation, feedback and reflections to arrive at potential solutions to a commercial challenge.

Webinar 4 - Achieving through Teams

The final webinar is designed to get you thinking about how you can use your creativity and intuition, as well as logic and analysis, to shape and influence decisions.

The Anticipated GCO Accredited Commercial Lead Journey



Anticipated CPD Journey for an Accredited Commercial Lead



Cancellation Policy

There is a strict cancellation policy in place for all Commercial L & D training. Please read the below carefully, a copy of the cancellation policy is sent to you once you have confirmed your attendance.

If you cancel within 15 working days of the event, the cost will be charged back to your department. If cancellation is absolutely unavoidable we require written correspondence from your Commercial Director to cancel your place. We will also be writing to Commercial Directors regularly to update on attendance.

By booking this course you are agreeing to the following terms and conditions:

- *If you wish to cancel your participation in a course, you may be required to pay a cancellation charge.*
- *Cancellation notification received 15 working days or more before commencement of a course will not incur a cancellation charge.*
- *Cancellation notification received fewer than 15 days before the commencement of a course will result in your department being charged the full amount of the total course cost.*
- *The 'days' referred to in the cancellation are working days. The commencement of a course is the date on which you agree to attend the training event. If you do not reply to the training invitation by the deadline date it will be assumed that you are available to attend the training.*

Please note that both modules are fully chargeable.

Reasonable Adjustments

Please record any reasonable adjustments to you may require to complete the programme, on your **GCC profile**. Recording your reasonable adjustment requirements on your GCC profile will enable the Commercial Learning and Development Team to action your needs as soon as possible. The team is experienced in supporting candidates requiring reasonable adjustments. We advise that you update any reasonable requirements on the GCC now, ahead of joining your programme.

Learning and Development Opportunities

There are a wide range of ongoing activities outside of the programme to support your learning and development, these are open to all within the GCO. **If you are not part of the GCO and would like information about these opportunities, please contact the GCF Partnerships team (see the 'Useful Contacts' section on page 15).**

Spotlight On...Sessions

The Spotlight On... sessions are an integral and important element of the Commercial Learning and Development offer. They provide an opportunity to cover, in greater depth, areas of learning introduced over the course of the programme and encourage you to assimilate your knowledge and experiences. The sessions are delivered as either webinars or podcasts, which have been created using the expertise of highly experienced SMEs, Crown Representatives and ADC Moderators.

You have full access to the following Spotlight On... session:



Spotlight on Building Effective Supplier Relationships Podcast

Explore different styles and approaches for working with suppliers and how to, appropriately, apply these. Available as a podcast on the Government Commercial College (GCC).



Spotlight on Political Insight Podcast

Political Insight involves considering the motives, objectives and positions of key stakeholders in order to equip you with the tools to better understand 'the agenda behind the agenda'. Available as a podcast on the Government Commercial College (GCC).



Spotlight on Networking

This masterclass is presented by a Commercial Subject Matter Expert and explores how you can make networking work for you



Spotlight on Coaching Skills for Leadership

An opportunity to refresh, practise and gain feedback from professional coaches on your coaching style. The Masterclass involves a blend of teaching, interactive exercises and facilitated practice.



Spotlight on Diversity & Inclusion Module

This module aims to provide tools that will enable you and your colleagues to create and sustain a diverse and inclusive working environment. The module will help you to explore how Diversity and Inclusion impacts on recruitment, attracting talent and on the population already working within the GCF. Available as a interactive module on the Government Commercial College (GCC).

Coaching Programmes

The Commercial Talent team offer one-to-one coaching programmes that can support you to achieve your goals, enhance your skills and unlock your potential. They can also help you manage issues, barriers and challenges. One-to-one coaching programmes can offer support with:

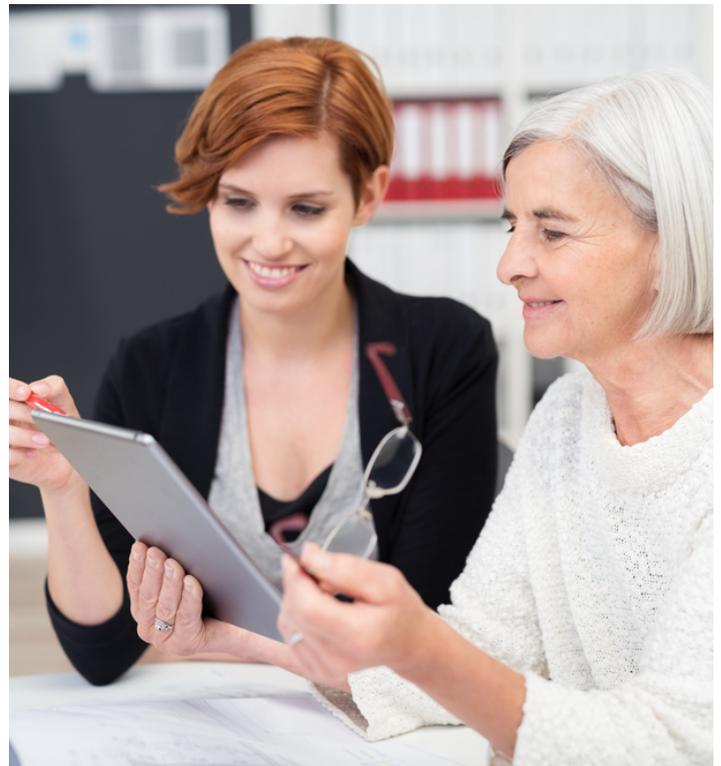
- Leadership development
- Career development
- Parental transition (for individuals taking or returning from extended periods of shared parental leave)
- Interview skills
- Support for those working towards accreditation

Mentoring

The Commercial Talent team creates successful mentoring matches from a growing pool of professionals from across central and wider government. Mentors provide advice in line with your development goals, drawing on their own experience and constructively challenging your way of thinking.

Shadowing

Shadowing in the commercial function is an opportunity for an individual to expand their knowledge, observe how senior commercial specialists engage and present themselves, build networks and understanding of a particular department.



Talent Moves

The GCO Talent Mobility offer enables all specialists working in the GCO at CL, ACS and CS level early access to career development opportunities known as "Talent Moves". These moves are usually across central government and either permanent or temporary in length.

Talent Moves are particularly useful to consider if you:

- similar format to a secondment or loan. They are available pending approval have been in your current role and/or department for a significant period of time;
- looking to increase your depth/breadth of experience;
- would like the experience of working in a different department;
- would like to enhance your strengths or address a specific development/progression need.

Action Learning Sets

As a follow up to the modules and masterclasses, the participant is encouraged to take part in action learning sets. Action Learning is a structured approach within small peer groups to share ideas, reflect on perceptions of their challenges and plan learning collectively.

GCF Knowledge Hub

This is the principle networking online platform, hosted on the Knowledge Hub. Within the GCF Network participants will be able to share news, views and requests for information, find networking opportunities, search for colleagues and events and use the best practice zone. Participants are advised to make their profiles as complete as possible.

GCF Knowledge Hub: <https://khub.net/gcf>

The Government Commercial College (GCC)

The GCC is a web based platform that enables learners to view and manage all aspects of their commercial learning. It delivers significant improvements to the learner's experience in terms of the way learning is scheduled and tracked. The site can be accessed by using the link below:

Government Commercial College

If you have any further queries about the Programme, please contact the Commercial L&D Team via our email address:

commercial-development@cabinetoffice.gov.uk



Other opportunities

- Specific training as agreed by your line manager.
- Peer reviews, Red Team Reviews, and speaker events as advertised via the GCF Knowledge Hub: participation is strongly recommended and can be used as evidence of your development in your mid and end of year reviews
- Networking online and offline with the GCF community and the Knowledge Hub

Wide range of on the job learning (discussed with your line manager and/or the Commercial Talent team) through shadowing, participation in working groups, and participation in specific projects to develop and strengthen your skills

If you have any further queries about the Programme, please contact the Commercial L&D Team via our email address:

commercial-development@cabinetoffice.gov.uk



Useful Contacts

ADC Team	gcfdevelopmentcentre@cabinetoffice.gov.uk
Commercial L & D Team	commercial-development@cabinetoffice.gov.uk
Commercial Leadership Team	gcoleadership@cabinetoffice.gov.uk
Commercial Talent Team	commercialtalent@cabinetoffice.gov.uk
GCF Partnerships Team	gcfwidergovernmentbodies@cabinetoffice.gov.uk
Bookings Team	gcfprog-bookings@cabinetoffice.gov.uk
Government Commercial College	govcomcollege@cabinetoffice.gov.uk www.govcommercialcollege.co.uk
GCF Knowledge Hub	www.khub.net/group/government-commercial-organisation www.khub.net/group/gco-development-offer
GCF LinkedIn	www.linkedin.com/company/government-commercial-function
GCF Twitter	@GCF_Comms
Civil Service Learning	https://identity.learn.civilservice.gov.uk/login





