



Government  
Commercial  
Function

# EXPERT

Accreditation and development  
programme



2022-2023

# Background

## ■ The need for accredited contract management professionals

The government demands value for money and service delivery efficiency from the public sector spend on external contracts. Agreements with suppliers and partners may be well thought through, but no contract manages itself.

To manage high value and high risk contracts, contract managers from within central government departments, the wider public sector and the local government sector need to be efficient, effective, skilled and knowledgeable and able to operate strategically. A recognised higher-level accreditation following a comprehensive training programme will enable this.

## ■ About the programme

The Expert accreditation is a nationally-recognised, strategic-level, structured learning and accreditation programme.

A technical qualification, it develops contract management expertise, strategic level thinking and

leadership skills and capabilities in line with the Contract Management Professional Standards. The focus is UK government contracts managed either by central government departments, wider public sector organisations or local authority organisations.

Comprising 23 blended learning modules, it features subject matter expert-led online workshops, complemented by coaching and Q&A 'drop-in' sessions.

The final eight strategic modules follow-on from, and sit above, the initial 15 Practitioner-accreditation level modules.

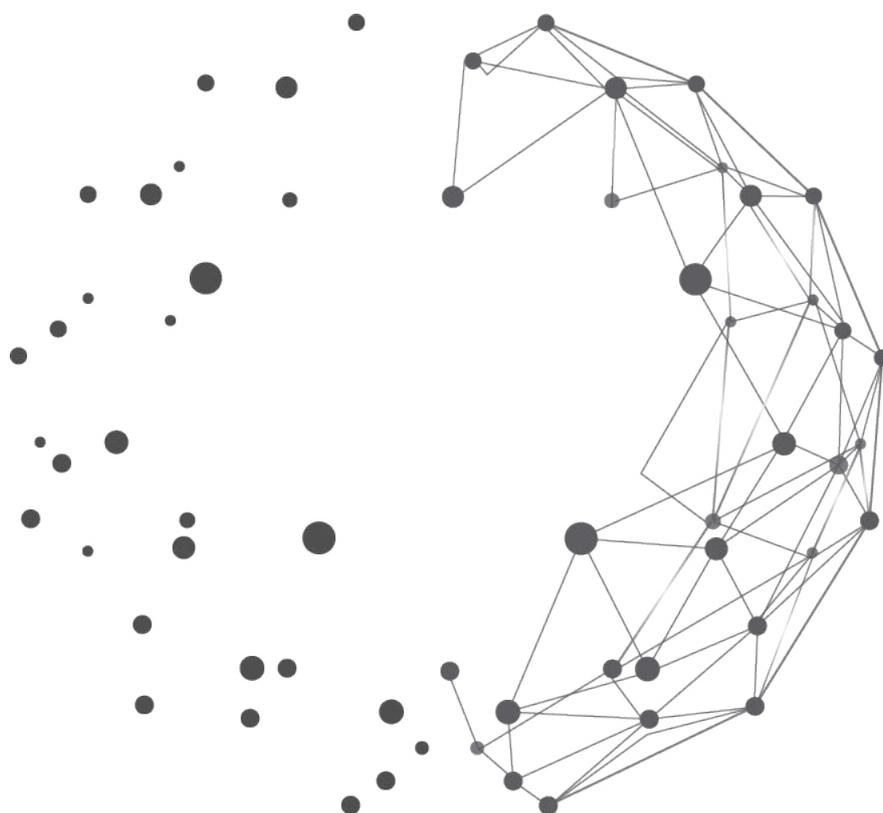
## ■ Who should undertake the accreditation course?

This programme has been designed for suitably experienced and senior contract management team members that are:

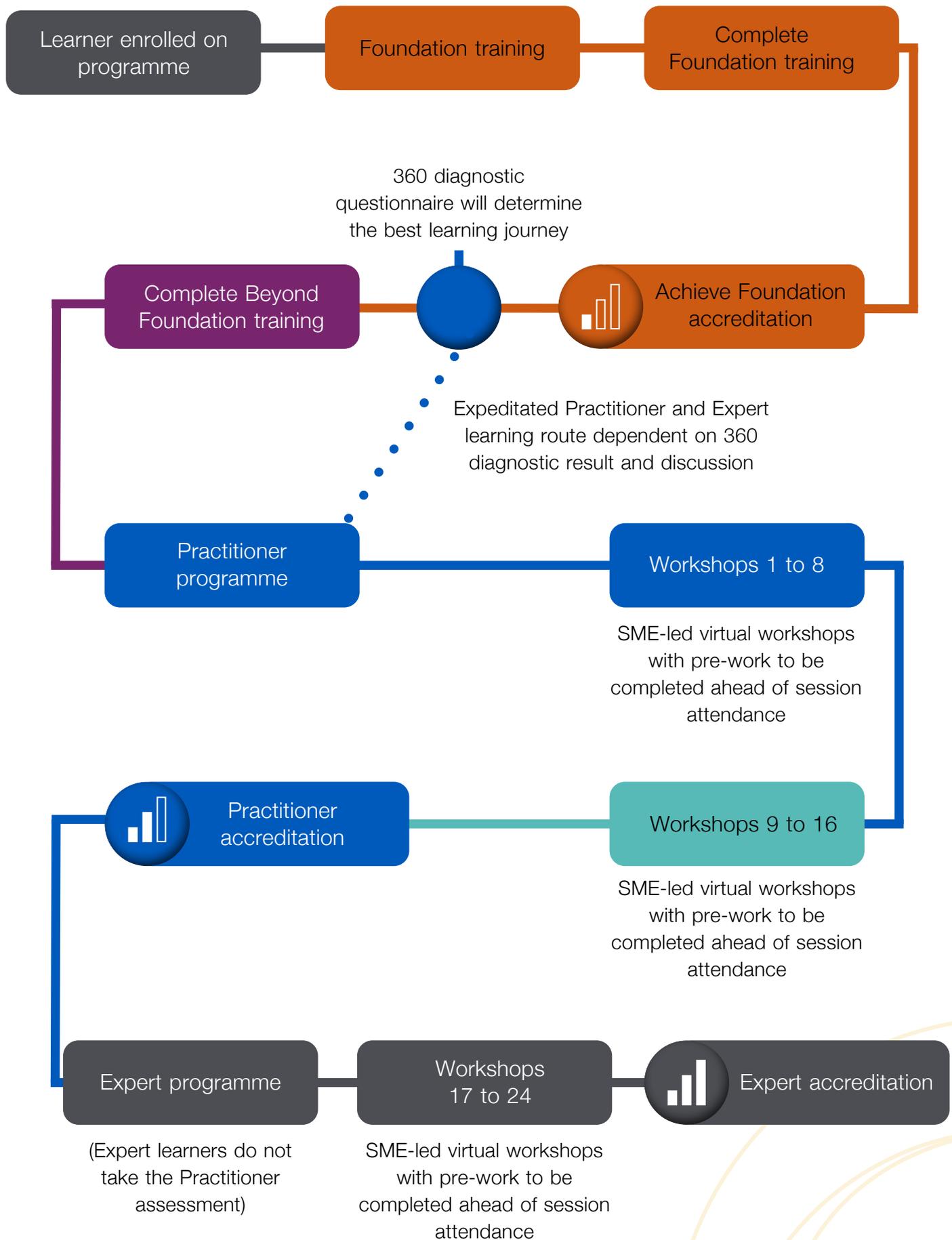
- a specialist contract manager or contract lead
- working on high profile, high-value and complex (gold) contracts as part of their role

# How the Expert accreditation fits into the wider structure

There are three levels of accreditation; Foundation, Practitioner and Expert. The Foundation-level accreditation provides the baseline from which to progress to both the initial (15) modules of the Practitioner-level and then to the Expert-level accreditation module on top.



# How the Expert accreditation fits into the wider structure



# Benefits of the programme

Having fully-trained and accredited contract staff within your organisation leading on contracts will reinforce to the government, service users, and the wider public domain that contracts are being efficiently managed and driven forward. Without this, it's a contract risk. Contract risks are business risks.

## ■ Benefits for the organisation

The benefits for an organisation are:

- the training and accreditation demonstrates a commitment to maintaining professional standards and having fully-trained and accredited personnel leading on, and managing, public contracts
- accreditations and training products within the programme are CPD-endorsed, which helps with wider career development
- the accreditation and course is recognised by the Chartered Institute of Procurement & Supply and WorldCC
- the tailored learning is shaped around good practice examples from the workplace
- the programme concentrates exclusively on government contracts, so the focus will be UK public sector-specific
- the accreditation is gained through experiential learning so the learned principles can be

applied back in the workplace

- the organisation benefits from having accredited and skilled contract management professionals at strategic level
- the programme's modules are flexible so sessions can be scheduled to fit with day-to-day workload

## ■ Benefits for the learner

The benefits for the learner are:

- the programme is digital, flexible and agile, and can be tailored around workload and personal circumstances
- sessions can be planned and booked in advance
- it enhances both technical knowledge, and leadership and interpersonal skills
- experiential learning will help to put the principles into practice
- individualised learning - work at your own pace

## Benefits of the programme

- the CPD endorsement provides personal development time credits
- learning from peer group discussion and debate with like-minded colleagues from other organisations is fundamental
- there is a tangible skills uplift from undertaking the programme

# How benefits are realised

## ■ Benefits realisation

Benefits can be realised by:

- setting up a study group with peers
- gaining CPD accreditation for learning
- better knowledge of contract terminology
- overcoming contract 'fog' with suppliers
- achieving value for money
- accessing a knowledge 'bank'

## ■ Growth

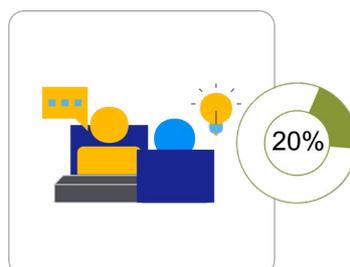
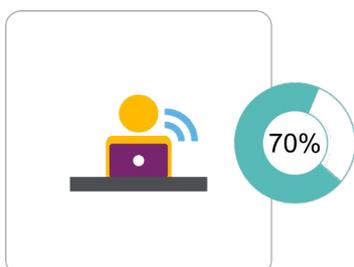
The learning principle:

- **70% experiential learning** (back in the workplace)
- **20% peer group** (good practice share, debate, social learning)
- **10% formal learning** (instructor-led and individual)

## ■ Outcomes

Positive outcomes we've seen from our learners include:

- "KPIs were negotiated and adjusted"
- "strengthened and developed the buyer/supplier relationship and turned 79 red rated sites green"
- "turned a lose-lose into a win-win"



# Subjects of the modules

## Module 1

**Business case:** the value of a well-researched and comprehensive business case, and how to appraise and contribute to developing business cases

**Contract literacy and finances:** how contract structure and financial information is used to make decisions, so it becomes second nature

**Market engagement and procurement:** developing an understanding of the importance of a contract manager's involvement in early, pre-procurement market engagement activity and in the procurement phase of the full contract management lifecycle

**Influencing and making an impact as a contract manager:** developing the behavioural skills needed to influence effectively, and create impact positively

**Mobilisation:** creating the structure and processes needed for mobilisation

**The importance and benefits of mobilisation:** the development of robust mobilisation and contract management plans and processes

**Supplier relationship management:** supplier management and the value of proactively managing the relationship across contracts at a strategic level

**Mobilisation challenges:** responding to unforeseen challenges and change that may arise right from the start, and the different stakeholder perspectives

## Module 2

**KPIs and payment mechanisms:** the marriage of KPIs or milestones and the links to payment mechanisms in a contract

**Implementation:** managing the implementation phase - and the challenges that occur

**The operational phase:** analysing different options, assessing risks and recommending courses of action

**Managing the operational phase:** identifying, assessing, managing, and mitigating operational risks. Engaging and effectively managing multiple stakeholders, and managing and implementing change

**Managing performance and disputes:** focusing on performance management, both in one contract and across a portfolio, and taking the process through to the difficult risk-based decisions involved, and going through the disputes process

**Exit and transition:** the planning required for an orderly exit of a contract, ensuring that transition, relationships, and the associated risks are managed

**Consolidation of learnin:** review of the knowledge and skills acquired and where these add value to the contract management lifecycle

## Module 3

**Strategic analysis:** an understanding of strategic analysis, tools and methodologies and the impact it can have on successful contract management

**SWOT and Advanced SWOT:** looking at SWOT in a deeper, two-dimensional way and gaining an appreciation of the simple tool can contain sophisticated analysis and aid decision-making

**QRA and horizon scanning:** understanding and using three key tools for strategic analysis; QRA, maturity models, and horizon scanning

**Introduction to scenario planning:** how the business environment changes over time and is captured in scenarios, with techniques for developing good quality scenarios

**Scenario planning:** in practice - using different approaches to develop scenarios

**Scenario planning:** assessing existing contracts and contract management arrangements against scenarios to identify challenges and potential changes

**Simulation:** an exercise to test knowledge and help prepare for the Expert accreditation

**Summary and preparing for assessment:** drawing the modules together and connecting it all to the contract management lifecycle and the real world challenges

# Essentials

Entry to the Expert programme requires a minimum of foundation level understanding of the fundamentals and a 360-diagnostic evaluation, and a role which covers gold level higher-risk contracts.

Delegates are nominated through their line manager.

All webinar sessions for this course are digital and carried out online, which means there is no need to travel. A suitable broadband internet connection is needed, along with suitable audio to listen and participate in any group sessions. These are delivered through the Government Commercial College.



**Entry pre-requisite:** a minimum of foundation level and working on higher risk contracts



**Duration:** each webinar takes around 90 minutes



**Length of course:** 32 weeks from the start through to assessment date



**Hours per week:** three hours, but designed to be flexible over the time period



**Accreditation:** government-wide accreditation



**Assessment:** assessment day with interview, case study and role play - all to assess skills



**Delivery method:** online blended learning, with one- to-one coaching if needed



**Cost:** £7,700 per learner