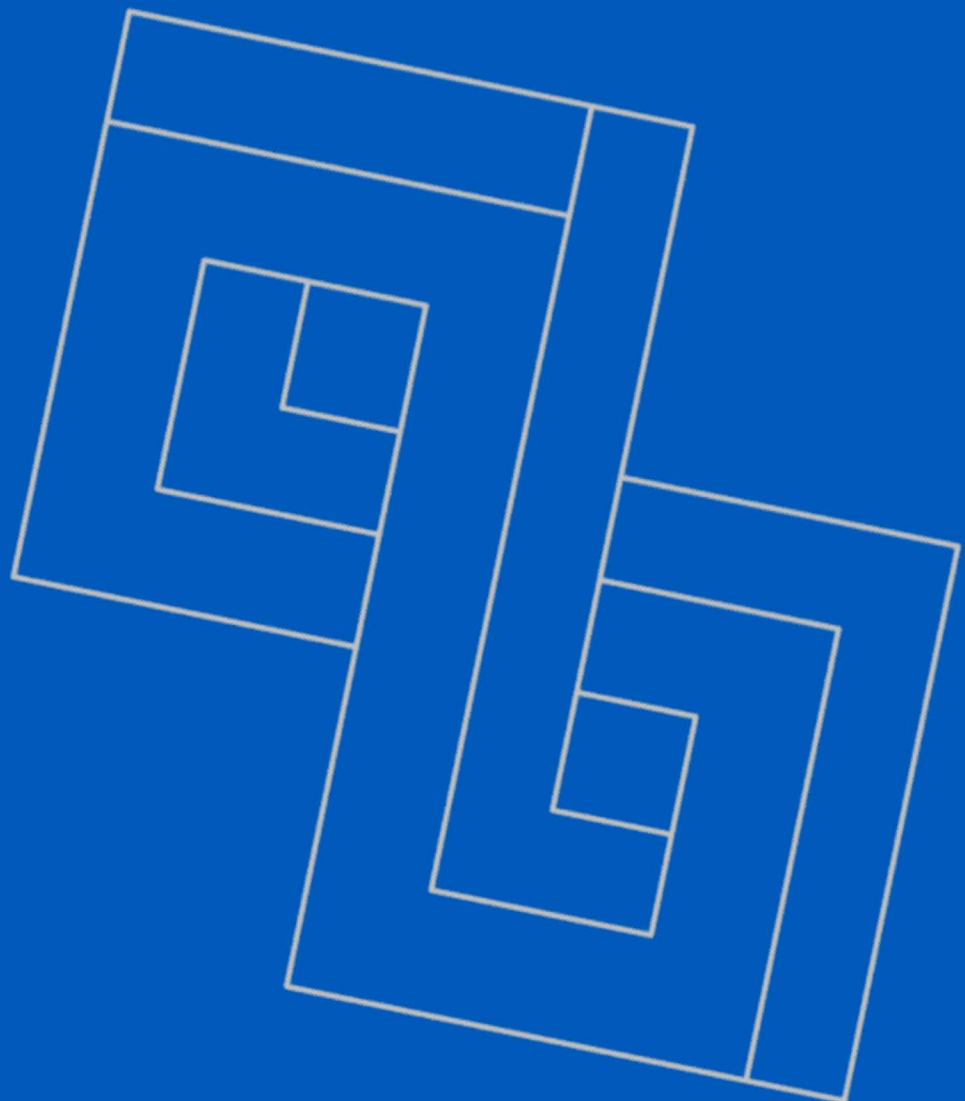




Government
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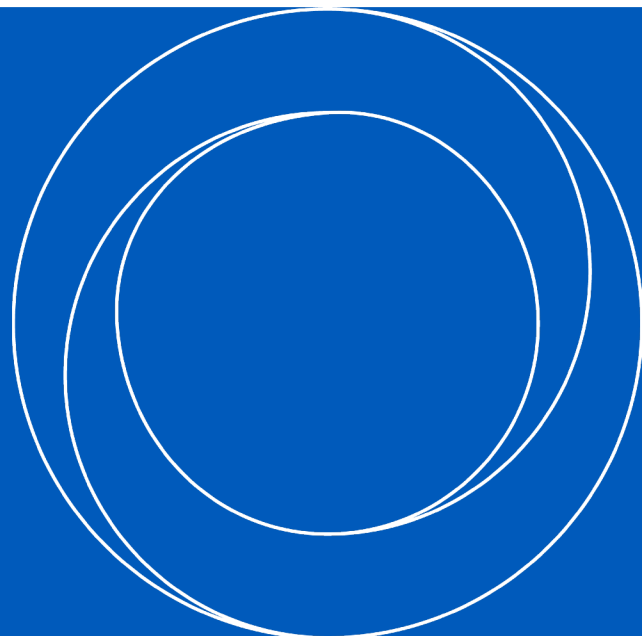
People Standards for the Profession

Version 2.0



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Introduction

1. The People Standards set out the standards expected from senior commercial professionals within Government at the four different professional levels (Commercial Lead, Associate Commercial Specialist, Commercial Specialist, and 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 specifically references four documents that are publicly available:

1.1. [The Attributes for Government Commercial Professionals](#)

The Attributes set out model behaviours and skills expected of individuals at the four different professional levels covered by the People Standards. They are comprised of Section A (Judgment & Leadership) and Section B (Expertise).

1.2. [The Civil Service Competency Framework](#)

The Civil Service Competency Framework sets out the core skills, knowledge and behaviours that lead to successful performance and apply across the entire Civil Service. It outlines 10 competencies, which are grouped into three clusters: Set Direction; Engage People and Deliver Results. It provides a description of what each competency means in practice and examples of effective and ineffective behaviours at all levels of the Civil Service.

1.3. [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:

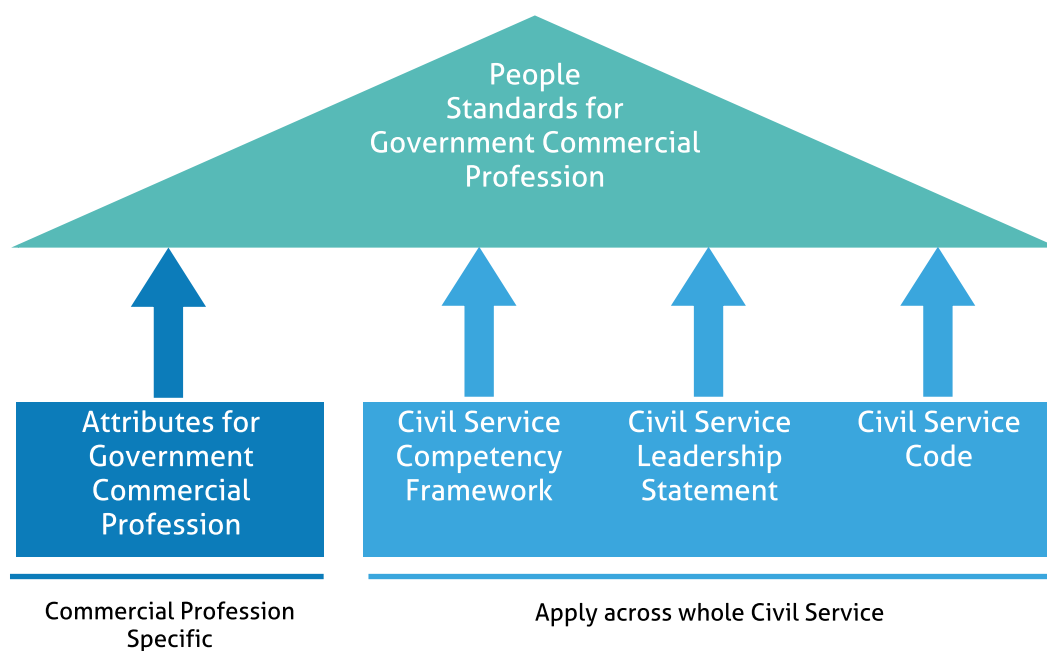
- *Inspiring – about their work and its future*
- *Confident – in their engagement*
- *Empowering – their teams to deliver.*

1.4. [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 People Standards.



Introduction

Purpose

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

Using this Document

3. Recruitment or Promotion – the People Standards set the minimum requirement 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.

4. Development – alongside the Commercial Curriculum and Accreditation the People Standards set out the expertise commercial professionals should seek to develop within their career.

5. Career Planning – individuals that are seeking to gain promotion within the commercial profession can use the People Standards to identify the experience and skills required to enable them to progress.

Context

6. Commercial is a major corporate function in Government and getting the right commercial capability is at the heart of Civil Service Reform. To reform the commercial capability of the Civil Service, the Government Commercial Function is putting in place a number of key enablers and delivering a series of projects to establish a high performing commercial profession and a highly effective commercial function.

7. 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 effectively improve our work and build our careers.

8. The four professional levels covered in this document make up our senior cadre of commercial staff, responsible for ensuring that the Civil Service achieves excellence in all its commercial activity. Typically, this group will be made up of Grade 7/6 staff and above. However, the reason why we are establishing these new levels is that they will not be tied directly to traditional Civil Service grades. Instead, they are tied to attainment of specified competency levels in Judgment & Leadership, together with Expertise in commercial skill areas. The four levels, from the least to most senior, are:

8.1 Commercial Lead: Typically, a commercial manager who provides leadership and management to a small team and actively seeks to build their capability.

8.2 Associate Commercial Specialist: Typically, a commercial specialist who is a leader within the department's commercial function, actively building capability across the function.

8.3 Commercial Specialist: Typically, a commercial specialist who is also a senior leader within the department and actively builds commercial capability across the organisation.

8.4 Senior Commercial Specialist: Typically, a senior departmental leader, specialising in commercial, with responsibility for a directorate or key business function.

9. The new Commercial Curriculum and our Accreditation model, both currently under development, will also be mapped to these professional levels. The former will set out the training that is strongly recommended as a benchmark of development and qualifications. The latter will, in partnership with these Standards, 'badge' individuals as being able to operate effectively at a specified commercial level and in specified commercial disciplines.

10. The standards expected at more junior levels than Commercial Lead is covered in the [Commercial Skills and Competency Framework for Developing and Practitioner Levels](#).

Further Questions

11. The People Standards are the responsibility of the Government's Chief Commercial Officer and are maintained by the Government Commercial Function. Enquiries about the People Standards should be directed to the Government Commercial Function (cco@cabinetoffice.gov.uk).

The People Standards for the Government Commercial Professionals

	Government Commercial Professional Standards: The individual must demonstrate or provide evidence they are able to demonstrate:
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 (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 Competencies Framework.</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 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 Competencies Framework.</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 (Judgment & Leadership), 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 Competencies Framework.</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>
Senior Commercial Specialist	<p>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), 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 in Section B.</p> <p>b) The competencies relevant to the specific role from the Civil Service Competencies Framework.</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>

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 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 relative strengths to confidently make good decisions.
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.

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 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.
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 the organisation's 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.

Attributes for Government Commercial Professionals

Section A: Judgement and Leadership

2. Leadership Skills and Capability

	Attributes: Demonstrates the following indicators of Leadership Skills and Capability to deliver positive outcomes for their team:
Commercial Lead	<ul style="list-style-type: none"> • Demonstrates resilience in resolving issues internally and in helping 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 communication styles depending upon the needs of the particular audience. • Builds confidence in teams, encouraging them to develop and improve. • Understands, at a 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 own 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 their 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 for Government Commercial Professionals

Section A: Judgement and Leadership

2. Leadership Skills and Capability

	Attributes: Demonstrates the following indicators of Leadership Skills and 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 visibly demonstrates a culture of value for money in own area and across the department. • 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 department 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, EU 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 coach at all levels. • 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 Lead	<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.• 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.
Associate Commercial Specialist	<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 EU 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.

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 Specialist	<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.• 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.

Attributes for Government Commercial Professionals

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 Lead	<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.
Associate Commercial Specialist	<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 for Government Commercial Professionals

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 Specialist	<ul style="list-style-type: none">• Understands the marketplace and strategically influences the requirement, challenging wants over needs and seeking innovative 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.

Attributes for Government Commercial Professionals

Section B: Expertise

5. Procurement Process

	Attributes: Demonstrates the following indicators of Procurement Process to deliver positive outcomes for their team:
Commercial Lead	<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.
Associate Commercial Specialist	<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 for Government Commercial Professionals

Section B: Expertise

5. Procurement Process

	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.

Attributes for Government Commercial Professionals

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 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. • 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.

Attributes for Government Commercial Professionals

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 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 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. • 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 effectively and addresses problematic projects to turn the situation around. • 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.

Attributes for Government Commercial Professionals

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 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.
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 or 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. • Provides advice on major investment appraisal and decisions.

Attributes for Government Commercial Professionals

Section B: Expertise

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 EU 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 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 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.