



Civil Service Learning

A guide to the common curriculum



Version 1d
Sept 2011

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www.civilservice.gov.uk/learning

Welcome to the first edition of the Common Curriculum guide. It will give you a detailed understanding of the contents of learning products offered in the Common Curriculum.

The Common Curriculum is an innovation in the way the Civil Service provides learning to staff. In the future, development needs which are shared across the service will be met using a single set of learning products. These are set out in the Common Curriculum and are accessible through a single organisation – Civil Service Learning.

Why we need a Common Curriculum:

Our new learning products are designed to help us all learn and build our capability as individuals and as a service. They will offer a tool for transformation of the service and help to maximise each individual's contribution to public service delivery.

These new learning products are designed around our common challenges, recognising that the skills we need to address these challenges are often the same, whether we work in an office or on the front line. They will be delivered through modern methods, including much greater use of online learning and learner-led provision and supported by managers. They build on the best of the disparate products they replace but are much cheaper because we have eliminated duplication and increased efficiency in their sourcing and provision.

Benefits to the business and to individuals:

The Common Curriculum brings significant new benefits to departments and individuals.

- Departments can know that the curriculum focuses on their key business priorities and is driven by a strategic understanding of these and of skills gaps across the service (current and emerging ones).
- Departments and individuals also have reassurance that learning will still be widely accessible to civil servants since the learning products are offered at a much reduced cost achieved through systems consolidation and cost efficient delivery.
- The Common Curriculum will help drive stronger performance resulting from learning activities since –
 - products will be focused on business needs and have direct practical application
 - learners and their managers will be encouraged and supported to ensure individuals embed their learning and use their new skills and knowledge.
- Learning is delivered through flexible methods that increase individuals' access to learning products, centre them in the work place and are appropriate for a modern organisation.

Our new learning approach:

The Common Curriculum is an offer for anyone wanting formalised learning support to help them perform well in their job and deliver better business outcomes for their department or agency. However, there are many more ways to learn and the formalised learning opportunities here should just be part of a package of solutions to meet an individual's learning needs - for instance work-based projects, mentoring, manager coaching or shadowing.

When departments support and encourage their staff to approach learning in this way, they can be sure that investment in learning is significantly more likely to pay off through stronger performance and better business outcomes.

Learning for professions:

The Common Curriculum covers learning needed across the service, also called generic learning, in a range of topic areas. Over time, the 22 professions recognised across government will each develop their own profession-specific curriculum to complement the Common Curriculum offer. Subject to line manager approval, civil servants can access learning from any profession-specific curriculum without having to be a member of that profession. For instance, someone might not formally belong to the policy profession but still need the speech writing product offered in the policy profession curriculum.

Key parts of the Common Curriculum:

The Common Curriculum is divided into six topic strands:

- **Civil Service Way:** Induction to the Civil Service and a continuing source of reference and learning on essential skills and knowledge, including working with Ministers, current priorities and private office development
- **Leadership of the Civil Service:** Focuses on key transition points to build our collective leadership of the Civil Service, leading significant change and transformation through 'leaders teaching leaders'
- **Management Development:** Developing all aspects of management capability - people, processes and resources – through an integrated programme
- **Core Skills:** Gives a solid grounding in PSG core skills and other areas including commercial skills and LEAN/continuous improvement
- **Mandatory Learning:** Ensuring staff understand required standards (and updates) in areas such as health & safety, protecting information, equality and diversity
- **Specialist Development:** Development for cross-Civil Service roles which are not specific to a profession, e.g. first aid, freedom of information.

The Common Curriculum is also divided to show the foundation products for everyone and a range of additional products aimed at different levels of knowledge or skill. The management levels are a guide only, for instance if someone at first line manager (EO) level is in charge of teams it might be relevant for them to access products in the Management Development Programme aimed at middle manager level. We also expect all new joiners, regardless of level, to complete the Induction e-learning package.

What other services are available?

The core of Civil Service Learning's focus is on ensuring the supply of high quality, high impact, cost effective generic learning and development for the Civil Service as a whole. This will happen through the provision of the learning products in the Common Curriculum, accessible through the Civil Service Learning website.

Civil Service Learning will also provide expert advice on a range of issues, including L&D procurement, professional capability, accreditation, use of technology, work-based learning and management information.

Learning opportunities map

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	Foundation: Relevant for Everyone	Administrative Level (AA / AO)	First Line Managers (EO)	Middle Managers (HEO / SEO)	Senior Managers (Grade 7 / 6)	Senior Civil Servants (SCS)
The Civil Service Way	<div>(E) Understanding the Civil Service – Induction</div> <div>(E) Understanding the Civil Service – Reference Tool</div>		<div>Working with Ministers – Essentials e.g. Writing Submissions</div>		<div>Working with Ministers – Advanced e.g. Oral Briefings</div> <div>Private Office Development Private Office: Individual Action Learning Sets</div>	<div>Civil Service Responsibilities: - Select Committees - Public Accounts Committee - Public Accountability for CEOs</div>
Leadership of the Civil Service	<div>(E) Leading in the Civil Service</div>				<div>Leading at the Grade (Development Programme for G6 and G7)</div> <div>Current Leadership Challenges inc. Hot Topics and Current Civil Service Priorities</div> <div>Positive Action: Reaching the Next Level</div>	<div>Basecamp - Transition to SCS</div> <div>Director Development Programme</div> <div>Board Development</div> <div>Top 200 Events</div> <div>SCS Regional Events</div> <div>Senior Talent Programmes</div>
Management Development	<div>Foundation Management Programme: Specific Management Skill</div>	<div>Mgt Essentials 'Managing Self'</div>	<div>Mgt Essentials 'Managing Others'</div>	<div>Mgt Essentials 'Managing Performance'</div>		
Core Skills	<div>Commercial: (E) Commercial Awareness Foundation</div> <div>Continuous Improvement: (E) Continuous Improvement – Improving Business Processes *</div> <div>PPM: (E) Successful Project Delivery</div> <div>Financial Management: (E) Finance Skills for All</div> <div>Communications: (E) Effective Communication</div> <div>Strategic Thinking: (E) Developing Strategy *</div> <div>Analysis & Using Evidence: (E) Analysing & Using Evidence</div> <div>IT Skills: (E) IT Skills: Microsoft Office (Basic/Intermediate)</div> <div>Knowledge Information Management (KIM): (E) Managing Information</div> <div>Customer Service: (E) Delivering Excellent Customer Service Customer Facing Skills Workshop</div>		<div>Budget Management</div> <div>Presentation Skills</div>		<div>(E) Advanced Commercial Awareness</div> <div>Working with Continuous Improvement *</div> <div>Working with Projects</div> <div>Advanced Finance & Business Skills</div> <div>Advanced Communication Skills: e.g. Handling the media, large audiences, presenting difficult messages to staff</div> <div>Building Your Case</div>	<div>Commercial Masterclass</div> <div>Operating Strategically *</div>
Mandatory Learning	<div>(E) Health and Safety Awareness</div> <div>(E) Protecting Information: LEVEL 1 & 2</div> <div>(E) Equality & Diversity</div>				<div>(E) Health and Safety for Managers</div>	<div>(E) Protecting Information: LEVEL 3</div>
Specialist Development	Development will be available for those in specialist roles, e.g. First Aid, FOI, Pre-Retirement, Investigating Grievances, Business Continuity, PA Training					

Note:
Most options will be linked to work-placed learning

Professional-specific Development (for all)
Please see relevant professional curriculum

Other Learning Resources
Other resources will be available e.g. online resources, memberships

Key

● Mix of classroom, work-based and online delivery

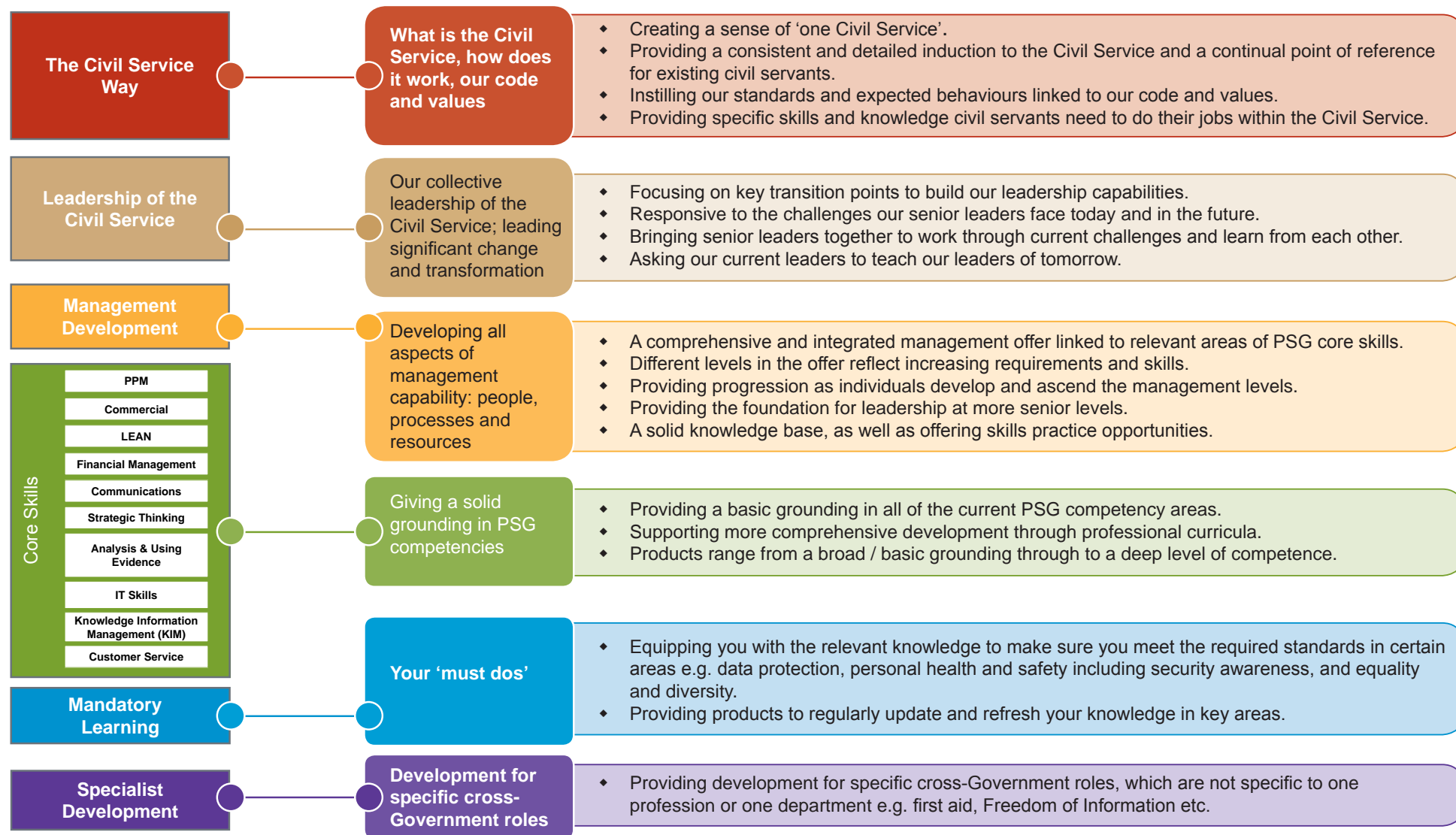
■ Face to face

(E) E-learning

* Products will move to Leadership of the Civil Service or Management Development in the near future

Overview of topics

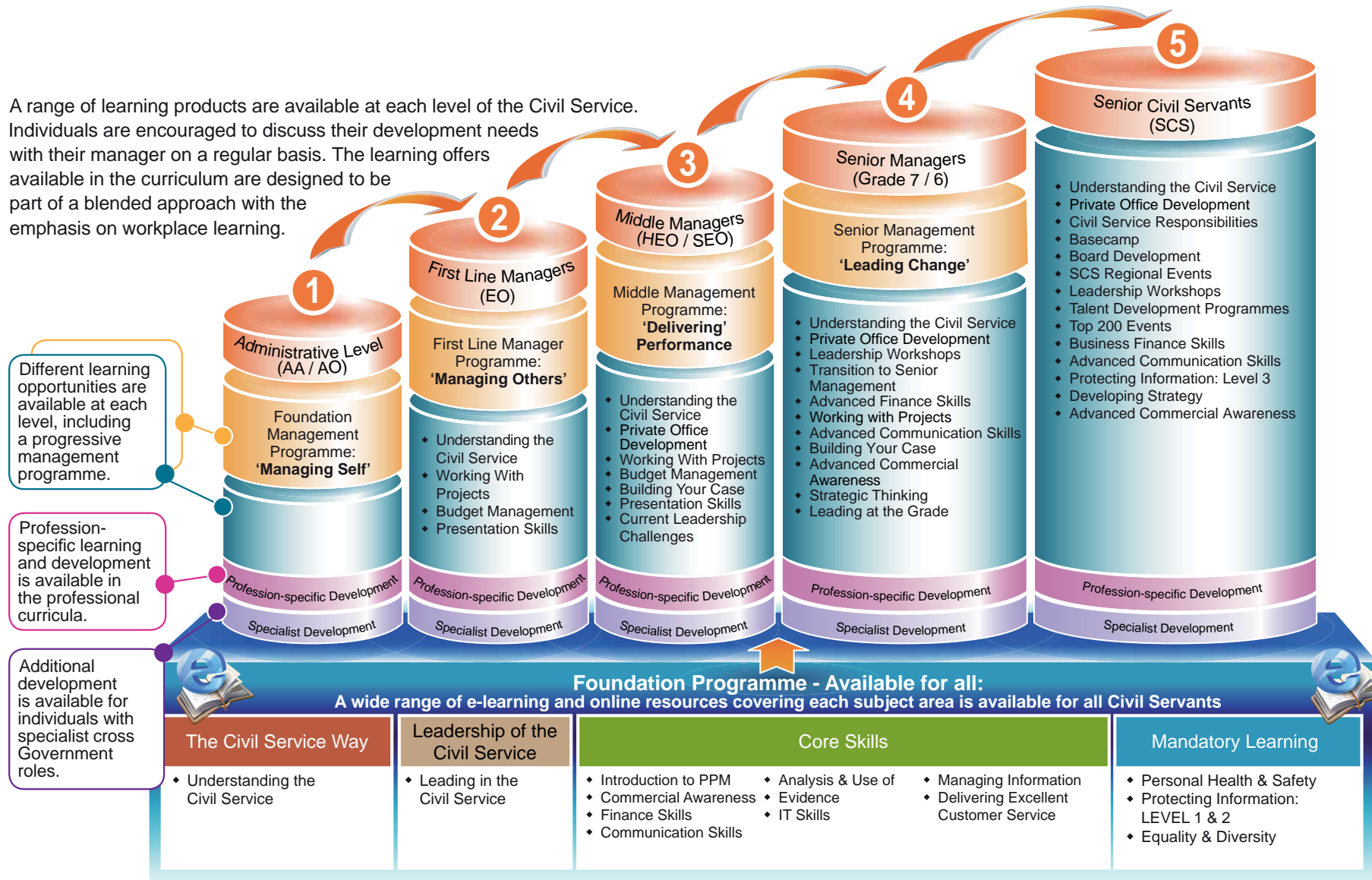
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The Common Curriculum by Level

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A range of learning products are available at each level of the Civil Service. Individuals are encouraged to discuss their development needs with their manager on a regular basis. The learning offers available in the curriculum are designed to be part of a blended approach with the emphasis on workplace learning.



Content by level

Core content for administration staff (AA/AO)

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Civil Service Essentials

Civil Service Way:

- (E) Understanding the Civil Service (Induction)
- (E) Understanding the Civil Service (Reference Tool)
- (E) Online resources on current Civil Service priorities

Mandatory Learning:

- (E) Personal Health & Safety
- (E) Protecting Information Level 1 & 2
- (E) Equality & Diversity

Specialist Development:

- First Aid
- (E) FOI
- Pre-Retirement
- (E) Investigating Grievances
- (E) Business Continuity
- PA Training

Leadership and Management Development

Leadership of the Civil Service:

- (E) Leading in the Civil Service

Management Development Programme:

- Foundation Level 1 'Managing Self'

Core Skills

Commercial:

- (E) Commercial Awareness Foundation

LEAN:

- (E) Improving Business Processes

PPM:

- (E) Successful Project Delivery

Financial Management:

- (E) Finance Skills for All

Communications:

- (E) Effective Communication

Strategic Thinking:

- (E) What is a Strategy?

Analysis & Using Evidence:

- (E) Analysing & Using Evidence

IT Skills:

- (E) Microsoft Office (Basic/Intermediate)

Knowledge Information Management (KIM):

- (E) Managing Information

Customer Service:

- (E) Delivering Excellent Customer Service

Core content for first line managers (EO)

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Civil Service Essentials

Civil Service Way:

- (E) Understanding the Civil Service (Induction)
- (E) Understanding the Civil Service (Reference Tool)
- (E) Online resources on current Civil Service priorities
- Hot Topics Cascade

Working with Ministers – Essentials:

- Ministerial Correspondence
- Writing Parliamentary Questions
- Writing Submissions

Mandatory Learning:

- (E) Personal Health & Safety
- (E) Protecting Information Level 1 & 2
- (E) Equality & Diversity

Specialist Development:

- First Aid
- (E) FOI
- Pre-Retirement
- (E) Investigating Grievances
- (E) Business Continuity
- PA Training

Leadership and Management Development

Leadership of the Civil Service:

- (E) Leading in the Civil Service

Management Development Programme:

- First Line Managers Level 2 'Managing Others'

Core Skills

Commercial:

- (E) Commercial Awareness Foundation

LEAN:

- (E) Improving Business Processes

PPM:

- (E) Successful Project Delivery

Financial Management:

- (E) Finance Skills for All
- Budget Management

Communications:

- (E) Effective Communication
- Presentation Skills

Strategic Thinking:

- (E) What is a Strategy?

Analysis & Using Evidence:

- (E) Analysing & Using Evidence

IT Skills:

- (E) Microsoft Office (Basic/Intermediate)

Knowledge Information Management (KIM):

- (E) Managing Information

Customer Service:

- (E) Delivering Excellent Customer Service

Core content for middle managers (HEO/SEO)

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Civil Service Essentials

Civil Service Way:

- (E) Understanding the Civil Service (Induction)
- (E) Understanding the Civil Service (Reference Tool)
- (E) Online resources on current Civil Service priorities

Working with Ministers – Essentials:

- Ministerial Correspondence
- Writing Parliamentary Questions
- Writing Submissions
- Private Office Development
- Current Civil Service Priorities

Mandatory Learning:

- (E) Personal Health & Safety
- (E) Protecting Information Level 1 & 2
- (E) Equality & Diversity

Specialist Development:

- First Aid
- (E) FOI
- Pre-Retirement
- (E) Investigating Grievances
- (E) Business Continuity
- PA Training

Leadership and Management Development

Leadership of the Civil Service:

- Positive Action: Reaching the Next Level
- (E) Leading in the Civil Service
- Fast Stream Programme

Management Development Programme:

- Middle Managers Level 3 'Managing Performance'

Core Skills

Commercial:

- (E) Commercial Awareness Foundation

LEAN:

- (E) Improving Business Processes

PPM:

- (E) Successful Project Delivery

Financial Management:

- (E) Finance Skills for All
- Budget Management

Communications:

- (E) Effective Communication
- Presentation Skills

Strategic Thinking:

- (E) What is a Strategy?

Analysis & Using Evidence:

- (E) Analysing & Using Evidence
- Building Your Case

IT Skills:

- (E) Microsoft Office (Basic/Intermediate)

Knowledge Information Management (KIM):

- (E) Managing Information

Customer Service:

- (E) Delivering Excellent Customer Service

Core content for senior managers (G6/7)

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Civil Service Essentials

Civil Service Way:

- (E) Understanding the Civil Service (Induction)
- (E) Understanding the Civil Service (Reference Tool)
- (E) Online resources on current Civil Service priorities

Working with Ministers – Advanced:

- Written Briefings and Submissions
- Oral Briefings
- Private Office Development
- Current Civil Service Priorities

Mandatory Learning:

- (E) Personal Health & Safety
- (E) Protecting Information LEVEL 1 & 2
- (E) Equality & Diversity

Specialist Development:

- First Aid
- (E) FOI
- Pre-Retirement
- (E) Investigating Grievances
- (E) Business Continuity
- PA Training

Leadership and Management Development

Leadership of the Civil Service:

- Leading at the Grade (Induction to G7)
- Explorer
- Positive Action: Reaching the Next Level
- (E) Leading in the Civil Service
- Preparing for SCS

Management Development Programme:

- Senior Managers Level 4 'Leading Change'

Core Skills

Commercial:

- (E) Commercial Awareness Foundation
- (E) Advance Commercial Awareness

LEAN:

- (E) Improving Business Processes
- Working with LEAN

PPM:

- (E) Successful Project Delivery
- Working with Projects

Financial Management:

- (E) Finance Skills for All
- Advanced Finance & Business Skills

Communications:

- (E) Effective Communication
- Handling the Media
- Presenting to Large Audiences
- Presenting Difficult Messages

Strategic Thinking:

- (E) What is a Strategy?
- (E) Developing Strategy

Analysis & Using Evidence:

- (E) Analysing & Using Evidence
- Building Your Case

IT Skills:

- (E) Microsoft Office (Basic/Intermediate)

Knowledge Information Management (KIM):

- (E) Managing Information

Customer Service:

- (E) Delivering Excellent Customer Service

Core content for senior civil servants (SCS)

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Civil Service Essentials

Civil Service Way:

- (E) Understanding the Civil Service (Induction)
- (E) Understanding the Civil Service (Reference Tool)
- (E) Online resources on current Civil Service priorities

Working with Ministers – Advanced:

- Written Briefings and Submissions
- Oral Briefings
- Private Office Development
- Current Civil Service Priorities

Civil Service Responsibilities:

- Select Committee
- Public Accounts Committee
- Public Accountability for Chief Executives

Mandatory Learning:

- (E) Personal Health & Safety
- (E) Protecting Information Level 1, 2 & 3
- (E) Equality & Diversity

Specialist Development:

- First Aid
- (E) FOI
- Pre-Retirement
- (E) Investigating Grievances
- (E) Business Continuity
- PA Training

Leadership and Management Development

Leadership of the Civil Service:

- Basecamp – Transition to SCS
- Current Leadership Challenges
- Board Development
- Top 200
- SCS Regional Events
- Horizon
- Senior Talent Programme
- (E) Leading in the Civil Service

Core Skills

Commercial:

- (E) Commercial Awareness Foundation
- Commercial Masterclass

LEAN:

- (E) Improving Business Processes
- Working with LEAN

PPM:

- (E) Successful Project Delivery
- Working with Projects

Financial Management:

- (E) Finance Skills for All
- Advanced Finance & Business Skills

Communications:

- (E) Effective Communication
- Handling the Media
- Presenting to Large Audiences
- Presenting Difficult Messages

Strategic Thinking:

- (E) What is a Strategy?
- Operating Strategically

Analysis & Using Evidence:

- (E) Analysing & Using Evidence

IT Skills:

- (E) Microsoft Office (Basic/Intermediate)

Knowledge Information Management (KIM):

- (E) Managing Information

Customer Service:

- (E) Delivering Excellent Customer Service

Using Civil Service Learning

Delivering Civil Service Learning

The Common Curriculum has been developed drawing on the best learning from across departments and the National School of Government. It will not stand still – it will need to respond to the changing needs of the Civil Service. Civil Service Learning will co-ordinate the systematic assessment of the effectiveness of learning, using the feedback system available online through the website as well as through the supplier chain. We will collect regular input to the curriculum from departments and professions to ensure the curriculum responds to departmental business strategies and conduct horizon scanning to bring in the best of new external developments.

Paying for learning and development

All online resources, including e-learning, will be free for users to access from the Civil Service Learning website. In line with the pooled funding approach adopted under the Next Generation HR programme, each department will make a contribution (around £23 per staff member) to cover the operating costs of CS Learning. Departments will not pay for their first 500 staff members. This will cover the costs of developing new learning products, procurement, technology investment, online development and delivery and Civil Service Learning's staffing.

Classroom learning on the 'Civil Service Way' and some leadership programmes will be led by Civil Service Learning staff, whose costs will be met from the pool fund. The other costs of these programmes will be charged to departments on a pay-per-use basis. All other classroom

learning will be delivered by external suppliers, who will charge departments directly.

Procuring the new curriculum

Civil Service Learning is currently working to procure the learning products in the Common Curriculum. Procurement activity will be staged: in the first instance, we will use existing Buying Solutions frameworks to deliver short-to-medium-term contracts, taking a category management approach to classroom products, such as communication skills, budget management or strategic skills. This early activity will mean we will have a range of different suppliers providing products from the curriculum, offering improved value-for-money. For the longer term we aim to go through a full-scale procurement process to ensure we can access the best suppliers and develop strategic partnerships with them.

Transition arrangements

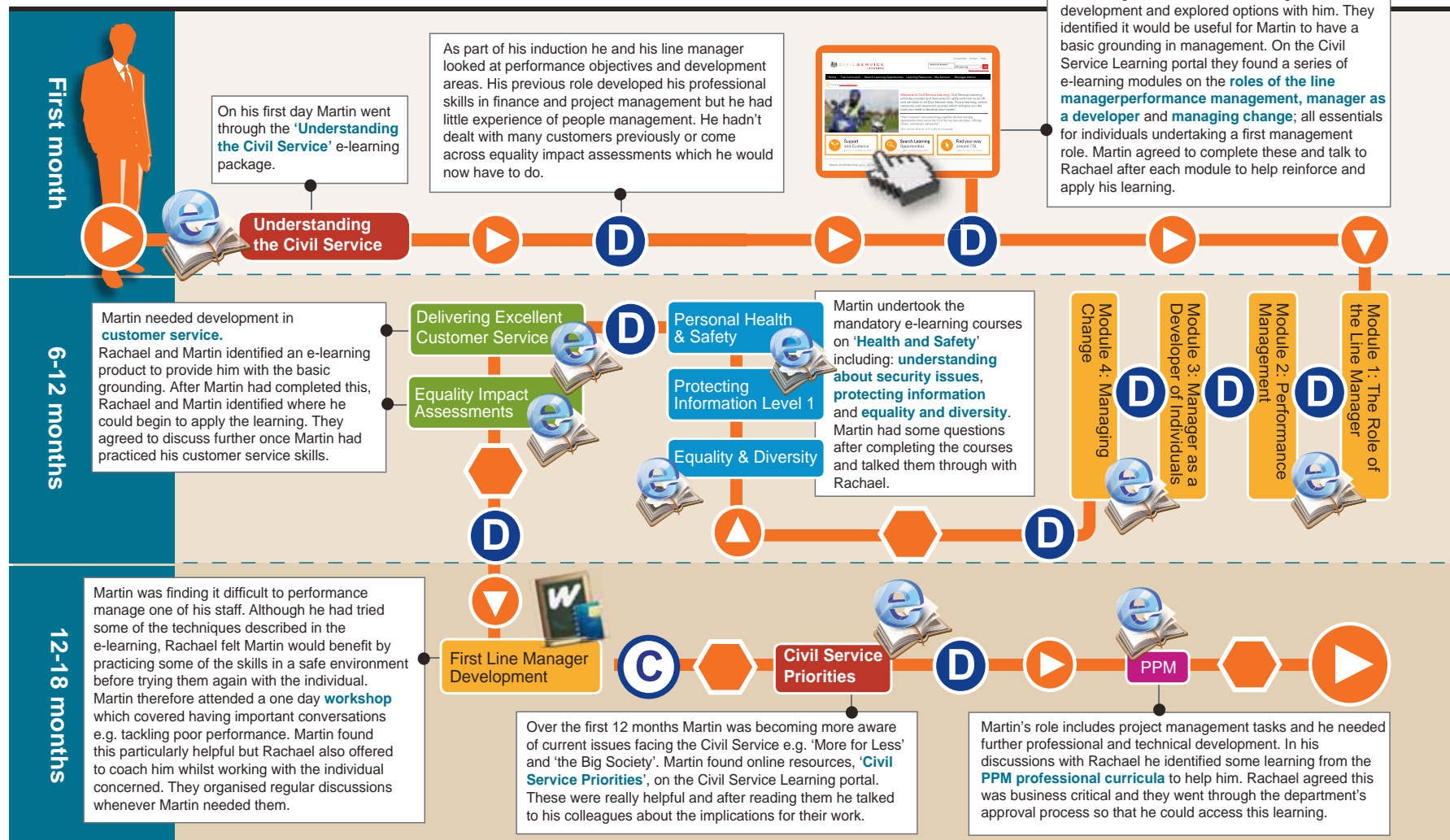
Common Curriculum products are becoming available in a phased way from April 2011, and it is envisaged the full range will be available by April 2012. CS Learning will inform departments when products and suppliers are in place. At this point, departments will be expected to terminate their interim arrangements and access the new provision. Until suppliers are in place, there will be a transitional period during which departments can choose to use their existing suppliers, including the National School of Government.

Civil Service Learning in Action

First Line Manager (EO)

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New joiner, Martin, manages two other administrative staff

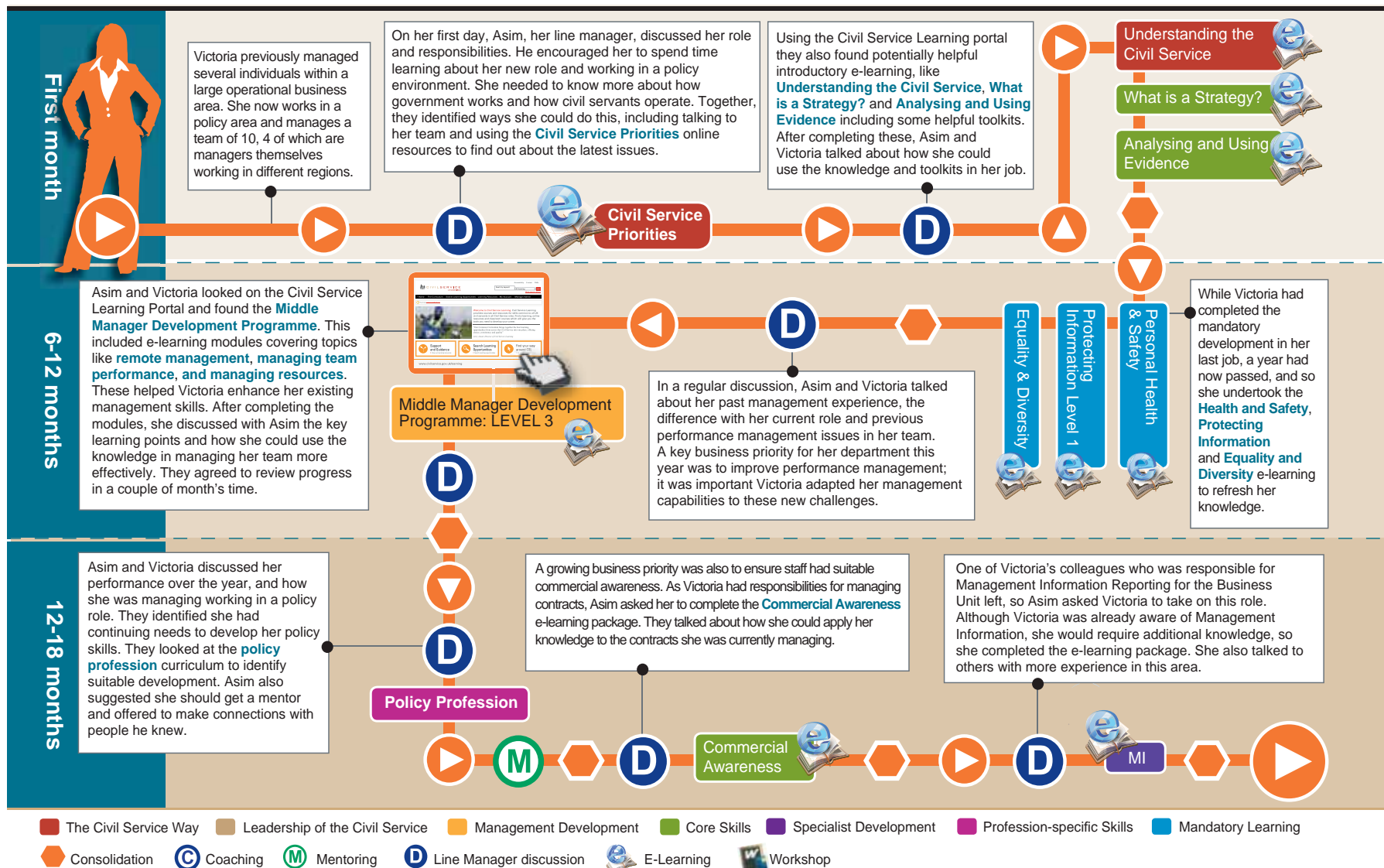


- The Civil Service Way
- Leadership of the Civil Service
- Management Development
- Core Skills
- Specialist Development
- Profession-specific Skills
- Mandatory Learning
- Consolidation
- Coaching
- Line Manager discussion
- E-Learning
- Workshop

Middle Manager (HEO / SEO)

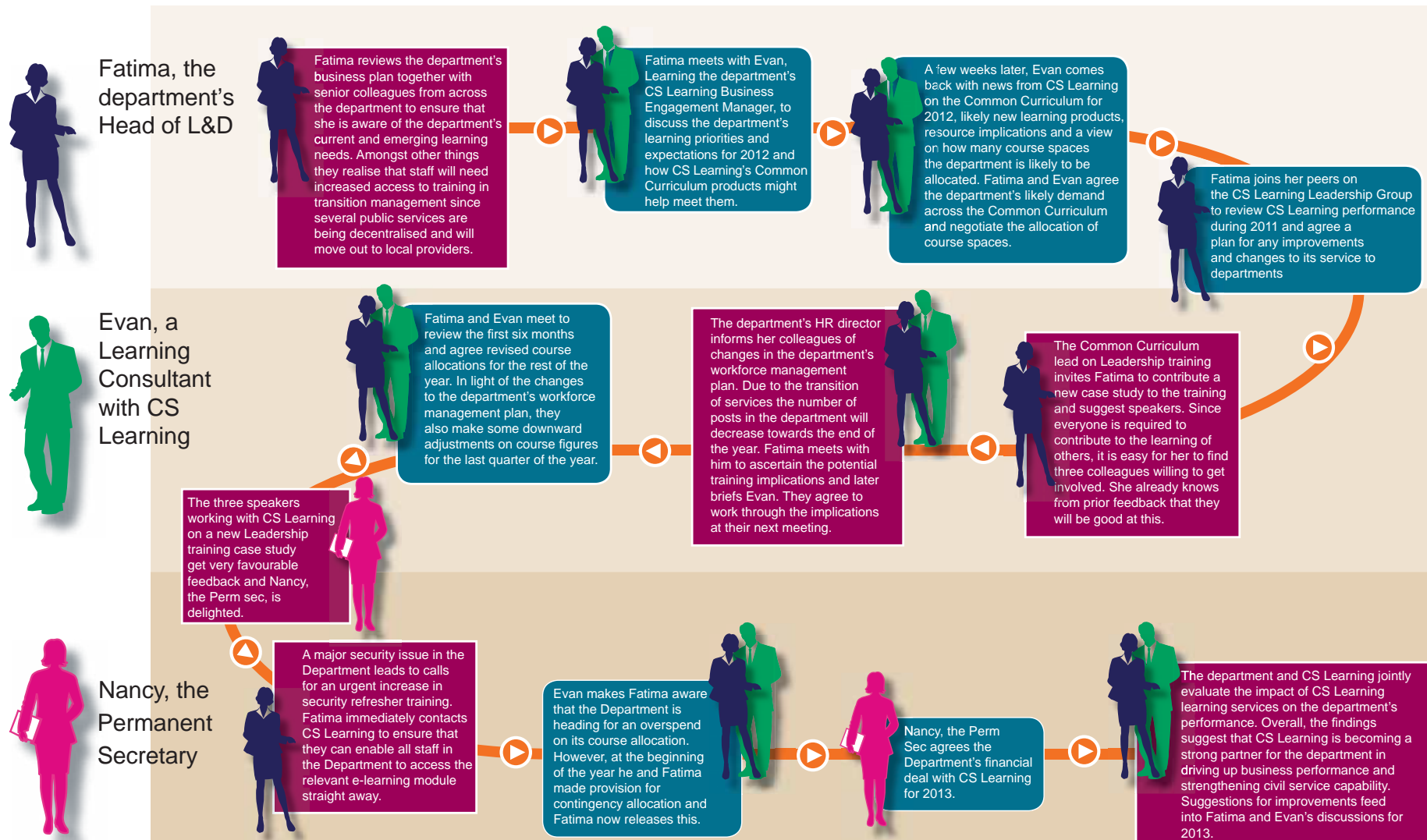
23

Victoria, an experienced line manager, moved to a new job in a policy role as a manager of managers



A Department's Perspective

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Product outlines

Civil Service Way

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
C201	Ministerial Correspondence	■

Learning Description:

The ability to effectively draft letters for ministers is an essential civil service skill for those working with them. The course enables participants to improve the quality of the letters they produce.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
	✓	✓		

Learning Outcomes:

- An explanation of why ministerial correspondence is so important and the different audiences for it
- An understanding of the main types of correspondence
- An appreciation of the wants and needs of the minister
- An appreciation of the viewpoint of the different audiences that receive the correspondence
- The ability to put effective writing tips on style, tone and structure to good use to enhance the quality of letters
- Familiarisation with simple project management techniques that make the process more efficient
- An improvement in the quality of support given to ministers

Pre-learning requirements: Pre-course reading of Working with Ministers handbook.

Duration: Half a day

Delegate quotes: "This will help me produce better standards of work and train new staff."

"I really enjoyed the course and it will benefit me greatly."

Cost: £220

Product Code	Learning Title	Type
C202	Parliamentary Questions	■

Learning Description:

For those involved in preparing responses to Westminster PQs, this course will develop the ability to draft oral and written replies and provide an understanding of the purpose and nature of the PQ system.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
	✓	✓		

Learning Outcomes:

- An understanding of ministerial accountability to Parliament
- An understanding of the different types of questions
- An understanding of the protocols and processes for replying to different types of questions
- Awareness and knowledge of best practice in drafting replies
- An awareness of the importance of research prior to formulating replies
- An understanding of how best to brief the minister
- An improvement in the quality of support given to ministers

Pre-learning requirements: Working with Ministers handbook.

Duration: Half a day

Delegate quotes: "Really helped me to know what sort of information should be included in answers and what should be left out."

"I'll have a more informed approach. All I've learned will be of value."

Cost: £220

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
C203	Essential Working With Ministers: Effective Submissions	■

Learning Description:

The ability to write effective submissions is an essential civil service skill for those working with ministers. Learn the techniques that help you select information and present it in a format that is easy to read, understand and act upon.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
	✓	✓		

Learning Outcomes:

- An understanding of the principles behind writing high quality submissions
- An understanding of how to review options, analyse information and make a recommendation that equips the minister to make a decision
- An understanding of the six MUSTS which make up the essential structure of a submission and on which they stand or fall
- An understanding of the important SHOULDs that are to be considered in drafting a submission
- An improvement in the quality of support given to ministers
- An understanding that better submissions enable ministers to make better decisions which leads to better government

Pre-learning requirements: Working with Ministers handbook.

Duration: 1 day

Delegate quotes: "I now know that most of the work to write a submission is done in the planning (thinking) stage."

"(I can) now use sentences with more impact and less fluff and can focus every sentence and paragraph to have good impact."

Cost: £390

Product Code	Learning Title	Type
C301	Private Office Foundation Workshop	■

Learning Description:

For staff in Private Office including Ministerial Support Unit, correspondence sections, Parliamentary Branch and the Minister's Office. The course will help you support your minister more effectively and perform at your best under pressure.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
		✓	✓	

Learning Outcomes:

- An understanding of the priorities of ministers
- An understanding of what ministers need from their Private Office staff
- An insight into the working relationships Private Office staff need for continuous improvement
- An ability to anticipate potential conflict and pressure points
- Knowledge of how to work effectively with key stakeholders
- Knowledge of how to support your minister in Parliament
- An understanding of the implications of working with a coalition government
- Knowledge of top tips for working in Private Office that will help you thrive in its pressured environment
- An improvement in the quality of support given to ministers

Pre-learning requirements: None

Duration: 1 day

Delegate quotes: "For me this was an invaluable intro to the workload of Private Office staff. It also made me a lot more aware with the breadth of staff they work with."

"Super way to get an understanding of the challenges faced by Private Office staff and their relationships with ministers."

Cost: £290

Civil Service Way

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
C302	Hot Topics Cascade	■

Learning Description:

This provides delegates with information on the latest Civil Service issues / priorities, in a format that allow delegates to cascade the information in their workplace. Topics will change, but may relate to new ministerial agendas like Big Society, or to current challenges, like 'More with less'.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
		✓		

Learning Outcomes:

To provide sufficient information on current issues / priorities facing the Civil Service in a format that allows delegates to cascade this in the workplace. This may include:

- Information on new ministerial agendas and what that means for the Civil Service
- Information on current challenges - what the issue is, why it is exaggerated / more difficult now and how we as a Civil Service are approaching it.
- Information on what individuals need to do to support the Civil Service achieving these new agendas / overcoming these challenges

The sessions should provide delegates with opportunity to ask questions about the issue so they have answers to potential questions to share with colleagues. Delegates will be provided with a briefing pack to support them when cascading back in their work place, e.g. power point presentation, core messages, FAQ etc.

Pre-learning requirements: Will depend on the topic.

Duration: Up to half a day

Product Code	Learning Title	Type
C3AL	Private Office Individual Action Learning Sets	●

Learning Description:

For staff in Private Office including Ministerial Support Unit, correspondence sections, Parliamentary Branch and the Minister's Office. These action learning sets will help people new to Private Office develop skills required in their role.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
		✓	✓	

Learning Outcomes:

- Regular participation in a small peer group and an external expert facilitator as an ongoing tool for learning
- A facility to learn from the experiences and approaches of others
- A platform to discuss difficult work issues
- An opportunity to get feedback on personal work style from others
- Clarification around your role in the Private Office team
- An improvement in the quality of support given to ministers

Pre-learning requirements: None

Duration: 1 – 5 hours

Cost: £167

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
C401	Advanced Working With Ministers: Written Briefings and Submissions	■

Learning Description:

A course for senior managers. It focuses on the advanced skills needed to effectively support colleagues to produce high quality written briefings and submissions for ministers and an understanding of your role in quality assurance.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
			✓	✓

Learning Outcomes:

- Increased knowledge of the key principles underlying the structure, planning, content and layout of effective written briefs and submissions
- Greater awareness of effective methods and techniques in drafting and presentation of information
- An understanding of the role of senior managers in ensuring colleagues draft high quality briefs and submissions
- An understanding of the role of senior managers in quality assuring briefs and submissions before they reach their intended audience
- An improvement in the quality of support given to ministers

Pre-learning requirements: Working with Ministers handbook.

Duration: Half a day

Delegate quotes: “Very well structured, presented and useful. Can set the standard higher than required to shape the future civil service.”
“Very well run and perfect for my needs.”

Cost: £220

Product Code	Learning Title	Type
C402	Advanced Working With Ministers: Oral Briefings	■

Learning Description:

The ability to deliver effective oral briefings is an important civil service skill for those working with ministers. This advanced course provides an understanding of the principles behind the ability to carry out briefs successfully.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
			✓	✓

Learning Outcomes:

- An understanding of the principles of oral briefing
- Skills development – the ability to learn about an area of work, understand it and explain it orally, in a simple and clear way, to someone who knows nothing
- Achieving a balance between time management and management of subject area
- An appreciation of the importance of body language, confidence and eye contact when delivering an oral brief
- An understanding of how to deal with questions
- An improvement in the quality of support given to ministers

Pre-learning requirements: Working with Ministers handbook.

Duration: 1 day

Delegate quotes: “Excellent. Tutors did a fantastic job.”
“Very valuable – I know how to select vital information and structure my briefings.”

Cost: £390

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
C4BS	Big Society through Public Engagement	■

Learning Description:

A workshop to help delegates gain a deeper understanding of the role of central government in facilitating public engagement. To explore successful practices and pitfalls through case studies and discussion.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
			✓	

Learning Outcomes:

Use learning from case studies, from new models and from those who have led successful processes to:

- Increase knowledge of public engagement and partnerships as a means to save money, make efficiencies and achieve the Government priority of turning the Big Society into reality
- Develop greater confidence in new ways of working
- Build understanding of the foundations on which trusting partnership relations are based
- Build understanding of engaging stakeholders to be part of the solution
- Build understanding of how partnerships can be forged with limited resource

Pre-learning requirements: None

Duration: 5 – 10 hours

Delegate quote: “Going to revisit customer angles and innovative service delivery in the change proposals and expose thinking to my team and colleagues.”

Cost: £390

Product Code	Learning Title	Type
C4ST	Systems Toolkit	■

Learning Description:

The workshop provide leaders with a general introduction to systems thinking and why it is relevant to their everyday work. Learn how a shift in thinking can bring about fundamental change.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
			✓	✓

Learning Outcomes:

- An understanding that a shift in how leaders think is essential to public sector reform
- An understanding of personal, organisational and cultural obstacles to change
- An ability to identify your own immunity to change and how you can change it to be more effective as a leader
- An understanding of the difference between adaptive or technical challenges and the different leadership responses required for each
- An understanding of common traps that can be avoided in tackling adaptive challenges

Pre-learning requirements: Pre-reading - a short introduction to systems thinking.

Duration: 1 day

Delegate quotes: “Well focused, compact programme”

“The adaptive problem technique will be extremely useful”

“I will review my personal effectiveness using immunity techniques”

“The course gave a good insight into why people resist change”

Cost: £390

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
12SC	Appearing Before a Select Committee	■

Learning Description:

A practice session for people who have been called to appear before a Select Committee. Tailored to the specific hearing and using role-play, it ensures they are well prepared to give evidence and to perform effectively as witnesses.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
				✓

Learning Outcomes:

- Increased understanding of the composition, role and powers of Select Committees
- Better understanding of the principles governing the giving of evidence by officials, and their application to individual's own areas of responsibility
- Increased confidence and ability in presenting evidence effectively and cogently in the face of adversarial questioning

Pre-learning requirements: None.

Duration: half day

Delegate quote: “I do not exaggerate when I say that what we learned from you was absolutely indispensable, and that we would not have coped without it.”

Cost: £55

Product Code	Learning Title	Type
12PA	Appearing Before a Public Account Committee	■

Learning Description:

A preparation session for Accounting Officers and their supporting witnesses for appearing before the Public Accounts Committee. Tailored to the specific hearing and using role-play, it ensures they are well prepared to give evidence.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
				✓

Learning Outcomes:

- Increased understanding of the composition, role and powers of the Public Accounts Committees
- Better understanding of likely lines of questioning by the Public Accounts Committee and appropriate styles of response
- Increased confidence and ability in presenting evidence effectively and cogently in the face of adversarial questioning

Pre-learning requirements: None.

Duration: half day

Delegate quotes: “(Tutors) predicted likely line of questioning and style of committee discourse.”

“The experience of someone who has dealt with the Public Accounts Committee in the past was very valuable.”

Cost: £55

Civil Service Way

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
PACE	Public Accountability for Chief Executives	■

Learning Description:

An essential induction for newly appointed Accounting Officers and their senior support staff. It provides an introduction to the principles and mechanisms of public accountability, the handling of public money and the conduct of public business.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
				✓

Learning Outcomes:

- An awareness of the roles and responsibilities of Accounting Officers and their relationship with the National Audit Office and Public Accounts Committee
- An improved understanding of the principles and conventions governing the accountability of the Civil Service and other public bodies to ministers and Parliament
- Increased knowledge of the mechanisms through which that accountability is discharged
- An understanding of the financial aspects of public accountability for Departments, Executive Agencies and sponsored bodies

Pre-learning requirements: None.

Duration: 1 day

Delegate quotes: *"It covered all the territory and was very well tailored to the audience."*

"Very helpful indeed. Clear examples and focused on role within the wider context of governance and accountability."

Cost: £590

Mandatory learning

Mandatory learning

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
ML01	Personal Health and Safety	(E)

Learning Description:

E-learning covering all the basic aspects of awareness of personal health and safety.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes:

- Understand the meaning of health and safety and why it is important
- Know how health and safety is managed in the civil service
- Understand the roles and responsibilities of key staff eg line managers; work place adjustment assessors
- Understand our own health and safety responsibilities

Pre-learning requirements: None

Duration: 1 hour or less

Product Code	Learning Title	Type
ML02	Protecting Information: Level 1	(E)

Learning Description:

Designed for all staff and will provide you with a comprehensive guide to why information is so important, the risks to its safety, and what you can do to protect it

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes:

- Understand why we need to protect information
- How do we manage information at work
- How we protect information outside the office
- Understand principles in sharing & sending info
- Roles & Responsibilities

Pre-learning requirements: None

Duration: Typically 1 to 5 hours depending on user requirement.

Mandatory learning

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
ML03	Protecting Information: Level 2	(E)

Learning Description:

Designed for those who have a specific responsibility for handling info, and is particularly aimed at Information Asset Owners and Line Managers, although it is also relevant for others such as those in policy, project and procurement roles.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
	✓	✓	✓	

Learning Outcomes:

- Understand the Information Assets
- Benefits of information to our business
- Having the right processes in place
- Sharing information - advanced
- Roles and Responsibilities

Pre-learning requirements: None

Duration: 1 hour or less

Product Code	Learning Title	Type
ML04	Introduction to diversity and equality	(E)

Learning Description:

This package provides an introduction to workplace diversity and an overview of equality legislation. It also contains some practical activities designed to advance equality and inclusion and improve our customer service.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes:

This package will help demonstrate how diversity and equality can help you in your day to day work. It will ensure you are aware of your responsibilities under equality law and the benefits of diversity and equality to your customers, service users and organisations. After completing the package, you will be able to:

- explain what diversity means and why it is so important
- explain the difference between diversity and equality
- explain how diversity and equality benefits everyone
- explain the key requirements of equality legislation
- recognise and challenge unacceptable behaviour
- outline what we can all do to promote diversity awareness

Pre-learning requirements: None

Duration: 1 hour or less

Delegate quote: "I am delighted this diversity and equality package is one of the first learning products available on the Civil Service Common Curriculum. I hope you find it useful and urge you to build in time to complete some of the downloadable team activities."

Mandatory learning

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
ML51	Protecting Information: Level 3	(E)

Learning Description:

Builds on the messages contained in Protecting Info Levels 1 and 2 and provides a contextual overview and grounding in Info Assurance, roles & responsibilities, Info Risk Management and first steps in managing an info loss incident.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
			✓	✓

Learning Outcomes:

- Understand Roles & Responsibilities
- Understand IA Family
- Know how to handle Risk and Threat
- Know steps to manage an information loss incident

Pre-learning requirements: None

Duration: 1 hour or less

Specialist development

Specialist development

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
S0BC	Business Continuity	(E)

Learning Description

E-learning to provide information on business continuity best practice.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes:

- Understand what Business Continuity means
- Be able to define the meaning of 'disruption' and 'steady state' and the possible causes of disruption in the workplace
- Understand the benefits of having effective Business Continuity management in place

Pre-learning requirements: None

Duration: 1 hour or less

Product Code	Learning Title	Type
S0DP	Data Protection	●

Learning Description

Specialist learning designed to build on the Protecting Information training. Provides greater depth and understanding for those people who are data protection officers or information management specialists.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes:

- Understand the principles and the practicalities involved in data protection
- Understand the legal requirements surrounding data protection
- Understand the principles of information security
- How to apply both and information security ensuring compliance with data protection legislation

Pre-learning requirements: None

Duration: 1 day

Specialist development

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
S0FA	First Aid in the Workplace	■

Learning Description

This course will give you the knowledge and confidence to deal with a first aid emergency and will qualify you to be a nominated workplace first aider for three years.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes:

- Understanding of First Aid Priorities and Regulations
- Knowledge of managing incidents that require first aid intervention
- Knowledge of recording and reporting of first aid incidents
- Knowledge of First Aid Kits and equipment
- Ability to administer first aid for example in the following circumstances:
 - basic life support
 - examination of a casualty
 - unconsciousness
 - control of bleeding
 - fractures
 - burns and scalds
 - eye injuries
 - dressings

Pre-learning requirements: None

Duration: 3 days

Product Code	Learning Title	Type
S0FE	Fire and Evacuation	(E)

Learning Description

E-learning providing more detailed information on fire and evacuation for staff in general but particularly for those people with marshal or building safety responsibilities.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes:

- The use and recognition of different types of fire extinguishers
- Ability to spot fire hazards
- Knowledge of what to do if there is a bomb threat
- Knowledge of evacuation procedures and evacuation equipment e.g. evacuation chairs

Pre-learning requirements: None

Duration: 1 hour or less

Specialist development

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
S0FI	Freedom of Information	(E)

Learning Description

E-learning package for all staff dealing with FOI requests, providing an introduction and essential guidance. A face to face element is likely to be included for those who act as FOI focal points.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes

- Describe the main two pieces of law associated with access to information
- Understand how the law affects you both as a member of staff and as a member of the public
- Understand the philosophy of freedom of information and the right of access to held information
- Understand the procedures for the processing and monitoring of a request for information
- Understand exemptions to access and the public interest test
- Identify information likely to be requested and understand mechanisms for publishing prior to request

Pre-learning requirements: None

Duration: 1 day

Product Code	Learning Title	Type
S0IG	Investigating Grievances	(E)

Learning Description

E-learning package to provide information on how staff should investigate grievances.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes:

- Understand the policy and procedures involved in issue resolution, the circumstances that may lead to a grievance being raised, and the responsibilities of key staff in addressing it
- Acquire full understanding of your role as an investigator and know the procedures you are required to follow to reach a conclusion of the grievance process

Pre-learning requirements: None

Duration: 1 hour or less

Specialist development

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
S0PR	Pre-Retirement Training	■

Learning Description

To support delegates to understand of the personal implications of retirement and enable them to start planning for life after work.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes

On completion of the event the participants will be able to:

- identify their personal implications in retiring from employment , including the effects of change
- state the amounts of their state and occupational pensions and the methods of payment
- set realistic personal objectives for retirement and draw up a plan to achieve them
- Understand the health and wellbeing issues associated with retirement and have information on help an support available
- identify strategies for financial management in retirement including budgeting and legal considerations

Pre-learning requirements: None

Duration: 1 day

Leadership in the Civil Service

Leadership in the Civil Service

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
L3FS	Fast Stream Programme	●

Learning Description

Future provision:

Civil Service Learning will work with Cabinet Office and Fast Stream Grade Managers to ensure continued delivery of a programme that meets the needs of the Fast Stream across Government. We expect the future programme to keep to the fundamental principles of focussing on the essential skills Fast Streamers need coupled with the provision of opportunities for networking; delivered through a mix of events.

Current provision:

The current Fast Stream Programme will remain in place through to the end of its current funding period in September. The programme covers the essential skills required for the Fast Stream across Government; ongoing support and development throughout a Fast Streamer's career; and the building of a strong Fast Stream community across Government

Who is the learning for?

1st Year Fast Streamers	Mid-Term Fast Streamers	Senior Fast Streamers
✓	✓	✓

Learning outcome

Current provision:

First Year Fast Stream

- Fast Stream Induction – Learn what is expected of Fast Streamers from the Leadership of the Civil Service, and how to get the most out of the Fast Stream experience. 1 day
- Parliament, Government and the Civil Service – Introduction to the working environment, political context, Parliament machinery, the organisation of Government and the Civil Service. 5 days

- Personal Productivity: Achieving More with Less – Managing complex workloads while feeling in control and on top of your game. 1 day
- Communicating with Impact – Mastering the skills of successful communication with the focus on how it improves the ability to influence and persuade. 2 days or
- Communicating with Ministers and Senior Officials – Develop the skills needed to write good briefs and submissions, lines to take and ministerial letters, and to improve oral briefing skills and communication of complex material. 3 days
- Policy Skills Programme – Understand and develop the skills needed to translate Government priorities into reality. 2 days – 1 day Essential Policy Skills; 1 day Policy Skills Masterclass

Mid-Term Fast Stream

- Personal Effectiveness – Develop a better understanding of your personal style and the impact this has on yourself and others. 3 days
- Policy Skills Programme – Understand and develop the skills needed to translate Government priorities into reality. 2 days – 1 day Essential Policy Skills; 1 day Policy Skills Masterclass

Senior Fast Stream

- Leadership and Strategic Thinking, Preparing for Grade 7 – Get a greater understanding and awareness of the role of senior leadership and how you might prepare yourself for the journey. 1 day
- Achieving Policy Outcomes: the Current Context – Understand the changing role of civil servants as part of the big society and a practical appreciation of key policy skills. 1 day

Duration

Current provision:

First Year Fast streamers are expected to undertake 15 days training, with up to 15 days thereafter if possible.

Leadership in the Civil Service

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
L4EX	Explorer	■

Learning Description

Explorer is about collaborative leadership and how leaders must adopt this style of working to achieve results. It will help you understand the connections between service and delivery problems that cut across organisations and sectors.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
				✓

Learning Outcomes:

- An understanding of the context: the complexities of today's public service challenges and how leaders can improve business performance through networks
- An ability to create a collaborative working environment: mapping out stakeholders, how to involve, empower and mobilise them, generating collective wisdom
- An understanding of how to liberate difference: respecting different needs and views, overcoming tensions between different partners, dealing with competing agendas, finding common ground
- Getting results through personal influence not formal authority: building your emotional intelligence, understanding the impact of your personal style, reading situations, removing obstacles
- An understanding of how to achieve measurable success: gaining commitment and developing an action plan

Pre-learning requirements: Provide a specific opportunity for which to apply your collaborative leadership skills.

Duration: 2 days

Delegate quotes: "I thoroughly enjoyed this fascinating and challenging programme and have taken away real insights."
 "I had no previous knowledge of collaborative leadership. My thinking is now focused and I want to share it with colleagues."

Cost: £960

Product Code	Learning Title	Type
L4LG	Leading at the Grade	■

Learning Description

Helps new grade 7s understand what is expected of them, what is different, and how to make a successful transition to the grade.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
			✓	

Learning Outcomes:

- Will equip managers with the necessary capabilities to make a smooth transition into their new role
- Will focus on building confidence, credibility and impact

Pre-learning requirements: Some pre-work/reading may be required

Duration: 1 day

Leadership in the Civil Service

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
L4PS	Preparing for SCS	■

Learning Description

Supports individuals identified by departments as potential SCS candidates in preparing for senior leadership.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
			✓	

Learning Outcomes:

- Transition to a corporate and collaborate role
- Leading in a political environment
- Leading complex change
- Individual leadership style
- Behavioural choices
- Commitment to action

Pre-learning requirements: Some pre-work/reading may be required

Duration: 1 day

Product Code	Learning Title	Type
L5BD	The Effective Board Member	■

Learning Description

The course equips new board members to deliver strong strategic and corporate leadership in their organisations. It provides an opportunity to reflect on their role, both as an individual board member and as part of a corporate team.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
				✓

Learning Outcomes:

- A consideration on your own board role and responsibilities, and how it differs from your senior management function
- A deeper understanding of the specific skills required
- Knowledge of the corporate governance code and the building of good practice
- An ability to operate as a 'critical friend'
- An understanding of what makes for effective and productive boards
- A better functioning board that work together more effectively and understands the role of challenge

Pre-learning requirements: Pre-event reading and three short questionnaires.

Duration: 1 day

Delegate quotes: "All very enlightening - especially understanding how other civil service boards work."

"I'm more confident in my understanding of the way a board operates and am better able to challenge and operate effectively."

Cost: £525

Leadership in the Civil Service

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
L5BS	Public Engagement to Deliver the Big Society	■

Learning Description

A workshop about how leaders can create a culture of public engagement to deliver the Big Society. Gain a deeper understanding of a leader's role in facilitating public engagement and share experience and best practice across government.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
				✓

Learning Outcomes:

- Increased knowledge of public engagement and partnerships as a means to save money, make efficiencies and achieve the Government priority of turning the Big Society into reality
- Greater confidence in new ways of working
- An understanding of the foundations on which trusting partnership relations are based
- An understanding of engaging stakeholders to be part of the solution
- An understanding of how partnerships can be forged with limited resource
- An understanding of the pitfalls that can raise tensions at a national and local level

Pre-learning requirements: None.

Duration: 1 – 5 hours

Delegate quotes: "Collaborative working is achievable!"

"The mix of delegates from different departments provided a good level of discussion and helped me in understanding issues beyond my area."

"Very inspirational speakers."

"Really interesting, and highly relevant."

Cost: £265

Product Code	Learning Title	Type
L5DS	Better with Less – Downsizing	■

Learning Description

Key messages about leading a downsizing programme from people in the public sector, who have can relate first hand their experience of what it is like. It will help senior leaders cope and steer a path through extremely difficult times.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
				✓

Learning Outcomes:

- An understanding of what is involved in downsizing that can help you implement it more effectively in your own organisation
- An understanding of the emotional journey of the leader – how you and your staff may feel and react and some of the measures which can help
- Better preparation to enable you to manage yourself while supporting and leading others
- An improved understanding of the need to build partnerships with expert colleagues and other stakeholders and the importance of seeking peer support

Pre-learning requirements: None.

Duration: 1 – 5 hours

Delegate quotes: "The pace and content were pretty spot-on."

"The case study provided a good jumping off point for discussions."

Cost: £265

Leadership in the Civil Service

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
L5HO	Horizon	■

Learning Description

Horizon follows and builds on SCS Base Camp. It emphasises a shift from personal to collaborative leadership working with people from a range of sectors to define and tackle complex problems.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
				✓

Learning Outcomes:

- An understanding of collaborative leadership in a complex environment: the theory and practice of working together to improve business performance, the meaning and principles of outstanding leadership
- Achieving sustainable change across organisational boundaries: how complex problems interact, the need for 'systems thinking', the implications of sharing power and influence, building trust
- An ability to create positive collaborative action: inspiring and engaging others, developing personal resilience, making the shift from a personal leadership contribution to fostering a collective and collaborative approach, working without a traditional power base

Pre-learning requirements: A self perception questionnaire about personal resilience plus subject background reading.

Duration: 2 days

Delegate quotes: "Excellent. Well delivered and a good pace."

"Has been excellent to reflect on my own leadership and to learn from the experiences of others. (The learning) can be applied to issues my team is dealing with."

"The links between theory and real life examples are extremely relevant and useful - a timely course and one for all SCS."

Cost: £960

Product Code	Learning Title	Type
L5NEB	Non Executive Board Member Induction Programme	■

Learning Description

To give newly appointed non-executive board members of government departments and executive agencies a better understanding of their role, the public sector landscape and the key relationships within it.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
				✓

Learning Outcomes:

- An explanation of the accountability and governance arrangements in central government
- An appreciation of the structures and machinery of central government, including the roles of Treasury and Cabinet Office, Parliament, select Committees, the civil service and ministers
- An understanding of the role on a non-executive on a Government board.
- An explanation of your role in financial management including the role of the Audit Committee and the principles of Government accounting
- A strengthening of the quality of the contribution made by non-executives to their boards

Pre-learning requirements: Optional pre-course reading.

Duration: 1 day

Delegate quotes: "Beneficially intensive and effective, but also human and empathetic."

"I found the whole programme inspirational."

Cost: £525

Leadership in the Civil Service

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
L5RE	SCS Regional Events	■

Learning Description

Regional (annual) conferences for SCS below Permanent Secretaries and Director Generals to share best practice and find solutions to current cross-cutting issues

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
				✓

Learning Outcomes:

- Focus on corporate change
- Collective understanding of the challenges
- Work well together as leaders
- Support for public reform agenda
- Strengthen regional networks and efficiencies

Pre-learning requirements:

Duration: 1 day

Product Code	Learning Title	Type
L5T2	Top 200	■

Learning Description

Regular six-monthly meetings of Permanent Secretaries and Director Generals to share best practice and find solutions to current cross-cutting issues.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
				✓

Learning Outcomes:

- Senior leadership expectations
- Collective understanding of the challenges
- Work well together as leaders
- Support for public reform agenda
- Corporate change

Pre-learning requirements:

Duration: 3 days

Management development programme

Management development programme

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Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
M	Management Development	●

Learning Description

Future provision:

A comprehensive, progressive and blended management development programme, covering learner-led knowledge based elements and workshops to allow skills practice on specific topics. Learning will be available in bite-sized chunks and can be built together to meet individual's needs. Levels reflect different elements of management roles, so individuals can progress to the level most relevant to their current role.

Current provision:

This full programme is not available yet. In the meantime, departments and NSG may provide programmes to meet management development needs. NSG's programme has been matched as closely to CSL's programme as possible, but does not include the learner-led elements. Instead, workshops are offered to meet these knowledge needs.

Who is the learning for?

AA/AO Managing Self	EO Managing Others	HEO/SEO Middle Managers	G7/6 Senior Managers
✓	✓	✓	✓

Learning outcome

Future provision:

The full programme will eventually cover the following:

Learner-led / e-learning elements:

- The role of the manager – including knowledge of legislation and the manager's responsibilities
- Performance management – including knowledge of objective setting and managing poor performance

- Manager as a developer – including understanding the importance of learning and the role of the manager in achieving this
- Managing change – including understanding the manager's role in helping achieve change effectively

Development workshop elements:

- Coaching skills – to enable managers to acquire the knowledge and skills needed to help their staff develop
- Having important conversations – to equip managers to have important conversations as part of their line management responsibilities
- Giving and receiving feedback – to provide managers with the skills to give and receive feedback effectively
- Facilitation skills – To enable managers to become effective facilitators in the workplace
- Emotional intelligence – To build skills in the use of emotional intelligence with others
- Managing changing – To enable managers to understand transition and build resilience and confidence when managing change
- Recruitment and interviewing skills – To provide individuals with knowledge of effective recruitment and build interviewing skills

Pre-learning:

Future provision:

Workshops will require undertaking the relevant e-learning modules prior to attending.

Duration:

Future provision:

E-learning anticipated to be between 2-5 hours per module

Face to face workshops anticipated to be between half day to 1 day

Core Skills

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
CS0CAF	Commercial Awareness Foundation	(E)

Learning Description

To equip all civil servants with an understanding of the essential commercial considerations applicable to all staff spending public money.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes

- The wider commercial context and its importance to Government
- Explain why it is important for Civil Servants to understand commercial implications associated with their work
- What is value for money?
- The responsibility of spending public money
- What we mean by commercial in Government i.e. Procurement, PPM, Contract Management, Finance and Risk Management
- What are the commercial points of impact on processes of project or programme management?
- What are the rules of engagement in dealing with suppliers?

Pre-learning required: None

Duration: 60-120 mins

Product Code	Learning Title	Type
CS0L	Introduction to Continuous Improvement for Leaders	(E)

Learning Description

An introduction to the mindset and techniques of lean and continuous improvement to eliminate waste and make efficiencies in teams and business areas. This course will provide an appreciation of the leadership approach required for success.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
	✓	✓	✓	✓

Learning Outcomes

- History of continuous improvement and the management philosophies and systems on which it was built
- The role of managers in leading continuous improvement
- Identifying what is generating value and what is wasteful, and how to align processes to maximise value and drive out waste
- How organisational culture can impede continuous improvement and how it might need to change
- Improving job satisfaction and creating a more flexible and efficient workforce while fostering an innovative and creative problem-solving culture.

Pre-learning required: None

Duration: 2 hours

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
CS0PD	Successful Project Delivery	(E)

Learning Description

This programme will give individuals an understanding of the project management landscape and how they best support projects; the language and processes that enable Department's to successfully deliver programmes and projects; and the contribution projects makes to the wider organisational portfolio.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes

- Understand what a project is
- Understand the different stages of the project lifecycle
- Recognise where own works fits into the project
- Contribute effectively to the management of risks and issues
- Understand where to go for further information and development

Pre-learning required: None

Duration: 1 hour or less

Product Code	Learning Title	Type
CS0F	Finance Skills for All	(E)

Learning Description

Provides simple steps for acquiring the foundation and intermediate level of knowledge for the Professional Skills for Government (PSG) financial skills.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes

- Financial planning and control
- Resource based management
- Strategic and business planning
- Budget management
- Performance indicators
- Market economics
- Investment appraisal & evaluation

Pre-learning required: None

Duration: 1 day

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
CS0EC	Effective Communication	(E)

Learning Description

E-learning package to provide a basic understanding of good written and verbal communication.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes:

- Understand what effective listening means
- Development of effective questioning
- Understanding of non-verbal behaviour
- How to be effective in writing as well as oral communication

Pre-learning required: None

Duration: 1 – 5 hours

Product Code	Learning Title	Type
CS0S	What is Strategy?	(E)

Learning Description

For all staff to gain an understanding of what a strategy is and its organizational functions and benefits. How they can influence and help deliver a strategy.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes

- Understand what a strategy is
- Define the process of strategic thinking in an organisation
- Define how strategies are used in the civil service
- Define how individual civil servants can influence a strategy
- Define own responsibility in turning strategy into reality within the civil service

Pre-learning required: None

Duration: 30 mins

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
CS0E	Analysing and Using Evidence	(E)

Learning Description

E-learning package to provide a basic overview of analysis and use of evidence techniques.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes:

- identify and use various sources of evidence and feedback to support outputs
- understand the validity, relevance and limitations of different sources of evidence
- use evidence to evaluate policies, projects and programmes
- understand and interpret the most commonly used methods for summarising data
- engage with relevant experts to gather and evaluate evidence

Pre-learning required: None

Duration: Typically 1 – 5 hours depending on user requirement

Product Code	Learning Title	Type
CS0W	Microsoft Word	(E)

Learning Description

Part of a series of engaging, interactive, learning programmes on Microsoft Office IT packages. The learner can dip in and out of the programme and use it as a reference tool to access the specific learning elements required from a pick list at the time of their individual need.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes

- Getting around Word features, and compilation of basic documents
- Following on from basic abilities to include items, such as tab setting, importing documents
- Developing the knowledge and skills of word processing and be able to manage basic documents at work

Pre-learning required: None

Duration: Typically 1 – 5 hours depending on user requirement

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
CS0A	Microsoft Access	(E)

Learning Description

Part of a series of engaging, interactive, learning programmes on Microsoft Office IT packages. The learner can dip in and out of the programme and use it as a reference tool to access the specific learning elements required from a pick list at the time of their individual need.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes

- Getting around Access, and the construction of basic databases
- Following on from the basic package to include items such as linking data and compilation of outputs
- An Introduction to the next level of functions and additional features, including advanced queries, link to excel, action queries, advance reports, Access and the web, and shortcuts

Pre-learning required: None

Duration: Typically 1 – 5 hours depending on user requirement

Product Code	Learning Title	Type
CS0E	Microsoft Excel	(E)

Learning Description

Part of a series of engaging, interactive, learning programmes on Microsoft Office IT packages. The learner can dip in and out of the programme and use it as a reference tool to access the specific learning elements required from a pick list at the time of their individual need.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes

- Getting around Excel features, and the construction of basic spreadsheets including getting started, formatting, formulae, help features, autofill, printing, charts and page setting
- Following on from the basic package to include multiple spreadsheets and pivot tables

Pre-learning required: None

Duration: Typically 1 – 5 hours depending on user requirement

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
CS0PP	Microsoft PowerPoint	(E)

Learning Description

Part of a series of engaging, interactive, learning programmes on Microsoft Office IT packages. The learner can dip in and out of the programme and use it as a reference tool to access the specific learning elements required from a pick list at the time of their individual need.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes

- Getting around PowerPoint features, and the construction of basic presentations.
- Know the basics of PowerPoint presentation creation, getting started, views, changing the look of your presentation, printing, pictures, drawing, presenting a slideshow, and correcting mistakes.
- Following on from the basics to include importing of documents and the use of 'kiosk' facility

Pre-learning required: None

Duration: Typically 1 – 5 hours depending on user requirement

Product Code	Learning Title	Type
CS0P	Microsoft Project	(E)

Learning Description

This Ms Project elearning is part of a series of engaging, interactive, learning programmes on Microsoft Office IT packages. The learner can dip in and out of the programme and use it as a reference tool to access the specific learning elements required from a pick list at the time of their individual need.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes

- Getting around Project and construction of basic Project information.
- Getting around Project and construction of basic Project Information
- Ideal for people who have not used Microsoft® Project before and who are presently working in a Project Management role or hoping to instigate a Project Management system
- Aims to show how to create a project plan, assign resources, perform basic tracking and adjust Microsoft® Project output.
- Become comfortable creating projects you might typically create at work

Pre-learning required: None

Duration: Typically 1 – 5 hours depending on user requirement

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
CS00	Microsoft Outlook	(E)

Learning Description

Microsoft Outlook is part of a series of engaging, interactive, learning programmes on Microsoft Office IT packages. The learner can dip in and out of the programme and use it as a reference tool to access the specific learning elements required from a pick list at the time of their individual need.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes

- This learning package will enable delegates to progress from learning how to use Outlook to construct, send, and receive basic e-mails; to learning about 'delegate access' and housekeeping of Outlook files
- Aims to increase confidence in the basics of using Outlook, manage E-mail, the Contact list and Appointments

Pre-learning required: None

Duration: Typically 1 – 5 hours depending on user requirement

Product Code	Learning Title	Type
CS0V	Microsoft Visio	(E)

Learning Description

Microsoft Visio is part of a series of engaging, interactive, learning programmes on Microsoft Office IT packages. The learner can dip in and out of the programme and use it as a reference tool to access the specific learning elements required from a pick list at the time of their individual need.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes

- Understanding how to make the most of Visio to help produce professional looking diagrams for displaying complex business information
- Know how to use the features of Microsoft® Visio to effectively create mapping process flow diagrams, organisation charts, network diagrams, software design or scaled diagrams i.e. room layouts, within the workplace

Pre-learning required: None

Duration: Typically 1 – 5 hours depending on user requirement

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
CS0MI	Managing Information	(E)

Learning Description

E-Learning providing an awareness of what is meant by information and the legislation in place to protect it. How to organise, label, store, and retrieve information using the most effective methods that support your work processes and business.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes:

- Understand what is meant by information and the statutory framework surrounding it
- Understand how to organise information – documentation; labelling; and storing
- Awareness of the systems available to retain and retrieve information
- Awareness of the use of information – dissemination and collaboration

Pre-learning required: None

Duration: Typically 1-5 hours depending on user requirement.

Product Code	Learning Title	Type
CS0CS	Delivering Excellent Customer Service	(E)

Learning Description

E-Learning giving a broad awareness of good customer service and why it is a priority for the Civil Service. What good service means, how to provide it, and what to avoid.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
✓	✓	✓	✓	✓

Learning Outcomes:

- Understand the importance and benefits of creating a customer service culture within the CS
- Understand the standards expected of Civil Servants
- Recognise our customer expectations
- Understand the importance of creating the right first impression
- Recognise the link between diversity and customer service
- Understand the importance of handling customer information appropriately

Pre-learning required: None

Duration: 1 hour or less

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
CS23BM	Budget Management	■

Learning Description

Workshop providing detailed learning on budget management. Aimed at those with budget responsibilities and also staff who are budget managers.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
	✓	✓		

Learning Outcomes:

- Be able to present budgets with confidence and accuracy
- Be able to understand anomalies and potential corrective action
- Read, understand and give a basic interpretation of financial information
- Carry out basic calculations from accounts and to recognise areas for concern
- Recognise the different types of costs within the organisation or own department and understand your contribution to improving business processes through controlling its costs

Pre-learning: Some pre-course preparation work will be required

Duration: 1 day

Product Code	Learning Title	Type
CS23PS	Presentation Skills	■

Learning Description

Enabling delegates to acquire the confidence, skills and knowledge necessary to prepare and successfully deliver a public presentation.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
	✓	✓		

Learning Outcomes

- The design and development of a presentation
- Understand the target audience and tailoring material appropriately
- The role of visual aids in presentation.
- The presenter as a visual aid
- Use learning styles knowledge to demonstrate how to adapt presentation styles to suit the audience needs.
- Build rapport with the audience
- Understand the audience and how to handle questions and challenges from them.
- Understand the logistics and requirements needed to prepare for a presentation, including contingency planning should things not go to plan.

Pre-learning: Some pre-course preparation work will be required

Duration: 2 days

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
CS34BC	Building Your Case	■

Learning Description

How to construct a compelling argument based on logical use of evidence (the pyramid principle).

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
		✓	✓	

Learning Outcomes:

- Learn more about how to present evidence clearly and logically in a way that supports your argument and influences others
- Understand the principles of clear thinking that lead to clear and logical writing
- Understand more about the Pyramid Principle so that your thinking will be easy for others to grasp and your presentation of evidence effectively supports your case

Pre-learning: None

Duration: 1 day

Product Code	Learning Title	Type
CS4ACA	Advanced Commercial Awareness	(E)

Learning Description

To support civil servants in roles that require a deeper understanding of the opportunities and risks presented by commercial relationships and arrangements.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
			✓	

Learning Outcomes

- Understand the complexities of the environment in which Government and the private sector relate to each other and how civil servants need to operate within this
- How Government commercial functions operate and are changing, understanding the role civil servants can play in enabling the Government to achieve best possible results through commercial opportunities and practices
- Understand the nature of mutual risk, rewards and remedies as well as incentivisation and its contribution to performance
- A deep working appreciation of why it is important for Civil Servants to understand commercial implications of their work
- The commercial considerations required in developing and introducing government policy and understanding the commercial marketplace and how government policy may impact on it
- Understand what drives a commercial organisation and how this impacts on their supplying behaviour and ability to deliver policy
- Describe how to develop commercial relationships with suppliers and the risks associated with this partnership
- Develop working practices for the organisation that ensure an ongoing and effective commercial relationship with suppliers

Pre-learning: None

Duration: 2 days

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
CS4DS	Developing a Strategy	(E)

Learning Description

How to develop strategic thinking at senior level in an organisation and how to turn a strategy into reality.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
			✓	✓

Learning Outcomes

- Define what value strategy adds to the civil service/government with a focus on achieving more with less
- Understand the responsibility of leading an organisation through strategy.
- Use practical techniques to aid strategic thinking
- Develop a clear vision of how to write a strategy, including developing options, using stakeholders and the best delivery systems
- Explore the use of tools to support strategy

Pre-learning required: None

Duration: 30 mins

Product Code	Learning Title	Type
CS45L	Working with LEAN	■

Learning Description

Building on the basic principles of Lean and how it can improve business processes through continuous improvement. A practical workshop exploring further how to put the principles into practice and see the positive outcomes in your own business.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
			✓	✓

Learning Outcomes:

- Understand the background to Continuous Improvement and LEAN and how it originated
- state the benefits of Continuous Improvements using real examples
- Understand how LEAN tools can and have been used within the civil service
- Have basic tools and techniques to use within immediate work areas
- Know where to go for additional sources of information and advice

Pre-learning required: None

Duration: 1 day

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
CS45P	Working with Projects	■

Learning Description

This course uses taught inputs, case studies and group discussion to build an understanding of the leadership challenge in a project environment; how leaders can be more effective in the project management environment; and equip them for undertaking the role of the Senior Responsible Owner.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
			✓	✓

Learning Outcomes

- Lead a project to a successful conclusion
- Effectively support the project team throughout the stages of the lifecycle
- Ensure the project is aligned to the outcomes and objectives of the wider programme and/or portfolio
- Effectively mitigate risks to the programme
- Ensure that the project is prepared for all assurance processes whether internal or external to the Department
- Understand limits of expertise and when to seek additional support/expertise.

Pre-learning required: None

Duration: 2 days

Product Code	Learning Title	Type
CS45FB	Advanced Finance and Business Finance Skills	●

Learning Description

E-learning package that builds on Finance Skills for All, providing greater in-depth knowledge for more senior staff.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
				✓

Learning Outcomes

- Present information in a form that meets the needs of CS and different media
- Understand the limits on what and how they should tell the media, remembering the requirements for impartiality in the CS
- Manage questions effectively and confidently
- Present in a clear and interesting manner, with authority.
- Diffuse difficult situations and tactfully handle objections
- Respond rapidly to media enquiries applying CS process for doing so.
- "Sell" a story to the media.

Pre-learning requirements:

Experience of presentations.

Duration: 1 Day

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
CS45HM	Handling the Media	■

Learning Description

To teach Civil Servants how to communicate well through various media channels.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
			✓	✓

Learning Outcomes

- Present information in a form that meets the needs of CS and different media
- Understand the limits on what and how they should tell the media, remembering the requirements for impartiality in the CS
- Manage questions effectively and confidently
- Present in a clear and interesting manner, with authority
- Diffuse difficult situations and tactfully handle objections
- Respond rapidly to media enquiries applying CS process for doing so
- “Sell” a story to the media.

Pre-learning requirements:

Experience of presentations.

Duration: 1 Day

Product Code	Learning Title	Type
CS45LA	Presenting to Large Audiences	■

Learning Description

Participants will build on their presentation skills and enhance their performance, enabling them to deliver key messages with impact and confidence to large audiences.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
			✓	✓

Learning Outcomes

- plan and structure for all types of business presentations to a large audience
- present confidently, convincingly and with influence in a large auditorium
- deliver an organisation’s message with maximum impact and clarity
- build rapport with a large audience
- deal with challenging people, interruptions and questions
- how to make nervousness work for rather than against them.

Pre-learning requirements:

For those experienced in presentations who need learn how to present effectively to large audiences.

Duration: 2 days

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
CS45PD	Presenting Difficult Messages	■

Learning Description

Aimed at staff from middle management to SCS who are experienced at presenting and staff communication but who need to learn how to deliver difficult messages to staff in challenging times and to do this well.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
			✓	✓

Learning Outcomes

- Choose the best medium for delivery of the message
- Prepare and structure effectively in order to communicate a difficult message
- Adapt the message by considering the intended recipients
- Communicate as a leader and a presenter with, influence and empathy, verbally, face to face and in written communications
- Anticipate reaction to the messages and have strategies for handling challenges, interruptions and questions
- overcome personal barriers to communicating difficult messages
- Deliver tough messages whilst maintaining positive relationships

Pre-learning requirements:

For those experienced in presentations but want to develop their skills to deliver difficult messages to staff.

Duration: 1 day

Product Code	Learning Title	Type
CS5CSM	Commercial Skills Masterclass	■

Learning Description

To equip senior civil servants with an understanding of the critical commercial decisions required to be effective in their role.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
				✓

Learning Outcomes

- State how commercial risks can be identified, managed and mitigated.
- Deploy internal commercial expertise at the appropriate points/stages of a project to deliver effective policy outcomes in a commercially viable way
- Have a deep understanding of the motivations of commercial partners and how they can be utilised to achieve Government objectives
- Understand how commercial issues may promote or constrain policy development
- Appreciate fully how commercial considerations may impact on policy development and implementation
- Understanding the trade - offs between policy requirements and commercial realities and how to manage the tension between the two effectively

Pre-learning requirements: None

Duration: Available in 2-hour masterclasses or in a day-long programme

Key: (E) E-learning ■ Face to Face ● Mix of classroom, work-based and online learning

Product Code	Learning Title	Type
CS5OS	Operating Strategically	■

Learning Description

Workshop to provide skills practice around putting strategic thinking into practice day to day and longer term.

Who is the learning for?

AA/AO	EO	HEO/SEO	Grade 7/6	SCS
				✓

Learning Outcomes:

- Know how to influence Department's strategy and priorities
- Know about and understands government priorities, wider policy environment and institutional constraints, and how to translate these into overall strategic direction of Dept and Govt as a whole and into effective delivery of own work area
- Know how to identify, understand and take account of key strategic drivers affecting the delivery of own work area
- Know how to deploy a range of strategic analysis tools
- Understand how to work in partnership with internal and external strategy experts to achieve organisation's goals

Pre-learning requirements: None

Duration: 1 day

Further additions will be made to the curriculum over the coming weeks. For more information on Civil Service Learning, contact:
[Redacted]