Government
CAMPUS

Management:
Foundation Programme

Line managers play a critical role in organisational success. This programme supports and empowers you as a new manager to develop the essential skills and behaviours required for effective line management within the Civil Service.

> **The programme will help develop your confidence to empower and bring out the best in individuals and teams whilst supporting them in navigating the complexity of their roles, as well as providing clear and consistent expectations for good line management practice.**

The programme is aligned to the Civil Service Line Management Standards and promotes consistency and effective line management across government to get the best from our people and resources.

Followed by the Practitioner and Senior Practitioner programmes, this programme plays a crucial role in helping improve the Civil Service's leadership and management capability.

The Foundation Programme is for people who are new to management, who are likely to be EO or HEO grade and helps you to develop the essential management skills you need to embark on your managerial career.

It includes four modules – each featuring real-life, relatable Civil Service scenarios and takes 4 months to complete. The modules focus on strategy and decision making, team working, performance and change and communication.

The aim of the programme is to develop people with the skills and knowledge required to be an effective manager at this level. A programme certificate is awarded once you have demonstrated this back at work. The best-placed person to assess and certify that you have done so is your manager with whom you'll work to ensure you have opportunities to demonstrate your skills in order to obtain your certificate.

You'll remain in the same cohort throughout the duration of the programme. This creates a strong peer network through which learners can share knowledge and support one another, both during and after the programme.

Learner outcomes

Create awareness of purpose and culture within the team and its role in bringing this to life for customers and citizens.

Share knowledge, collaborate and create compelling arguments to influence or direct activity.

Support teams to have a positive outlook on change and role model this in their own actions.

Know how and when to communicate risk to leadership, including financial risk.

Be an inclusive manager of individuals and teams, supporting and developing people towards high performance.

Build and maintain a strong network of peers to connect with to test ideas, consider challenges and problems and share insights and experiences.

Demonstrate commercial awareness and sound judgement by connecting decision-making with positive citizen outcomes.
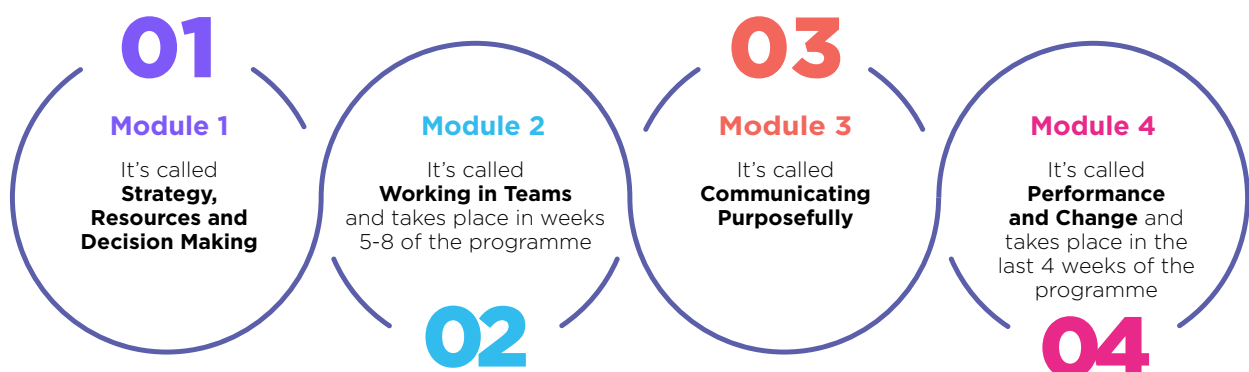
What does the learning involve?

The programme opens with a 3 hour launch workshop.

As well as introducing the programme, this is an opportunity to get to know your fellow learners, laying the networking foundations for the coming months. Upon joining the programme, you'll find guides for both you and your manager. You'll find out all about the programme and your manager will find out about their role in supporting you and assessing your skills. There's also a video which explains why the programme is important to the Civil Service.

What's the outcome?

Upon completing the programme, you'll know how to be an inclusive manage, how to give a team purpose and how to help it deliver high performance. As a purposeful communicator, you'll be able to share knowledge effectively and create compelling arguments that can influence or direct activity. Demonstrating commercial awareness and sound judgement, you'll be able to make decisions that result in positive citizen outcomes. After learning alongside them, you'll also have a strong network of peers that you can call upon to test ideas, explore challenges and share insights with, as you progress through your managerial career.

01
Module 1

It's called
Strategy, Resources and Decision Making

02
Module 2

It's called
Working in Teams and takes place in weeks 5-8 of the programme

03
Module 3

It's called
Communicating Purposefully

04
Module 4

It's called
Performance and Change and takes place in the last 4 weeks of the programme

> **This programme takes places over four months. Each module is completed over a month and activities include interactive PDFs, workshops and opportunities for peer learning and networking.**

Module 1:

Module 1 is called **Strategy, Resources and Decision Making**. The module takes place over the first 4 weeks of the programme and includes online learning and a peer learning group session. We suggest that the total learning time for this module is 5 hours and 5 minutes.

During this module, you will learn what **strategy and risk** are, why it is important to know about them and how they apply to your role. You'll consider what it means to be **commercially aware** and be empowered to **effectively manage resources** and to make **data-driven decisions.**

This is an online module with an interactive knowledge workbook, which will direct and support your learning through all the activities and tasks included in the module. Here you'll find everything that must be completed before you meet with your peer learning group.

There's a guide to support you through the peer learning group session which is a great opportunity for you to meet with your colleagues and share your experiences and questions and consolidate your thinking.

To conclude the module, you will complete a reflection activity and a knowledge check. Key to the programme are the ongoing conversations with your manager about opportunities to demonstrate the skills you have learned.

Module 2:

Module 2 is called **Working in Teams** and takes place in weeks 5 to 8 of the programme. We suggest that the total learning time for this module (including the 7 hours workshop) is 11 hours 20 minutes.

During this module, you will learn the importance of **Civil Service values and purpose,** consider your own values and purpose and how to relate these to your work and that of your team. You'll consider **the characteristics of an effective team and key skills of a team leader** when leading virtual and hybrid teams.

The module also covers the importance of **building an inclusive team** that is **accountable and responsible** and how to shape, promote and embed a culture that combines high expectations with **openness, trust and transparency.** You'll champion **teamwork and collaboration**, whilst considering **the wellbeing of your team**.

Like Module 1, this module begins with a knowledge workbook which will direct and support your learning with all the information and activities needed before you attend the 1 day workshop. The workshop will give you the opportunity to demonstrate the application of your knowledge and develop your skills. Following your workshop, you will take part in a peer learning group session. Then, as with Module 1, you'll complete reflective activities, a knowledge check and continue to work on your skills assessment with your manager.

Module 3:

Module 3 is called **Communicating Purposefully**. The module takes place over weeks 9 to 12 of the programme. We suggest that this module will take 10 hours 35 minutes to complete (this includes the 7hours workshop).

In this module, you will consider the impact of your communications on others and develop the skills to have **meaningful conversations** across teams, ensuring **inclusion** and encouraging **collaboration**. You'll practise **coaching** and **giving feedback** using the case studies based upon the Foundation programme team, whom you met in Module 2.

During this module, you will learn how to **effectively communicate** and **engage with your team,** other stakeholders and customers. You'll consider **different communication styles** and when to use them, to have meaningful conversations across teams.

As with all modules, Module 3 begins with the interactive knowledge workbook that will direct and support your learning. All the information and activities in the workbook should be read and completed prior to attending the 1 day workshop. This workshop will give you the opportunity to demonstrate the application of your knowledge and develop your skills.

Following your workshop, you will take part in your peer learning group session and you will also complete reflective activities, a knowledge check and continue to consider demonstration of your skills with your manager.

Module 4:

Module 4 is called **Performance and Change** and takes place in the last 4 weeks of the programme. We suggest that this module will take 11 hours 30 minutes to complete (this includes the 7 hours workshop).

In Module 4, you will consider **managing performance, assessing development needs, delegation and innovation.** You'll also think about how to maintain the performance and **motivation** of your team during periods of change. Finally, you will think about your **network** and how to build it going forward.

As with the other modules, Module 4 begins with the knowledge workbook to direct and support your learning prior to the 1 day workshop.

This is followed by your peer learning group session, reflections, a knowledge check and ongoing discussions with your manager about the skills assessment.

Once the programme has been completed, you can continue to demonstrate the skills you have learned back at work. You will also have up to 12 months in which to complete the skills assessment with your manager. The programme certificate can be obtained when the manager certifies that they have observed demonstration of the skills and knowledge covered in the programme.

Is this programme right for you?

Joel

I'm Joel and I'm starting a new project with a remote team, which will include hybrid working. I want to refresh my management skills and develop best practice for working in a hybrid way.

Mara

I'm Mara and I've just been promoted. As a new operational manager, I need to develop the skills required for this grade.

Isla

I'm Isla. I've been a leader for a number of years. I'm looking to move up a grade and would like to improve my understanding of strategy, systems thinking and risk.

Yes – this programme can help you develop these skills

You're welcome to attend, but there are courses in the core curriculum which might better suit your needs.

How to book?

More information about the programme can be found on the learning website. You can also submit a booking request from here too. If you have any questions or need any help, please contact the Helpdesk.

You can call **0203 640 7985** or email **support@governmentcampus.co.uk**.

The Helpdesk is open between 8:30am and 5:30pm Monday to Friday.

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