Government CAMPUS

Management:
Practitioner Programme

In the January 2021 edition of 'Better Training, Knowledge and Networks', the Prime Minister and Cabinet Secretary said,

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It's vital we continue to invest in our training and development to equip our people with the skills, knowledge and networks they need to stay ahead. 99

To support this aim, a new curriculum is being developed to provide training at each stage of a civil servant's career. Educational standards have been developed in consultation with civil servants across departments and professions. The Management Practitioner programme covers the skills and knowledge defined in these standards for people who are experienced managers, whatever their grade or role. The programme helps you to develop the managerial skills you need if your teams are to deliver the outcomes that citizens expect from the Civil Service. Practitioner is one of the Management Pathways programmes, together with Foundation and Senior Practitioner, all playing a crucial role in helping to improve the Civil Service's leadership and management capability.

The Practitioner programme helps you, as experienced managers of any grade, to further develop the essential management skills you need as you progress in your career.

The programme consists of three modules, each lasting approximately 5 weeks and a fourth module which includes continued learning post programme. Each module features a variety of training activities, all of which have been designed to cover the skills and knowledge you need to perform your role effectively and to support the expansion of your network.

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 you can share knowledge and support one another, both during and after the programme.

Learner outcomes

After completing the programme, you'll have the skills and knowledge to:

Explain where strategy comes from and identify and interpret external factors that have implications for the civil service

Communicate change with authenticity, clarity and vision, connecting to purpose and citizen outcomes

Make complex data-driven decisions that have a tangible impact on citizen outcomes

Take steps to mitigate financial and operational risk

Identify when new technology can improve processes or data flows and look for opportunities to integrate

Practise inclusive leadership by creating a culture based on trust and respect, allowing for challenge and questions to shape the culture
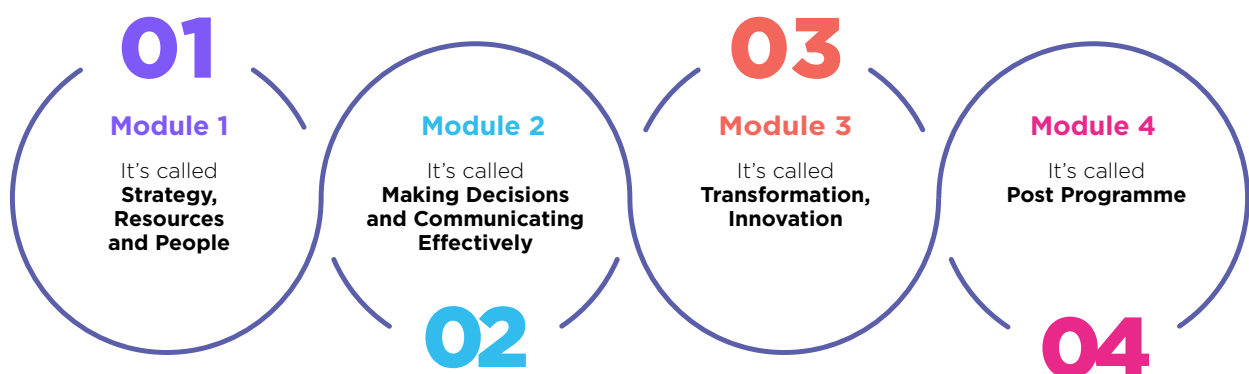
What does the learning involve?

The programme opens with a 2.5 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 this programme, you'll know how to identify and implement strategy, aligning objectives, vision and values and know how to involve stakeholders to encourage and support strategic decision making. You'll be able to manage both internal and external risk and align team performance to strategic needs and priorities. You'll analyse and use data to support effective decision-making and deliver strategic information and decisions to a range of stakeholders using clear and compelling communications. You'll become an enabler of transformation and innovation and lead others successfully through periods of change. You'll be an inclusive and collaborative manager, able to drive innovation, creating cultures of trust and respect with your teams and maintaining team performance and motivation through periods of uncertainty.

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Module 1

It's called
Strategy, Resources and People

Module 2

It's called
Making Decisions and Communicating Effectively

02

03

Module 3

It's called
Transformation, Innovation

Module 4

It's called
Post Programme

04

> **This programme takes place over 4 months, during which you'll complete Modules 1 to 3. Module 4 contains the post-programme information.**

Module 1:

Module 1 is called **Strategy, Resourcing and People** and takes place during weeks 2 to 6 of the programme. It involves approximately 10 hours 30 minutes of learning (this includes the 7 hours workshop).

During this module, you'll learn how to **identify and implement strategy – aligning objectives, vision and values, operational and financial resourcing, risk management and expectations for accountability, responsibility and team performance, with strategic needs.** You'll consider how to equip people and teams to perform now and in the future via goals **and talent and career development.**

The module begins with an interactive knowledge workbook which will direct and support your learning. All the information and activities should be read and completed before you attend 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'll 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 **Making Decisions and Communicating Effectively** and takes place in weeks 7 to 11 of the programme. It involves approximately 11 hours of learning (including the 7 hours workshop).

In this module, you'll focus on networking and how to **build and maintain a high-quality network of peers.** You'll learn about **gathering and analysing data,** using networks and engaging stakeholders in **decision making**. You'll then consider how to value different perspectives to challenge bias and assumptions, encourage discussion and **create a safe environment for your team** to enable this. You'll create a **compelling and clear communication** about the decisions that have been made, which can be adapted for the needs of the team and a range of stakeholders.

Like Module 1, it begins with a knowledge workbook which will direct and support your learning before you attend 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. 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 **Transformation, Innovation and Leading your Team** and takes place in weeks 12 to 16 of the programme. It involves approximately 10 hours 45 minutes of learning (including the 7 hours workshop).

In this module, you'll learn about **horizon scanning and working in partnership** with others to enable **transformation and innovation**. You'll think about **leading and communicating effectively through periods of change.** You'll develop the skills to have **meaningful conversations** across teams, **ensuring inclusion and encouraging collaboration to drive innovation**. You'll finish the module with the knowledge and skills to **create a culture of trust, respect and team wellbeing**, to maintain **team performance and motivation** through change and uncertainty.

As with all modules, Module 3 begins with an interactive knowledge workbook to be completed prior to attending the 1 day workshop. In the workshop you'll demonstrate the application of your knowledge and develop your skills.

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

Module 4:

Module 4 is called **Post Programme**. Throughout the programme, you'll complete knowledge checks and have ongoing conversations with your manager about opportunities to demonstrate the skills that you have learned. You have up to 12 months following programme completion in which to demonstrate to your manager that you can apply each of these skills.

This module gives you a checklist for your manager to sign to say they are content that you have demonstrated the required skills. Once signed, you can upload the checklist to obtain the programme certificate. This certifies that you have successfully completed the programme and demonstrated the knowledge and skills to be an effective and experienced manager.

You're also encouraged to maintain your peer network and to discuss with your manager the ongoing demonstration and development of your skills as part of your performance and development planning.

Is this programme right for you?

Here are three examples of roles that would benefit from the practitioner level of the Management programme:
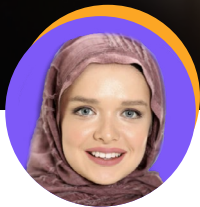
Sukran

I'm Sukran. I'm due to move and to manage a number of teams in which the people have a wide variety of ability, experience and expertise. I want to embody inclusive leadership while ensuring high performance.

Sheila

I'm Sheila and I have a very large team to support through a period of significant change and transition. I need to maintain motivation and performance as we move towards the visions

Fu

I'm Fu and I've been a civil servant for many years. As part of my continuous development and, in light of the changing ways of working in the Civil Service, I wish to refresh my leadership skills.

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.