

Operations/Departmental Manager Level 5 Learning Outcome Mapping Document

The Professional Discussion is not mapped to the below Learning Outcomes, this will focus on additional learning/Continuous Professional Development undertaken during the Apprenticeship.

Knowledge	Learning Outcome	Assessment Method
Operational Management	Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs. Understand business development tools (e.g. SWOT), and approaches to continuous improvement. Understand operational business planning techniques, including how to manage resources, development of sales and marketing plans, setting targets and monitoring performance. Knowledge of management systems, processes and contingency planning. Understand how to initiate and manage change by identifying barriers and know how to overcome them. Understand data security and management, and the effective use of technology in an organisation.	Knowledge Test
Project Management	Know how to set up and manage a project using relevant tools and techniques and understand process management. Understand approaches to risk management.	Knowledge Test, Project Presentation & Q&A
Finance	Understand business finance: how to manage budgets, and financial forecasting.	Knowledge Test
Leading People	Understand different leadership styles, how to lead multiple and remote teams and manage team leaders. Know how to motivate and improve performance, supporting people using coaching and mentoring approaches. Understand organisational cultures and diversity and their impact on leading and managing change. Know how to delegate effectively.	Knowledge Test

Managing People	Know how to manage multiple teams and develop high performing teams. Understand performance management techniques, talent management models and how to recruit and develop people.	Knowledge Test
Building Relationships	Understand approaches to partner, stakeholder and supplier relationship management including negotiation, influencing, and effective networking. Knowledge of collaborative working techniques to enable delivery through others and how to share best practice. Know how to manage conflict at all levels.	Knowledge Test
Communication	Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, digital) and how to apply them appropriately.	Knowledge Test
Awareness of Self	Understand own impact and emotional intelligence. Understand different learning and behavioural styles.	Knowledge Test
Management of Self	Understand time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks.	Knowledge Test
Decision Making	Understand problem solving and decision-making techniques, including data analysis. Understand organisational values and ethics and their impact on decision making.	Knowledge Test

Skills	Learning Outcome	Pass Criteria	Distinction Criteria	Assessment Method
Operational Management	Able to input into strategic planning and create plans in line with organisational objectives. Support, manage and communicate change by identifying barriers and overcoming them. Demonstrate commercial awareness, and able to identify and shape new opportunities. Creation and delivery of operational plans, including setting KPIs, monitoring performance against plans. Producing reports, providing management information based on the collation, analysis and interpretation of data.	Can input into strategic planning and create plans in line with organisational objectives.	Able to execute the strategic plan. Able to mitigate against any deviation to plan. Able to cope with a fast-paced changing environment, where plans may change regularly.	Portfolio of Evidence & Structured Competency Based Interview
		Can support, manage and communicate change by identifying barriers and overcoming them.	Assesses own ability to communicate the common sense of purpose to the team, using feedback from team members and other evidence to help identify strengths and areas for improvement. Evaluates options for generating the proposed improvement to determine feasibility and viability.	
		Can demonstrate commercial awareness, and able to identify and shape new opportunities.	Able to answer key questions about his/her industry: - Biggest issues in the industry today - Biggest Issues in the industry in the future - Key players and differences	
		Can create and deliver operational plans, including setting KPIs, monitoring performance against plans.	Able to demonstrate how the Operational Plan can, with valid examples, contribute to business goals and objectives. Able to detail the importance of KPI implementation and tracking and the use of mitigating actions where appropriate	
		Can produce reports, providing management information based on the collation, analysis and interpretation of data.	Able to use a varied array of analysis techniques to provide insights from data. Able to incorporate insights into future planning	

Project Management	Plan, organise and manage resources to deliver required outcomes. Monitor progress and identify risk and their mitigation. Able to use relevant project management tools.	Can plan, organise and manage resources to deliver required outcomes.	Able to apply rigorous use of tools in the analysis of business issues.	Portfolio of Evidence, Structured Competency Based Interview, Project Presentation & Q&A
		Can monitor progress and identify risk and their mitigation.	Able to escalate issues, where appropriate, to ensure we deliver the required outcomes on-time and in-full.	
		Can use relevant project management tools.	Understands the differences between the various project management tools, and where certain tools are more appropriate.	
Finance	Able to monitor budgets and provide reports and consider financial implications of decisions and adjust approach/recommendations accordingly.	Can monitor budgets and provide reports and consider financial implications of decisions and adjust approach/ recommendations accordingly.	Uses a range of financial evaluation techniques to inform management decisions	Portfolio of Evidence & Structured Competency Based Interview
Leading People	Able to communicate organisational vision and goals and how these to apply to teams. Support development through coaching and mentoring and enable and support high performance working. Able to support the management of change within the organisation.	Able to communicate organisational vision and goals and how these to apply to teams.	Able to mitigate against concerns from the team (i.e. increased workload, changing process). Demonstrates genuine interest and empathy with colleagues, engaging through jargon free language.	Portfolio of Evidence & Structured Competency Based Interview
		Can support development through coaching and mentoring and enable and support high performance working.	Acts as a Role Model by adhering to strategic plans and initiatives, always leading by example. Consistently displays the behaviours required by a workplace coach. Promotes equality of opportunity.	
		Can support the management of change within the organisation.	Can mitigate against conflict within teams.	

Managing People	Able to manage talent and performance. Develop, build and motivate teams by identifying their strengths and enabling development within the workplace. Able to delegate and enable delivery through others.	Can manage talent and performance.	Influences behaviour through application of motivational theories including reward systems, promotion, succession, and job rotation.	Portfolio of Evidence & Structured Competency Based Interview
		Can develop, build and motivate teams by identifying their strengths and enabling development within the workplace.	Able to demonstrate instances where a weakness in the team has been identified and has worked to close the gap.	
		Can delegate and enable delivery through others.	Consistently monitors the outcomes of their delegation decisions. Provides feedback, recognition and rewards. Always reviews own effectiveness in delegating tasks.	
Building Relationships	Able to build trust and use effective negotiation and influencing skills and manage conflict. Able to identify and share good practice and work collaboratively with others both inside and outside of the organisation. Use of specialist advice and support to deliver against plans.	Can build trust and use effective negotiation and influencing skills and manage conflict.	Positively influences by actively listening to others and confidently puts their view across, stating the benefits and implications in a positive assertive way. Takes responsibility in minimising and resolving conflict employing a variety of techniques to achieve this.	Portfolio of Evidence & Structured Competency Based Interview
		Can identify and share good practice and work collaboratively with others both inside and outside of the organisation.	Gathers customer feedback and shares across the team/organisation - continuous improvement. Follows up with customers who complain to let them know the actions and solutions resulting from their complaint.	
		Can use specialist advice and support to deliver against plans.	Able to take specialist advice and expand further to over-deliver against plans	
Communication	Able to communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style. Able to chair meetings and present using a range of	Can communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style.	Evaluates own communication skills as a manager, identifying strengths and areas for improvement through feedback and reflection.	Portfolio of Evidence, Structured Competency Based Interview, Project
		Can chair meetings and present using a range of media.	Evaluates own ability to be able to chair / lead a meeting gaining feedback from others.	

	media. Use of active listening, and able to challenge and give constructive feedback.	Can use active listening, and able to challenge and give constructive feedback.	Handles challenging feedback situations with empathy and control, remains open minded and always agrees a solution.	Presentation & Q&A
Self-Awareness	Able to reflect on own performance, working style and its impact on others.	Can reflect on own performance, working style and its impact on others.	Sees feedback as opportunity to consistently apply learning to enhance own skills and development.	Portfolio of Evidence & Structured Competency Based Interview
Management of Self	Able to create a personal development plan. Use of time management and prioritisation techniques.	Can create a personal development plan.	Implements self-management techniques to maximise opportunities and creates challenging development plan to stretch self.	Portfolio of Evidence & Structured Competency Based Interview
		Can use time management and prioritisation techniques.	Manages time effectively and identifies ways to increase the time available, by applying time management and prioritisation techniques.	
Decision Making	Able to undertake critical analysis and evaluation to support decision making Use of effective problem-solving techniques	Can undertake critical analysis and evaluation to support decision making.	Critically assesses the impact of their decisions. Effectively communicates with stakeholders to ensure the implementation of correct solutions.	Portfolio of Evidence, Structured Competency Based Interview, Project Presentation & Q&A
		Can use effective problem-solving techniques.	Able to critique the various problem-solving techniques	
Behaviours	Learning Outcome	Pass Criteria	Distinction Criteria	Assessment Method
Takes Responsibility	Drive to achieve in all aspects of work.	Demonstrates a drive to achieve in all aspects of work.	Deals objectively with setbacks when they occur, learning for the future.	Portfolio of Evidence,

	Demonstrates resilience and accountability. Determination when managing difficult situations. Seeks new opportunities.	Demonstrates resilience and accountability.	Able to reflect objectively for future situations (i.e. taking learnings from a given situation to understand how the situation can be handled better in the future)	Structured Competency Based Interview, Project Presentation & Q&A
		Demonstrates determination when managing difficult situations.	Actively looks to identify and resolve conflict within the team. Able to apply various techniques to ensure a win-win outcome	
		Demonstrates seeking new opportunities.	Able to collaborate with 3rd parties (internally and/or externally) to develop new opportunities.	
Inclusive	Open, approachable, authentic, and able to build trust with others. Seeks the views of others and values diversity.	Demonstrates being open, approachable, authentic, and able to build trust with others.	Creates an inclusive culture treating all customers and colleagues with respect and honesty.	Portfolio of Evidence & Structured Competency Based Interview
		Demonstrates seeking the views of others and values diversity.	Able to build a trustworthy rapport with colleagues, where both positive and negative experiences can be shared freely. Able to take a no-blame stance when trying to resolve an issue.	
Agile	Flexible to the needs of the organisation. Is creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responding well to feedback and need for change. Open to new ways of working.	Demonstrates being flexible to the needs of the organisation	Has a proven track record of re-prioritising workload as a direct result of an organisational change situation.	Portfolio of Evidence & Structured Competency Based Interview
		Demonstrates being creative, innovative and enterprising when seeking solutions to business needs.	Acts as a positive change agent promoting new techniques and processes and influencing others to take a positive and proactive approach.	
		Demonstrates being positive and adaptable, responding well to feedback and need for change.	Able to help others turn feedback into actions. Able to instil the need for change into the working culture.	
		Demonstrates being open to new ways of working.	Actively looks to identify new ways of working (internally and externally). Identifies best practices & looks to mould methods to the needs of the team	

Professionalism	Sets an example, and is fair, consistent and impartial. Open and honest. Operates within organisational values	Demonstrates setting an example, and is fair, consistent and impartial.	Doesn't hide mistakes and turns errors into an area for improvement. Actively encourages the team to do the same.	Portfolio of Evidence & Structured Competency Based Interview
		Demonstrates being open and honest.	Acts as a role model for others to emulate in terms of integrity and ethical approach.	
		Demonstrates operating within organisational values	Consistently demonstrates a professional principled approach that embodies organisations values.	